INFORMATION DIGEST

CANADIAN ARMED FORCES-ROYAL CANADIAN CHAPLAIN SERVICE MANUAL

POLICY AND DOCTRINE

(Supersedes A-CHAP GEN-001-000/JD-000 vol.1 dated 2015-04-07)

Issued by the Chaplain General on the authority of the Chief Military Personnel. Although the essence of the document must remain intact, if necessary, the Chief Military Personnel authorizes the Chaplain General to make changes to procedures and terms.

OPI: D Chap Svcs **2022-06-28**

PRÉCIS D'INFORMATION

FORCES ARMÉES CANADIENNES-MANUEL DU SERVICE DE L'AUMÔNERIE ROYALE CANADIENNE

POLITIQUE ET DOCTRINE

(Remplace la publication A-CHAP GEN-001-000/JD-000 daté du 07-04-2015)

Publié par l'Aumônier général avec l'autorisation du Chef du personnel militaire. Bien que l'essence du document doive demeurer intègre, si nécessaire, le Chef du personnel militaire autorise l'Aumônier général à procéder à des changements concernant les procédures et les termes.

BPR: D Svcs Aum **28-06-2022**

FOREWORD

1. A-CG-001-000/JD-000, the Canadian Armed Forces-Royal Canadian Chaplain Service Manual is issued on the authority of the Chief of Military Personnel.

2. The short title for this publication shall be: “RCChS Manual.”

3. A-CG-001-000/JD-000 is effective upon receipt and supersedes all policies and rules previously issued in the form of a manual, supplement, order, or instruction, including A-CHAP GEN-001-000/JD-000 vol.1 dated 2015-04-07 and the following CFAOs list:

a. 33-1 Council Chaplain service (P)
b. 33-2 Roman Catholic Military Ordinary of Canada
c. 33-3 Chapel Offerings Roman Catholic
d. 33-4 Chapel Facilities
e. 33-5 Attendance at Retreats
f. 33-7 Chapel Committees
g. 33-9 Religious Ministrations (P)
h. 33-10 Protestant - Gifts and memorial articles
i. 33-11 Responsibilities and Duties of Chaplains
j. 33-12 Religious Ministrations (RC)
k. 33-13 Padre’s Hour

Except:

a. QR&O Chapter 33 – Chaplain Services;
b. Directives from the Chaplain General that are included into this Manual and referred to;
c. DAODs; and
d. CFAO 3-4, CFAO 9-62.

4. Suggested revisions of the RCChS Manual shall be forwarded through the RCChS chain of supervision to Director Chaplaincy Services 2 (D Chap Svcs 2) at: +CMP RCChS Policies - CPM SAumRC Politiques@CMP D Chap Svcs@Ottawa-Hull (internal use), or CMPRCChSPolicies-CPMSAumRCPolitiques@forces.gc.ca (external use).

5. Questions regarding the RCChS Manual may be directed to the Administrative Response Centre (ARC), at 1-833-445-1182, cmparc.cracpm@forces.gc.ca.

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LIST OF ACRONYMS

1 CAD	1 Canadian Air Division	**CDS**	Chief of the Defence Staff
AAR	After Action Report	**CER**	Chaplain Evaluation Report
ADM	Assistant Deputy Minister	**CF**	Canadian Forces
AOR	Area of Responsibility	**CFB**	Canadian Forces Base
ARV	Annual Readiness Verification	**CFC**	Canadian Forces College
ATL	Advanced Training List	**CFChSC**	Canadian Forces Chaplain School and Centre
BMOQ	Basic Military Officer Qualification	**CFITES**	Canadian Forces Individual Training and Education System
BOI	Board of Inquiry	**CFLPM**	Canadian Forces Leave Policy Manual
BOQ	Basic Occupational Qualification	**CFLRS**	Canadian Forces Leadership and Recruit School
BTL	Basic Training List	**PaCE**	Performance and Competency Evaluation
CA	Canadian Army	**CFRC**	Canadian Forces Recruiting Group
CADPAT	Canadian Disruptive Pattern	**CFRG**	Canadian Forces Support Training Group
CAF	Canadian Armed Forces	**CFSTG**	Canadian Forces Support Training Group
CAFJOD	Canadian Forces Junior Officer Development Programme	**CFTPO**	Canadian Forces Task Plans and Operations
CANSOFCOM	Canadian Special Operations Forces Command	**CHAP GEN**	Chaplain General

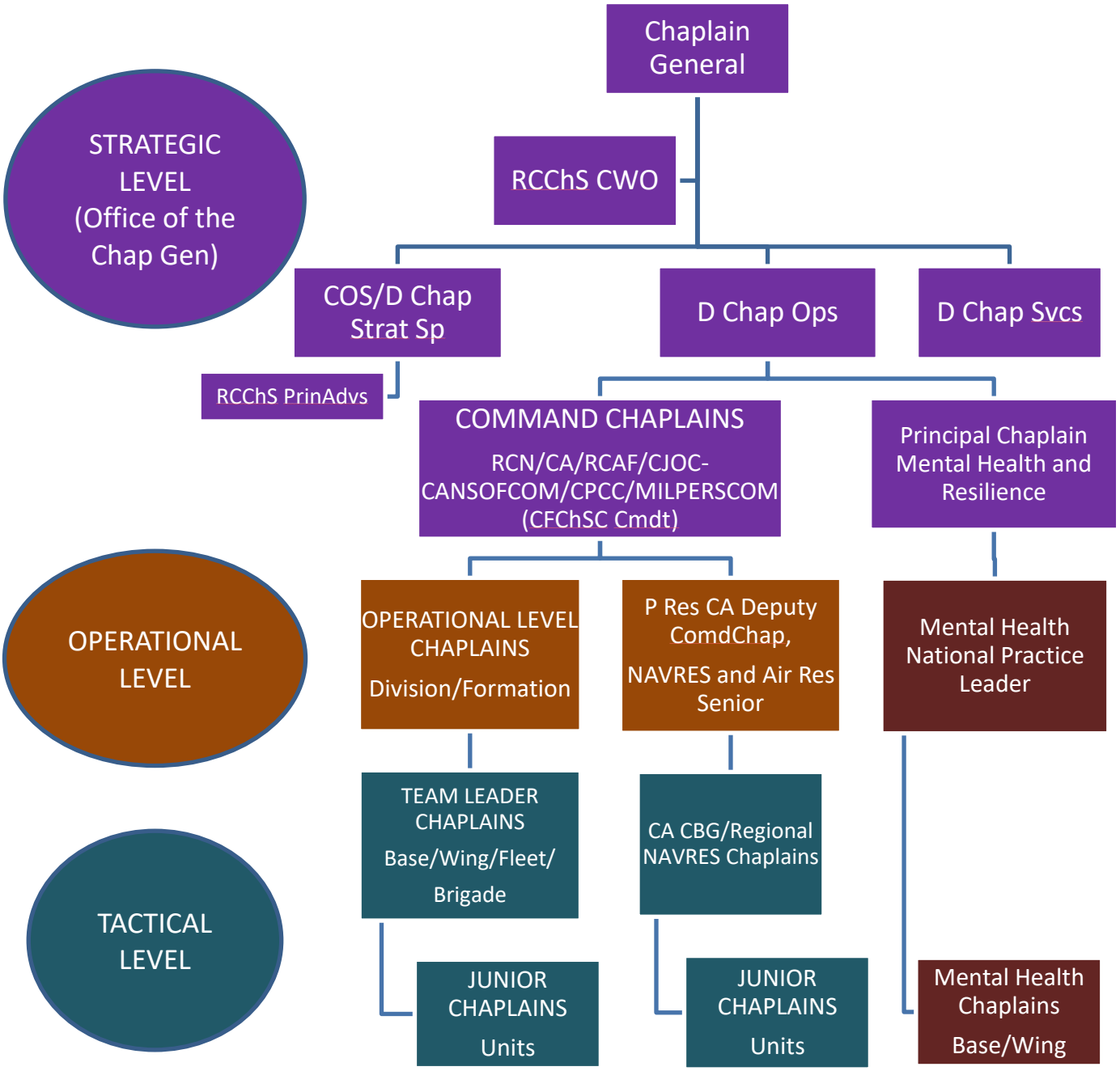
CIDO	Chaplains in Deployed Operations	**DAAG**	Defence Aboriginal Advisory Group
CIV O	Civilian Officiant	**DAOD**	Defence Administrative Orders and Directives
CJOC	Canadian Joint Operations Command	**DEO**	Direct Entry Officer
CMDT	Commandant	**Det**	Detachment
CO	Commanding Officer	**DEU**	Distinctive Environmental Uniform
COATS	Cadet Organizations Administration and Training Service	**DHRD**	Director of Human Rights and Diversity
CoC	Chain of Command	**DL**	Distance Learning
COMD	Command	**DMCA**	Director Military Careers Administration
COS	Chief of Staff	**DND**	Department of National Defence
CPCC	Chief Professional Conduct and Culture	**DP**	Developmental Period
CSD	Code of Service Discipline	**DPGR**	Director Personnel Generation Requirement
CT	Component Transfer	**Ex CTS**	Exercise CALLED TO SERVE
CTC	Cadet Training Centre	**FCC**	Faith Centre Coordinator
CWL	Catholic Women's League	**FE**	Force Employment
D Chap Ops	Director Chaplaincy Operations	**FG**	Force Generation
D Chap Svcs	Director Chaplaincy Services	**FY**	Fiscal Year
D Chap Strat Sp	Director Chaplaincy Strategic Support	**G/L**	General Ledger
DA	Designated Assistant	**GoC**	Government of Canada

HA	Harassment Advisor	**LL**	Lesson Learned
HQ	Headquarters	**MFC**	Multi-Faith Centre
HR	Human Resources	**MH Chap**	Mental Health Chaplain
HR Civ	Human Resources – Civilian	**MH Chap NPL**	Mental Health Chaplain National Practice Leader
HRMS	Human Resources Management System	**MILPERSCOM**	Military Personnel Command
HRSS	Human Resources Support Services	**MIP**	Master Implementation Plan
IACG	Indigenous Advisor to the Chaplain General	**MND**	Minister of National Defence
ICCMC	Interfaith Committee on Canadian Military Chaplaincy	**MOS ID**	Military Occupational Structure Identification
JAG	Judge Advocate General	**MPRR**	Military Personnel Record Resume
Jr Chap	Junior Tactical Level Chaplain	**Natl CJCR Sp Gp**	National Cadet & Junior Canadian Rangers Support Group
Jr Chap Inst	Junior Chaplain Instructor	**NATO**	North Atlantic Treaty Organisation
Jr SO Chap	Junior Staff Officer Chaplain	**NCM**	Non-Commissioned Member
ICCMC	Interfaith Committee on Canadian Military Chaplaincy	**NOK**	Next-of-Kin
JTF	Joint Task Force	**NORAD**	North American Aerospace Defence Command
L1	Level 1	**OCG**	Office of the Chaplain General
L2	Level 2	**OFP**	Operational Functional Point

2SLGBTQI+	Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex considers sex characteristics beyond sexual orientation, gender identity and gender expression and, inclusive of people who identify as part of sexual and gender diverse communities who use additional terminologies.	**OPME**	Officer Professional Military Education
OR	Orderly Room	**Reg F**	Regular Force
PaCE	Performance and Competency Evaluation	**REO**	Reserve Employment Opportunity
P Res	Primary Reserve	**RESO**	Reserve Entry Scheme Officer
PCH	Protestant Chaplain Handbook	**RLE**	Religious Leader Engagement
PI	Pay Incentive	**RRC**	Regional Recruiter Chaplain
PLAR	Prior Learning Assessment Review	**SCA**	Supply Customer Account
POW	Prisoner of War	**SEELM**	Subsidized Education Entry Level Masters
PrinAdv	Principal Advisor	**SER Chap**	Senior Elemental Reserve Chaplain
Prin Chap MH& R	Principal Chaplain - Mental Health and Resilience	**SFT**	Spiritual/Faith Tradition
PSPC	Public Services and Procurement Canada	**SFTR**	Spiritual/Faith Tradition Representatives
QHC	Honorary Chaplain to the Queen	**SME**	Subject Matter Expert
QR&O	Queen's Regulations and Orders	**SO**	Staff Officer
R2MR	Road to Mental Readiness	**SOL**	Senior Operational Level

RAA	Religious Area Assessment	**SOW**	Statement of Work
RC	Responsibility Center	**SR**	Spiritual Resilience
RCAF	Royal Canadian Air Force	**SSE**	Strong, Secure, Engaged
RCChS	Royal Canadian Chaplain Service	**SSO**	Senior Staff Officer
RCD	Roman Catholic Directory	**SUP Chap**	Supervising Chaplain
RCN	Royal Canadian Navy	**Supp Res**	Supplementary Reserve
SWE	Salary Wage Envelope		
TAV	Technical Assistance Visit		
TD	Travel Document		
TL Chap	Team Leader Chaplain		
Trg O	Training Officer		
UEC	Unit Ethics Coordinator		
VIP	Very Important Person		

RCChS STRUCTURE OF GOVERNANCE



ROYAL CANADIAN CHAPLAIN SERVICE MANUAL

GLOSSARY

Base Chaplain - The Chaplain (Chap) is in charge of all chaplaincy services provided on a Canadian Forces (CF) Base. The Base Chap is the chaplain of the Commanding Officer (CO) of the Base.

Canadian Armed Forces (CAF) - The fundamental goal of the CAF is to protect Canada and Canadian interests and values, while contributing to international peace and security. The CAF defends Canada by patrolling its coasts; monitoring its skies; leading search and rescue missions and assisting civilian rescue authorities with disaster relief. The CAF contributes to the defence of North America by working with the United States at North American Aerospace Defence Command (NORAD) to monitor and defend continental, airspace, and ocean areas. The CAF contributes to international security by participating in operations around the world.

Chaplain General (Chap Gen) - The chief chaplain for the CAF who is responsible to the Chief of the Defence Staff (CDS) for the spiritual, religious, and moral well-being of the members of the CAF and their families.

Canadian Forces Chaplain School and Centre (CFChSC) - Located at Canadian Forces Base (CFB) Borden, provides general and specialist training to chaplains (Regular and Reserve Force, allied chaplains).

Chaplain - An officer of the CAF who has been granted a mandate by the Chap Gen under QR&O 33.04 to provide chaplaincy services to CAF members and their families.

Chaplain Services - The provision of active, personal, and compassionate spiritual care, the facilitation of spiritual and religious programming, events and services, and participation in military ceremonial and commemorative events.

Civilian Officiant (Civ O) - A person, other than a chaplain, who is permitted under QR&O 33.04(2) to provide chaplain services to personnel of the CAF and their families.

Defence Team: People are at the core of everything the Defence Team does to ensure Canada is strong, secure, and engaged in the world. As stated in 2018-2019 Departmental Plan ISS 2371-7327: “The success of any mission depends on having healthy, resilient, well trained, and motivated personnel supported by talented and dedicated defence civilians working within the Department of National Defence (DND). This integrated civilian-military Defence Team is the heart of our institution.” The CAF has a commitment not only to our members, but to their families as well. “Our people serve in complex environments that can pose a high threat level. We will continue to deliver essential programmes and services to give our troops comfort knowing their families are being looked after (ibid).” For further detail, see: Link

Interfaith Committee on Canadian Military Chaplaincy (ICCMC) - The ICCMC is a committee comprised of Spiritual/Faith Traditions (SFT) leaders for the consideration of matters affecting

military chaplaincy. To fulfil its mandate, the Committee acts as a direct link between chaplains and their respective civilian SFT authorities and is the common channel between the SFTs of Canada and the Government of Canada. Working with the Office of the Chaplain General, the ICCMC ensures that the integrity of all SFTs within the military is respected and that reasonable provision, subject to operational requirements, is made for the practice of one's SFT. The ICCMC also assists in the exercise of religious oversight of RCChS chaplains, sets the academic, spiritual, and professional standards required for their specific SFT and to assist in the selection of chaplains to assume responsibility for endorsement and, if required, withdrawal of the same. ICCMC members assist in the spiritual/religious oversight and care for chaplains and their families and provide advice and assistance in the areas of religious services, education, counselling, and all other areas of spiritual, religious, and moral import.

Minister of National Defence (MND) - A Federal Cabinet Minister who has the management and direction of the CAF and all matters relating to National Defence. The National Defence Act (NDA) sets out the minister's responsibilities, which include the construction and maintenance of all defence establishments and works for the defence of Canada, as well as research relating to the defence of Canada and to the development of, and improvements in, materiel.

Team Leader Chaplains (TL Chap): A chaplain with the rank of major/lieutenant-commander (or acting major/lieutenant-commander) who leads chaplains under their supervision. On a small CFB, usually the TL Chap is also the base chaplain. On a larger base, there may be more than 1 TL Chap, but only 1 TL Chap exercises the role of the base chaplain.

Supervising Chaplain (SUP Chap): A SUP Chap functions in the role of supervising subordinate chaplains. "SUP Chap" does not refer to a specific position.

CHAPTER 1
STRATEGIC STATEMENT

CHAPLAINCY VISION

1. The Royal Canadian Chaplain Service (RCChS) is a multi-faith chaplaincy committed to developing the spiritual resilience and wellness of all members of the Defence Team at home and abroad.

2. This strategic vision is elaborated in *Called to Serve (2022-2030): Spiritual Resilience and Well-being Strategy*. Implementing the goals of this strategy is the core, motivation, and inspiration for chaplaincy services in the years ahead.

CHAPLAINCY MISSION

3. The RCChS will develop and offer care and support to ensure the spiritual, religious, and moral wellness of all members of the Defence Team by promoting and respecting the freedom of conscience and Spiritual/Faith Tradition (SFT) of each person.

4. The mission is based on achieving three strategic goals (Caring for all, Developing the Spiritual Resilience of the Defence Team, and Investing in our people). All initiatives that contribute to the pursuit of these goals are reflected in the RCChS Campaign Plan: One Chaplaincy - One Team (2022-2030).

CHAPLAINCY MOTTO

5. The Chief Herald of Canada and Inspector of Canadian Forces Colours and Badges approved "*VOCATIO AD SERVITIUM*", meaning "Called to Serve," to be the RCChS motto on 15 March 2006.

MANDATE - ROLE

6. RCChS chaplains are mandated to care for all Canadian Armed Forces (CAF) members and their families, provide spiritual and religious services and instruction for those connected and/or interested in a chaplain's SFT, and to arrange for spiritual, ethical, and moral direction, mentorship, and loving care to all CAF members and their families - regardless of religious affiliation, custom, practice, or non-practice. The role of the Chaplain General, and all chaplains, as specified in the *Queen's Regulations and Orders* QR&O 33.03(1) and 33.06 is such that chaplains are to care for "the religious, spiritual and moral well-being of all officers and non-commissioned members and the families of all officers and non-commissioned members."

7. Department of National Defence civilian members and veterans may occasionally request Chaplaincy services. Although not included in the RCChS mandate, spiritual support for these requests will be facilitated based upon available resources.

ROYAL CANADIAN CHAPLAIN SERVICE BADGE

8. Purple and gold are the distinctive colours of the RCChS. On the RCChS badge, the red maple leaves recall service to our veterans and the fallen. The Royal Crown symbolizes service to the Sovereign of Canada.

9. The inspiration for the creation of the RCChS Badge is the stained-glass window *"Hope in a Broken World,"* situated in the Hall of Colours, at the National Memorial Center, Beechwood Military Cemetery (ON). The *Tree of Life* and *Rays of Light* represents the hope, promise, and eternal presence that causes new life to grow out of the chaos and ashes of war. The roots and the rock symbolize chaplaincy activities that are strongly grounded in faith, compassion, and the respect and dignity for all.

10. The Chief Herald of Canada and Inspector of Canadian Forces Colours and Badges approved the design for the RCChS badge on 20 January 2012. Further details concerning the badge may be found on the Governor General's website: Register of Arms, Flags and Badges. Royal Canadian Chaplain Service.

11. The badge is used to represent the RCChS as a whole, while reflecting Canadian spiritual and religious diversity, and is a common, neutral, and inclusive spiritual symbol. The badge is to be worn on the chaplain headdress, chaplain scarf during public military ceremonies, and as collar badges.

12. Upon the distribution of the new RCChS badge, the three badges for Christian, Jewish, and Muslim chaplains will no longer be authorized on chaplain orders of dress.

CHAPLAIN SCARF

13. Upon the production and distribution of the RCChS scarf badge, the RCChS scarf bearing the unified badge will replace scarves with faith identifiers.

14. During the recitation of the public prayer/spiritual reflection, chaplains are encouraged to wear the RCChS scarf as a reminder of the common mission to support the spiritual care and moral well-being of all CAF members and their families.

15. A chaplain may express concern based upon one's SFT practice, custom, and/or belief, for not wearing the RCChS scarf. In such a case, the respect of the chaplain's conscience is recognized, and the chaplain is authorized to not wear the RCChS scarf.

SPIRITUAL/FAITH TRADITION IDENTIFIERS

16. On the Distinctive Environmental Uniform (DEU), SFT-identifiers represent a chaplain's SFT. Authorized SFT identifiers are:

a. Buddhist chaplains: the Wheel of Dharma;
b. Christian chaplains: the Latin Cross;
c. Humanist chaplains: the Happy Human;
d. Jewish chaplains: the Tablets of the Law and the Star of David;
e. Muslim chaplains: the Crescent;
f. Sikh chaplains: the Khanda;
g. Unitarian Universalist chaplains: Flaming chalice; with
h. Other DEU SFT-identifiers created for new SFT within the RCChS, in collaboration with new chaplains and their respective SFT leaders.

ROYAL CANADIAN CHAPLAIN SERVICE FLAG

17. The Inspector of Canadian Forces Colours and Badges approved the design of an RCChS Flag, on 26 July 2012. The flag features the RCChS badge on a purple background, with a gold border.

18. The flag is approved for display in CAF Multi-Faith Centres, Sacred Spaces, chaplain offices, and for use at chaplain events. According to A-AD-200-000/AG-000 "The Heritage Structure of the Canadian Forces."

CHAPTER 2
SPIRITUAL VALUES AND CANADA'S MILITARY

CANADA'S MILITARY

1. The fundamental purpose of the military is to serve in defence of the nation and to protect national interests at home and abroad. This involves both the disciplined application of lethal force and the unlimited liability of all Canadian Armed Forces (CAF) personnel. The military will only remain effective, if its personnel and materiel requirements are recognized, understood, and supported by Canadians, and seen by Canadians to affirm and reflect the fundamental values which define this nation.

FREEDOM OF CONSCIENCE AND RELIGION

2. The *Canadian Charter of Rights and Freedoms* guarantees the freedom of individual conscience and religion. Accordingly, Queen's Regulations and Orders (QR&O) directs that "Commanding officers and officers commanding commands or formations shall provide for the religious, spiritual and moral well-being of the officers and non-commissioned members under their command and the families of those officers and non-commissioned members" (QR&O 33.06).

MILITARY ETHOS - CORE PRINCIPLES

3. The core military values of loyalty, integrity, courage, excellence, inclusion and accountability, with the military ethical principles of respect for the dignity of all persons, service to Canada before self, and obedience to lawful authority, are at the centre of the military ethos as described in Trusted to Serve. This document is the expectation and commitment applicable to members of all rank levels within the CAF. These values and principles are essential to military capabilities in peace, conflict, and war.

SPIRITUALITY

4. As chaplains are called to serve all, the Royal Canadian Chaplain Service (RCChS) acknowledges the CAF's requirement to maintain a broad definition and understanding of spirituality. This understanding of spirituality is one that meets the diverse needs of the Canadian population and supports the spiritual growth of everyone. CAF personnel and their families, regardless of spiritual or religious affiliation or lack thereof, have the right to spiritual and religious support (QR&O 33).

5. The RCChS understands spirituality to be that which gives meaning and purpose to life, and which can be expressed or experienced through religion, personal philosophy, worldviews, or a rule of life.

SPIRITUAL PRACTICE

6. While respecting the freedom of conscience and spirituality of each person, chaplains seek to assist all members, regardless of their faith expression, to pursue the Spiritual/Faith Traditions (SFT) and practices of their respective SFT. This includes the freedom to practise personal spiritual exercises, and corporate disciplines of one's faith, as permitted by operational constraints.

SPIRITUAL RESILIENCE, OPERATIONAL EFFECTIVENESS AND WELLNESS

7. Military operations at home and abroad are demanding and may be stressful. This reality is further compounded by the existential nature of training and operations which may involve the protection of citizens and the necessity to kill when required. These unique circumstances of military life subject military personnel to an array of hardships and combat exposures that may cause physical and psychological injuries and spiritual struggles.

8. Spiritual Resilience assumes the holistic view of human health in considering physical, psychological, social, and spiritual dimensions to be key elements of each individual's resilience in their overall health and well-being. The RCChS is engaged in promoting spiritual health and resilience within the CAF.

9. In Canada's defence policy, Strong, Secure, Engaged (SSE), it is recognized that the spiritual resilience of CAF personnel is of primary importance. Equipping CAF members and their families to be spiritually resilient is essential to ensure cohesive and productive operations both at home and abroad. SSE is an opportunity for RCChS chaplains to highlight ways in which spiritual resilience can significantly benefit all aspects of a member's military career as well as one's personal and family life.

10. The RCChS has produced a *Spiritual Resilience Presentation: A Guide for Chaplains*. This resource can be consulted to learn more about RCChS initiatives and the most recent definition of terms and concepts on Spiritual Resilience within the CAF.

CHAPTER 3
STRATEGIC HEADQUARTERS

GENERAL

1. Executive Level Chaplains are the senior leaders of the Royal Canadian Chaplain Service (RCChS) within National Defence Headquarters. RCChS Executive Level Chaplain positions are:

a. Director General: Chaplain General (Chap Gen);

b. Directors:

i. Director Chaplaincy Services (D Chap Svcs);

ii. Director Chaplaincy Operations (D Chap Ops); and

iii. Director Chaplaincy Strategic Support (D Chap Strat Sp); and

c. RCChS Chief Warrant Officer (RCChS CWO).

HEADQUARTERS

2. The Office of the Chaplain General (OCG) is the strategic headquarters of the RCChS and is a Level Two (L2) organization within Military Personnel Command (MILPERSCOM). The principal functions of the headquarters are to provide strategic planning and leadership for the RCChS.

DUTIES AND RESPONSIBILITIES

CHAPLAIN GENERAL

3. Duties and Responsibilities of the Chap Gen. The Chap Gen is the chief chaplain for the Canadian Armed Forces (CAF) and is:

a. Responsible for the spiritual well-being of the CAF and the welfare of all CAF members and their families;

b. An advisor to the Chief of the Defence Staff (CDS) on religious, spiritual, moral and ethical matters, and the morale of CAF organizations, their personnel and families;

c. The personal advisor and chaplain to the CDS and other general and flag officers;

d. Responsible to control and administer the RCChS, in a spirit of collaborative religious and spiritual dialogue that is reflective of Canada's diverse and

multicultural society, for the provision of chaplaincy services to all CAF members and their families;

e. To set professional standards for the service of CAF chaplains and Civilian Officiants (Civ O);

f. To grant, suspend, or revoke the Chap Gen mandate of all CAF chaplains and Civ Os providing chaplaincy services;

g. To consult with the Interfaith Committee on Canadian Military Chaplaincy (ICCMC) concerning requirements for Canadian Spiritual/Faith Tradition (SFTs) whose members wish to serve in the RCChS;

h. On behalf of the CDS, to guide the RCChS in a manner consistent with the CDS' direction of supporting and facilitating the SFT needs of all CAF members and their families; and

i. The Honorary Chaplain to the Queen.

DIRECTORS

4. Executive Level Chaplains are responsible for:

a. Exercising Leadership: by demonstrating a shared ability to work together to establish a vision for and implement the priorities of the RCChS. The ability to exercise positive leadership, inspired by a culture of care, directly impacts RCChS organizational effectiveness, its credibility, and the trust of CAF members and all chaplains within the Chaplaincy;

b. Managing Chaplain Capability: by assuring positive relationships between the ICCMC and the Minister of National Defence, the CDS and the Commander MILPERSCOM, and in consultation with the ICCMC to assure the governance relationship and professional accountability of chaplains with their SFTs;

c. Making Policy and Developing Chaplaincy Strategy: by defining chaplain capabilities, roles, and requirements, and establishing strategic priorities, goals, and objectives. Executive Level Chaplains provide counsel and guidance, CAF policy development, and strategic-level planning;

d. Chaplain Planning and Resource Allocation: through occupational analysis and enhancements, Executive Level Chaplains deliver an affordable chaplaincy programme through strategic-level business planning and sound fiscal management. Executive Level Chaplains determine strategic investment priorities in the areas of professional development, spiritual renewal, and career management; and

e. Directing Chaplain Operations at a Strategic Level: by holding Command Chaplains and the Canadian Forces Chaplain School and Centre (CFChSC) Commandant to account for the delivery and management of chaplaincy services and training within CAF commands.

5. Duties and Responsibilities of the Director Chaplaincy Services (D Chap Svcs). D Chap Svcs is responsible for all matters related to recruiting, education, training, policy and doctrine, public affairs, corporate communications, and strategic planning for CAF chaplains and:

a. Provides oversight of all subsidized education programmes for CAF chaplains, including: the Military Chaplain Training Plan, the Advanced Training List (ATL) (Postgraduate, Clinical Psycho-Spiritual Education and Second Language Training), the Subsidized Education Entry-Level Masters (SEELM), and the Special Commissioning Plan;

b. Administers and provides oversight on all interoperability, education, and training programmes with North Atlantic Treaty Organisation (NATO) countries;

c. Provides oversight for the Civ O process, including maintaining the list of applicants and requests for the Chap Gen's mandates for employment of Civ Os;

d. Maintains the RCChS Lessons Learned cell;

e. Receives from the Commandant of CFChSC reports in relation to the ongoing development of training and education provided at CFChSC;

f. Manages RCChS participants selected for the Foreign Military Out-Service Training and ATL outside Canada (OUTCAN) postings; and

g. Is responsible for the identification, expenditure authorization, and control of financial resources allocated to D Chap Svcs, and developing the annual Business Plan requirements for the Directorate.

6. Duties and Responsibilities of the Director Chaplaincy Operations (D Chap Ops). D Chap Ops is responsible for the provision and evaluation of chaplain services to Royal Canadian Navy, Canadian Army (CA), Royal Canadian Air Force, MILPERSCOM, Canadian Joint Operations Command and Chief Professional Conduct and Culture commands and:

a. Provides supervision of chaplains through Command Chaplains (ComdChap);

b. Ensures that services provided by all chaplains and Civ O's are in accordance with the policies and practices of the RCChS;

c. Oversees the operational tasking of chaplains both in domestic and foreign operations;

d. Conducts Staff Assistance Visits, as required, and participates in Environmental/Regional Exercises;

e. Oversees support of chaplain professional development;

f. Plans, coordinates, and holds an annual Senior Chaplains' Council for all chaplains of the rank of lieutenant-colonel (LCol) and higher;

g. Oversees the completion and submission of all Chaplain Evaluation Reports as well as statistical and periodic reports and records, and compiles annual reports submitted by ComdChap for the Chap Gen;

h. Is responsible for the identification, expenditure authorization, and control of financial resources allocated to D Chap Ops, and to develop the annual Business Plan requirements for the Directorate; and

i. Oversees Cadet Organizations Administration and Training Service (COATS) chaplains and Cadet Training Centre chaplaincy services.

7. Duties and Responsibilities of the Director Chaplaincy Strategic Support (D Chap Strat Sp). D Chap Strat Sp is responsible for the overall administration of the OCG and of the RCChS and is:

a. Responsible for career management of chaplains and the preparation of the annual chaplain posting plot;

b. Responsible for supervising the administrative functions supporting the OCG, and ensuring detailed accounting for all financial activities:

(1) Recommends the allocation of resources from the approved Business Plan;

(2) Prepares a L2 Business Plan for the Chap Gen; and

(3) Oversees the maintenance and control of Chap Gen organization and establishments;

c. Responsible for the planning, organizing, and managing the RCChS annual professional training exercise, CALLED TO SERVE (Ex CTS);

d. Responsible for the identification, expenditure authorization, and control of financial resources allocated to D Chap Strat Sp, and to develop the annual Business Plan requirements for the Directorate;

e. The de facto Chief of Staff (COS) for the OCG. D Chap Strat Sp is responsible for coordinating the efforts of the OCG's three directorates and ensuring Chap

Gen alignment and responsiveness to the Level 1 (L1) authority; and

f. As COS, to carry out other duties and responsibilities as may be assigned by the Chap Gen.

8. The Role, Responsibilities, and Duties of the RCChS CWO:

a. Role: The RCChS CWO:

(1) Is the senior non-commissioned member (NCM) advisor to the RCChS in support of the Chap Gen's role as a chaplain to the CAF, and spiritual advisor to the CDS and the Government of Canada on religious and spiritual matters;

(2) Is responsible to assist and advise the Chap Gen on well-being and morale affecting all CAF members and their families;

(3) Provides the NCM perspective on strategic issues related to the RCChS and the CAF, and on particular issues with respect to Chaplaincy Services;

(4) Interacts on a regular basis with L1 and L0 leadership; and

(5) Is expected to have initiative, discretion, and the ability to represent the RCChS in a wide variety of military, civilian, and international settings.

b. Responsibilities: The RCChS CWO is:

(1) Accountable to the Chap Gen; and

(2) Responsive to MILPERSCOM - Command Chief Warrant Officer (L1).

c. Duties: RCChS CWO duties are divided in two main areas of competency: strategic engagement and, leadership and management:

(1) Strategic Engagement:

(a) RCChS CWO strategic engagement consists of the establishment of links, alliances, and partnerships with key stakeholders to:

i. Promote understanding of the Chap Gen's role in providing solution-oriented SFT accommodation advice and service across the full spectrum of chaplaincy services; and

ii Shape and facilitate the development of well-being and morale initiatives; and

(b) Liaising with senior NCMs at all levels on matters pertaining to Chaplaincy Services;

(c) Attending the CAF CWO annual conference, meeting or projects with an impact on NCM professional development, or through which strategic engagement can be affected;

(d) Remaining current on common issues, problems, and concerns regarding training and application of the Sentinel Programme from an NCM perspective;

(e) Advising the Chap Gen on the role of chaplains, from an NCM perspective;

(f) Being a member of the ICCMC and performing the duties of a council advisor; and

(g) Visiting chaplains, chaplain teams, and their Chain of Command (CoC) to evaluate the morale of the RCChS and the delivery of chaplaincy services.

(2) Leadership and Management:

(a) The RCChS CWO is responsible to the Chap Gen in the following leadership and management functions:

i. Accompanying the Chap Gen to meetings, visits, events and functions, as required;

ii. Advising the Chap Gen on matters related to dress and deportment;

iii. Advising on, or coordinating, presentations, parades, ceremonies, including any ceremonies in which the Chap Gen participates;

iv. Promoting the professional development of all CAF chaplains;

v. Advising on military content of chaplain training, in particular Chaplain Basic Military Officer Qualification and Basic Occupational Qualification;

vii. Advising RCChS directors on issues related to their areas of responsibility; and

viii. Performing additional duties as required by the Chap Gen.

OFFICE OF THE CHAPLAIN GENERAL

9. Chaplains posted to the OCG administratively support the OCG through their directorate in the following positions:

a. D Chap Svcs:

(1) D Chap Svcs 2: Oversees RCChS recruiting and policy activities and is responsible for coordinating the selection process for chaplain candidates, monitoring the progress of SEELM and Basic Training List chaplains, and managing the ATL and Post Graduate Training programmes and their respective chaplain participants. This chaplain is a Senior Staff Officer (SSO) at the rank of LCol/Cdr and a member of the Chap Gen's Strategic Council;

(2) D Chap Svcs 2-2: Is responsible for coordinating the attraction and recruiting activities of the RCChS, reviewing applicant files, liaising with the ICCMC for the endorsement of files, liaising with Canadian Forces Recruiting Group concerning the progress of applicant files, and interacting with chaplain candidates. This chaplain holds the rank of Maj/LCdr;

(3) D Chap Svcs 2-3: Is responsible for updating and the writing of documents, policies, directives, and correspondence related to the strategic intent of the RCChS and in response to expressed operational needs by chaplains at the tactical level. This chaplain holds the rank of Maj/LCdr; and

(4) D Chap Svcs 2-2-1: Is responsible for providing administrative support to the efforts of D Chap Svcs, primarily in the area of recruiting, including interaction with Regional Recruiting Chaplains, SFT representatives, and applicants. This chaplain holds the rank of Capt/Lt(N).

b. D Chap Strat Sp:

(1) D Chap Strat Sp 2: Oversees the day-to-day operation and administration of the OCG, including all matters related to financial affairs, public and non-public, the administration and coordination of Ex CTS, and in consultation with the Business Manager, for the development of the Chap Gen L2 Business Plan. D Chap Strat Sp 2 is the point-of-contact with the Director Military Careers 6-4 regarding career issues for all Maj/LCdr and Capt/Lt(N) chaplains. This chaplain is an SSO at the rank of LCol/Cdr, reports directly to the COS, and is a member of the Chap Gen's Strategic Council;

(2) D Chap Strat Sp 2-3: Is Staff Officer (SO) to the ICCMC and the RCChS Col Cmdt and provides administrative support to D Chap Strat Sp and Chap Gen initiatives. This chaplain holds the rank of Maj/LCdr; and

(3) SO Chap Gen: Facilitates the Chap Gen in advising the CDS on spiritual, religious, and morale issues affecting the Defence Team, Strategic Stakeholder engagement at the national and international level, and, national and international level commemorative events. This chaplain holds the rank of Major/LCdr.

c. D Chap Ops:

(1) D Chap Ops 2: Oversees all administrative functions related to the effective functioning of chaplain operations, including ensuring reports are collected, meetings are prepared, and councils are arranged. D Chap Ops 2 works with the ComdChaps in order to achieve the Director's intent. D Chap Ops 2 is an SSO at the rank of LCol/Cdr and is a member of the Chap Gen's Strategic Council; and

(2) D Chap Ops 3: Is the advisor to D Chap Ops on all things Primary Reserve (P Res), Reserve Entry Scheme Officer, COATs and Canadian Junior Rangers. D Chap Ops 3 supports the OCG in tasks as assigned. This chaplain is a P Res Class B position at the rank of LCol/Cdr.

PRINCIPAL ADVISORS

10. A RCChS Principal Advisor (PrinAdv) is an advisor of the Chap Gen and member of the Chap Gen's Principal Advisory Council. PrinAdv represent either a SFT, or group of SFTs, or a non-SFT group within the CAF. As SMEs, PrinAdvs provide counsel on issues which affect the well-being of chaplains, as well as on matters related to specific support of the CAF members they represent. Additionally, SFT and/or minority interest groups, provide counsel on recruiting initiatives/process and offer feedback on RCChS policies, directives and doctrine that govern all RCChS chaplains.

COMMUNICATIONS WITH PRINCIPAL ADVISORS

11. Chaplains are authorized to consult with PrinAdvs on matters pertaining to doctrine, policy, or practice without having to communicate through the chaplain technical reporting chain or the military CoC. The PrinAdv determines whether an issue is to be addressed at a lower level within the CoC or transmitted to the ComdChap.

ROYAL CANADIAN CHAPLAINCY SERVICE MILITARY OCCUPATIONAL STRUCTURE IDENTIFICATION ADVISOR

12. On the advice and recommendation of the Chap Gen, an RCChS Director is appointed by Commander Military Personnel Command to be the RCChS Military Occupational Structure Identification (MOS ID) Advisor. The MOS ID Advisor is responsible for liaising with MILPERSCOM staff on matters related to occupation structure, requirements, and management of the chaplain occupation. Further details on the role of the RCChS Advisor are outlined in CF MIL PERS INSTR 02/08 – Branch Advisors – Roles and Responsibilities.

PRINCIPAL CHAPLAIN - MENTAL HEALTH AND RESILIENCE

13. The Principal Chaplain - Mental Health and Resilience (Prin Chap MH&R) is appointed by the Chap Gen as an advisor regarding mental health and resilience services and initiatives provided by CAF chaplains. Prin Chap MH&R is responsible for the planning of spiritual resilience (SR) resources for the RCChS, and is the office of primary interest for the Sentinel Programme.

14. The Prin Chap MH&R fulfills the role and responsibilities of ComdChap for chaplains serving in CAF MH clinics. This chaplain:

a. Provides advice and guidance to the Chap Gen and RCChS Directors on subjects pertaining to Care of Chaplains, SR and MH;

b. Acts as a subject matter expert (SME) for the CFChSC and confirms selected MH chaplains for tasks and duties for the CFChSC; and

c. Is the RCChS liaison with the Director General on Military and Personnel Research and Analysis and confirms research conducted on behalf of the RCChS. The Prin Chap MH&R is funded through the OCG budgetary process.

15. More information about the Prin Chap MH&R's role and responsibilities in relation to MH Chaplains services may be found in the Mental Health Chaplain Orientation Guide.

SPIRITUAL/FAITH TRADITION PRINCIPAL ADVISOR

16. SFT PrinAdv brief the Chap Gen and members of the ICCMC about the status of chaplains and CAF members they represent. Details pertaining to the role of SFT PrinAdvs are outlined in Chapter 15 of this Manual.

PRINCIPAL ADVISOR 2SLGBTQI+

17. The PrinAdv Lesbian, Gay, Bisexual, Transgender, Queer, and Two-spirit (2SLGBTQI+) is a member of the Chap Gen's Principal Advisory Council that fosters a safe and inclusive workplace and facilitates the training of CAF chaplains. PrinAdv 2SLGBTQI+ liaises with the RCChS to facilitate chaplain training regarding 2SLGBTQI+ related matters, and reports directly to the COS.

PrinAdv 2SLGBTQI+:

a. Fosters sensitivity towards diversity in order to create a safe and inclusive environment for 2SLGBTQI+ CAF members;

b. Supports the Positive Space Initiative and the RCChS' role in promoting care and support for all 2SLGBTQI+ members;

c. Recommends programs and resources which support CAF-based initiatives that:

(1) Fosters understanding, inclusion, and awareness of 2SLGBTQI+ issues;

(2) Promotes awareness, training, and education; and

(3) Creates a safe and welcoming environment for 2SLGBTQI+ members within the CAF;

d. Identifies and engages stakeholder groups within the CAF (i.e., Defense Team Pride Network, Defence Advisory Group) and seeks their input into the Advisor's work;

e. Develops and maintains a dialogue within the RCChS and the CAF regarding matters of concern to stakeholders in relation to 2SLGBTQI+; and

f. Works closely with the Defense Team Pride Advisory Organization (DTPAO) and Positive Space Initiative at both a national and regional level.

PRINCIPAL ADVISOR RACISM AND DISCRIMINATION

18. The PrinAdv Racism and Discrimination is a member of the Chap Gen's Principal Advisory Council and provides advice on issues including, but not limited to: racism, diversity, discrimination, religious prejudice, hate and extremism; racial equity; xenophobia; and the lived experiences of racialized, minimized, and marginalized CAF members. The PrinAdv Racism and Discrimination reports directly to the COS.

19. The PrinAdv Racism and Discrimination:

a. Fosters sensitivity towards ethno-cultural and racial diversity;

b. Recommends anti-racism/anti-discrimination programmes which support CAF-based initiatives that:

(1) Build cultural understanding;

(2) Promote awareness, training, and education; and

(3) Involve research, monitoring and evaluation on diversity, anti-racism, and/or anti-discrimination;

c. Identifies and engages stakeholder groups within the CAF, seeking their input into the PrinAdv Racism and Discrimination's efforts; and

d. Develops and maintains a dialogue within the RCChS and the CAF about matters of concern to stakeholders in relation to anti-racism and anti-discrimination.

RCCHS PRINCIPAL ADVISOR INDIGENOUS

20. The RCChS PrinAdv Indigenous provides guidance and educational support to assist the RCChS in meeting the spiritual needs of CAF Indigenous members.

21. The PrinAdv Indigenous is not a chaplain and is addressed by rank, or as RCChS Indigenous Advisor, or as Indigenous Advisor to the Chap Gen.

22. The responsibilities of the PrinAdv Indigenous are to:

a. Maintain sociocultural, traditional, and spiritual connections with their traditional homeland's Knowledge Keepers, relations and relatives;

b. Assist and advise chaplains in their effort to facilitate traditional Indigenous spiritual practices on all Canadian Force Bases;

c. Maintain an internal and external network of consultative groups in support of the Defence Aboriginal Advisory Group (DAAG) and local, regional, provincial and national Indigenous groups and including Indigenous scholars, Elders, and traditional Indigenous Knowledge Keepers;

d. As a knowledge-based sharing platform, work closely with the Indigenous Advisor to the CAF Indigenous Champion (Commander of the CA), the CAF Indigenous and Visible Minorities Desk Officer for the Director of Human Rights and Diversity, and the DAAG. These organizations have a mandate of advising senior leadership on significant issues and trends affecting the role and quality of life of Indigenous Canadians serving in the CAF;

e. Develop, update and deliver Indigenous Awareness Training for chaplains;

f. In consultation with D Chap Svc 2-3, provide recommendations to ensure the implementation and continuous updating of RCChS policies on support to

Indigenous Spiritual Practices;

g. As a SME, provide advice on CAF Indigenous topics from the perspective of the spiritual dimension, either within the RCChS or on behalf of the RCChS;

h. Advise on the proper care and practices surrounding the spiritual meaning of CAF sacred Indigenous objects/items including, but not limited to, the DND/CAF Eagle Staff, the DAAG Wampum Belt, and the DAAG Star Blanket;

i. Develop and establish strong relationships between the OCG and regional, provincial/territorial and national Indigenous representatives;

j. Be available to assist the Defence Team Champion for Indigenous People, L1 commanders and CAF Leadership on Indigenous topics of interest related to spirituality;

k. Due to the specific knowledge and skills required, to ensure a succession plan is in place for the position of PrinAdv (Indigenous);

l. Has direct access to the Chap Gen, and regular scheduled meetings, to ensure Indigenous spiritual concerns are addressed promptly;

m. Be a member of the Chap Gen's Principal Advisory Council as the PrinAdv Indigenous; and

n. Speak on behalf of Indigenous cultures during ICCMC consultations, as required.

ROYAL CANADIAN CHAPLAINCY SERVICE COLONEL COMMANDANT

23. The RCChS has customarily received an appointment of an honorary colonel to be the Col Cmdt of the RCChS. The policy on honorary appointments and honorary ranks can be found in QR&O 3.06 and QR&O 3.07.

24. Duties and responsibilities of the RCChS Col Cmdt are:

a. Foster *esprit de corps*;

b. Be an active presence toward all chaplains;

c. Develop, promote, and sustain community support for the RCChS;

d. Establish, maintain, and liaise with unit charities and associations;

e. Be involved with charities, organizations and memorials that are significant to the RCChS; and

f. Attend formal parades, exercises, such as Ex CTS, social functions, and other gatherings.

25. See *CFAO 3-4 Honorary Appointments and Honorary Ranks* for further details regarding eligibility, appointment authority, procedures, extension authority, and entitlements.

CHAPTER 4
GENERAL DUTIES AND AREAS OF RESPONSIBILITIES OF STRATEGIC AND OPERATIONAL LEVEL CHAPLAINS

DUTIES AND RESPONSIBILITIES

COMMANDANT OF THE CANADIAN FORCES CHAPLAIN SCHOOL AND CENTRE

1. The Commandant (Cmdt) of the Canadian Forces Chaplain School and Centre (CFChSC) is responsible for the operation of the unit, with responsibility for the planning, organizing, managing, staffing, directing, and controlling of training, development and delivery for the Royal Canadian Chaplain Service (RCChS).

2. The Cmdt supervises CFChSC and CFB Borden senior chaplains, and is responsible for the provision of chaplaincy services to CFB Borden, and Royal Military Colleges in Kingston, ON and Saint-Jean-sur-Richelieu, QC.

3. The Cmdt advises the RCChS regarding training and policies, and advises the Commander of the Canadian Forces Support Training Group (CFSTG) on the impact of RCChS policies and operational plans on training.

4. The Cmdt is a senior member of the Chaplain General (Chap Gen) Strategic Council, and may be called upon to perform other duties, at the request of the Chap Gen and in consultation with the Commander CFSTG.

5. The Cmdt CFChSC is the senior Military Personnel Generation Training Group (MILPERSGEN) chaplain and responsible for providing tactical chaplaincy services.

6. This chaplain holds the rank of lieutenant-colonel/commander (LCol/Cdr).

COMMAND CHAPLAINS

7. Command Chaplains (ComdChap) work at the Strategic Level, directing their respective Senior Operational Level (SOL) chaplains in their responsibilities at the operational level.

8. ComdChap’s exercise supervision and management of all subordinate chaplains within Level 1 (L1) organizations:

   a. Royal Canadian Navy (RCN);
   b. Canadian Army (CA);
   c. Royal Canadian Air Force (RCAF);
   d. Canadian Joint Operations Command (CJOC)/Canadian Special Operations Forces Command (CANSOFCOM); and
   e. Chief Professional Conduct and Culture (CPCC).

9. ComdChaps:

a. Are responsible to Director Chaplaincy Operations (D Chap Ops) for all chaplaincy services within their L1 command;

b. Are members of the Chap Gen's Strategic Council;

c. Advise L1 commanders regarding the spiritual, religious, ethical and moral well-being of military personnel and their families within the command;

d. With the approval and/or support of D Chap Ops, supervise the professional efforts of Formation/Division chaplains and, in collaboration with them, supervise the provision of all chaplain services within their command;

e. Seek prospective candidates for enrollment as Regular Force and Primary Reserve (P Res) chaplains;

f. Conduct staff visits to Formation/Division headquarters, and participate in operational level chaplain exercises, as required;

g. Oversee the professional behaviour of chaplains as they provide Spiritual/Faith Tradition services, education and spiritual support in accordance with RCChS policies;

h. Liaise between the OCG and Divisional/Formation chaplains through D Chap Ops;

i. Act as Reporting Officers for Division/Training Chaplains, using the performance and Competency Evaluation (PaCE) process, and as Reviewing Officers for the Performance and Appraisal Report (PAR) written by Division/Training Chaplains;

j. Submit an annual report to their L1 commander on the work of the Chaplaincy in the command;

k. Ensure that each chaplain's file in the OCG is current and accurate;

l. Recommend the hiring of Civilian Officiants to D Chap Ops;

m. Present the personal and professional interests of chaplains of their L1 command during preparation of the annual chaplain posting plan;

n. Ensure RCChS and Interfaith Committee on Canadian Military Chaplaincy directives are distributed, understood, and adhered to by chaplains; and

o. Participate in the Force Generation process to provide operationally ready chaplains for Force Employment during expeditionary, domestic, and humanitarian aid operations.

10. This chaplain holds the rank of LCol/Cdr.

11. The RCN ComdChap. The RCN ComdChap is responsible for all chaplains serving in:

a. Maritime Forces Pacific Formation;
b. Maritime Forces Atlantic Formation;
c. Naval Reserve; and
d. Operational OUTCAN RCN chaplain exchange personnel.

12. CA ComdChap. The CA ComdChap is responsible for all chaplains serving in:

a. 2nd Canadian Division;
b. 3rd Canadian Division;
c. 4th Canadian Division;
d. 5th Canadian Division; and
e. Canadian Army Doctrine and Training Centre.

13. The Deputy CA ComdChap maintains and enhances P Res chaplains' capabilities, chaplaincy services, recruiting, succession planning and career development in CA divisions, their respective Canadian Brigade Groups and Canadian Ranger Patrol Groups.

14. The Deputy CA Comd Chap is a P Res chaplain reporting to the CA ComdChap. This chaplain holds the rank of LCol.

15. RCAF ComdChap. The RCAF ComdChap is responsible for all chaplains serving in:

a. 1 Canadian Air Division;
b. 2 Canadian Air Division;
c. North American Aerospace Defense Command (NORAD); and
d. Canadian Defence Liaison Staff Washington.

16. The Canadian Joint Operations Command (CJOC)/ Canadian Special Operations Forces Command (CANSOFCOM) Chaplain. The CJOC/CANSOFCOM ComdChap is responsible to the commanders of CJOC and CANSOFCOM for the strategic oversight of chaplain assets and the delivery of chaplaincy services within the commands and to all continental and expeditionary operations.

17. CJOC/CANSOFCOM ComdChap responsibilities include:

a. Advising the CJOC/CANSOFCOM team on spiritual matters affecting the operational area;

b. Coordinating the provision of chaplaincy services with higher, adjacent, and subordinate Headquarters command chaplains;

c. Providing for Joint Task Force (JTF) regional chaplain liaison initiatives and coordination as the Senior JTF Chap; and

d. Monitoring, supervising, guiding, and providing direction to deploying chaplains from the preparatory phase of deployment to the delivery of spiritual support during deployment.

18. CJOC ComdChap. The CJOC ComdChap is responsible for all chaplains serving in

a. Canadian Forces Joint Operational Support Group;
b. 1 Canadian Division;
c. Canadian Forces Joint Signal Regiment;
d. Joint Task Force North;
e. Canadian Forces Intelligence Command chaplain;
f. CANSOFCOM;
g. Team Europe; and
h. CANSOFCOM Optimizing Performance Force and Family Spiritual Domain.

19. The CJOC/CANSOFCOM ComdChap is the technical authority for deployed chaplains and develops chaplain Standard Operational Procedures in support of the JTF Comd team.

20. CPCC ComdChap. The CPCC ComdChap:

a. Is the senior chaplain SME advising CPCC on the changing culture and conduct of the CAF;

b. Supports the implementation CAF ethics; and

c. Chairs PrinAdv meetings.

OPERATIONAL LEVEL CHAPLAINS

21. Operational level chaplains report to their L1 ComdChap. They are members of the RCChS Senior Chaplain Council and hold the rank of LCol/Cdr.

22. Formation/Division chaplains:

a. Are responsible to the Formation Comd/ Cdn Div Comd/ CAD Comd and to their ComdChap for all chaplaincy services within their Formation/Division;

b. Advises on matters pertaining to chaplaincy services, spiritual/religious accommodation, morale, ethical conduct, and the spiritual well-being of CAF members and their families;

c. Conducts periodic visits to tactical level chaplain teams, units, multi-faith centres, and training establishments;

d. Ensures that RCChS policies and professional standards are implemented and maintained at the Formation/Division level;

e. Supervises, in cooperation with Formation/Division Commanders, all chaplain Team Leader Chaplains (TL Chaps), and all Unit Chaplains who report directly to the SOL Chap;

f. Plans, implements, coordinates, and evaluates the delivery of chaplaincy services in collaboration with TL Chap at the respective tactical level (or where applicable, directly with Unit Chaplains);

g. Functions as chaplain staff officer within operational level headquarters, providing careful stewardship and management of all assigned human and financial resources;

h. Ensures that Personnel Development Reviews, Civilian Professional Assessments, and PAR's are prepared and administered, for all chaplains within the Formation/Division (in accordance with CFPAS policy and D Chap Ops guidelines);

i. Participates in the Chap Gen's Operational Level Council, facilitating the effective passage of information between the tactical and strategic level of the RCChS;

j. Compiles tactical level chaplain reports, and prepares operational level composites, for submission to the Formation/Division Commanding Officer and ComdChap (in accordance with RCChS directives);

k. Are responsible for the planning, organization, and administration of an annual Division/Formation Chaplain exercise;

l. Provides recommendations to the ComdChap concerning taskings, appointments, career courses, and postings, regarding chaplains within the Formation/Division; and

m. Supports and assists in recruiting candidates within their geographic region.

CHAPTER 5
GENERAL DUTIES AND RESPONSIBILITIES FOR TACTICAL LEVEL CHAPLAINS

GENERAL

1. Every Canadian Armed Forces (CAF) chaplain is part of a larger chaplain team contributing to the Chaplaincy's overall effectiveness in responding to the spiritual needs of CAF personnel and their families. Regular Force (Reg F) chaplains belong to a Base/Wing/Formation and each Primary Reserve (P Res) chaplain works within a Brigade/Wing/Formation team. In addition to a chaplain's place within the Chaplaincy, tactical level chaplains cultivate their identity with their assigned unit(s) and as a part of a multidisciplinary team of helping professions.

PART ONE – JUNIOR TACTICAL LEVEL CHAPLAIN

2. Following completion of the Basic Military Officer Qualification (BMOQ) and Basic Occupational Qualification (BOQ), Junior Tactical Level Chaplain (Jr. Chap) remain posted to the Basic Training List (BTL) while being assigned to a military unit. In consultation with one's supervising chaplain, BTL chaplains establish independent learning plans which clearly identify learning and developmental goals during the BTL period. A chaplain is transferred from the BTL after completing Developmental Period Level 1 (DP1) training requirements (see chapter 12 of this Manual).

3. A person enrolled to be a Reg F chaplain is pre-positioned by being posted to a Base/Wing/Formation in a BTL position. During the BTL period, a chaplain acquires the knowledge, and learns the role and responsibilities, of a military tactical level unit chaplain. Until reaching Operationally Functional Point (OFP), a BTL chaplain may, under close supervision, function in performing some of the duties of an OFP chaplain. Upon reaching the OFP the chaplain is posted from the BTL into a Base/Wing/Formation chaplain position.

4. A person enrolled as a P Res chaplain is posted directly into a unit chaplain position. Supervised by a SUP Chap, a P Res chaplain acquires the knowledge, and learns the role and responsibilities, of a military tactical level unit chaplain and performs the duties of a chaplain until reaching OFP. Until reaching OFP a P Res chaplain may not be deployed.

5. Recruitment into the Royal Canadian Chaplain Service (RCChS) is based upon civilian education, experience, and assessed suitability to serve as a CAF chaplain. A chaplain begins their career as a general service officer at the rank of captain (Capt)/lieutenant (Lt(N). After successful completion of BMOQ, chaplains enter Development Period 1 (DP1) training in order to complete the following courses at Canadian Forces Chaplain School and Centre (CFChSC):

a. AJHR - Basic Occupational Qualification (BOQ);
b. AJHQ - Chaplain Counselling Skills (CCS);
c. AJHP - Intermediate Ethics; and
d. AHQM - Chaplains in Deployed Operations (CIDO).

Upon completion of these courses, a chaplain is posted from the BTL into a chaplain position.

As a CAF officer at the rank of Capt/Lt(N), chaplains are expected to have completed the Canadian Forces Junior Officer Development (CAFJOD) programme and developed a plan for Second Language Training in order to function in either of Canada's official languages, e.g. Reg F chaplains a "B-B-B" language profile; P Res chaplains an "A-A-A: language profile.

6. Junior Tactical Level Chaplain (Jr. Chap). Jr. Chap serves in the following positions:

a. Unit Chap (Reg F and P Res): A Unit Chap functions as Spiritual/Faith Tradition (SFT) leader in a CAF unit, supports the leadership in their obligation to care for the spiritual well-being of all CAF members and their families. (A suggested Task List for a Unit Chaplain can be found in the Land Force Chaplain Manual Chapter 2, Annex E, Sect 1, p.33.)

b. Faith Community Coordinator (FCC): The FCC works in collaboration with chaplains to support military SFT communities. The FCC coordinates and shares, in a multi-faith setting, chaplaincy services. FCC leadership is inclusive by facilitating the spiritual needs of all CAF members and their families. The FCC is in charge of infrastructure, procurement, and equipment management within the Multi-Faith Center (MFC) or Sacred Space and must have a good knowledge of the management of public and non-public funds.

c. Mental Health-Chaplain (MH Chap): At the rank of Capt/Lt(N) or Maj/LCdr, the MH Chap provides, within a multidisciplinary health care team, specialized counselling and psychotherapy services. Employed as a MH Chap, this person supports the leadership in their obligation to care for the spiritual well-being of all CAF members and their families. MH Chap posted in a clinical position must maintain professional licensing as required by CAF Health Services. Amplification of this position may be found in the Mental Health Chaplain Orientation Guide.

d. Junior Chaplain Instructor Staff (Jr. Chap Inst Staff): The Jr. Chap Inst Staff functions as an instructor who is to develop, maintain, and deliver Individual Training and Education (IT&E) at the CFChSC.

e. Junior Staff Officer Chaplain (Jr. SO Chap): The Jr. SO Chap provides administrative assistance to the Senior Operational Level (SOL) chaplains of a CAF Formation/Division, functions as SFT leaders at CAF establishments, and supports the leadership in their obligation to care for the spiritual well-being of all CAF members and their families.

GENERAL DUTIES AND GUIDELINES FOR THE JUNIOR TACTICAL LEVEL CHAPLAIN

7. The Jr. Chap will:

   a. Care for all CAF members and their families;

   b. Provide an active, personal, and supportive presence within their assigned unit or position;

   c. Ensure unit personnel have access to spiritual support and counsel;

   d. Respect all colleagues while working within the context of a multi-faith chaplain team and a multidisciplinary helping professional community;

   e. Sustain the Chaplaincy mission through rear party support for chaplains that are out of the area;

   f. Provide moral, ethical, and spiritual advice to the Commanding Officer (CO) and appropriate leadership, promoting the well-being of their subordinates;

   g. Train, monitor, and support Sentinels;

   h. Demonstrate both verbal and written communication skills, and learn proper military and staff writing procedures and teaching techniques;

   i. Pursue opportunities for professional development;

   j. Respect the pluralistic and diverse nature of the CAF;

   k. Report to the CO and SUP Chap following military and spiritual supervision, direction, and communication;

   l. Make decisions based on military professional ethics;

   m. Initiate activities to enhance morale and the well-being of the people they serve;

   n. Identify issues that affect morale, and work with the leadership and other helping professionals in an interdisciplinary approach to resolve conflict;

   o. Facilitate group discussions on significant morale issues;

   p. Maintain personal and spiritual well-being through a self-care plan (e.g. personal study, personal and professional development, prayer, reflection, spiritual direction, and attendance at Regional Exercises and Exercise CALLED TO SERVE [Ex CTS]);

q. Display professionalism through integrity of service, confidentiality, and credibility;

r. Remain connected with personal SFT and local community civilian SFTs;

s. Support mess/unit activities;

t. Support diversity, gender integration, and equity;

u. Assist the leadership as part of the Next Of Kin (NOK) notification team for personnel that were killed or injured;

v. Maintain military discipline; and

x. Lead by example.

MILITARY SKILLS

8. A chaplain must:

a. Maintain high standards of dress, deportment, and grooming;

b. Maintain Annual Readiness Verification (ARV);

c. Maintain operational readiness and meet the terms of Universality of Service (DAOD 5023-0, *Universality of Service*);

d. Develop and maintain military skills appropriate to environmental elements;

e. Maintain physical fitness as per CAF standard; and

f. Adhere to military policies, regulations, orders, and directives at all times.

SUPPORT TO OPERATIONS

9. Chaplains provide spiritual support to domestic and international operations through three phases:

a. During the pre-deployment phase, the chaplain:

(1) Ensures the spiritual needs of the military member and their family are adequately met and discussed;

(2) Develops and submits a Chaplain Support Plan to the leadership and SUP Chap;

(3) Trains Sentinels and ensures initiatives that promote spiritual resilience;

(4) Prepares a Religious Area Assessment (RAA) for the CoC that includes information on vulnerable populations;

(5) Participates in a Departure Assistance Group as required;

(6) Performs pre-deployment screenings if required;

(7) Ensures personal preparation through Operational Readiness Verification; and

(8) Verifies the availability of chaplain supplies, and other tasks as dictated by unique operational requirements.

b. During the deployment phase, the chaplain:

(1) Provides for the spiritual needs of the deploying personnel through their various experiences (i.e. isolation, separation, loss, injury);

(2) Ensures that personnel have access to adequate and appropriate sacred space with appropriate spiritual supplies to meet their needs;

(3) Monitors sentinels networks and facilitates concrete projects to support spiritual resilience;

(4) Maintains and updates RAA through further research, situational awareness, and contacts with local SFT leaders. Conducts Religious Leader Engagement (RLE) activities as directed by CoC;

(5) Provides immediate, and coordinates follow up spiritual care for injured personnel and those with an Operational Stress Injury;

(6) Provides care for all Joint Interagency Multinational Public personnel (as directed by leadership);

(7) Ensures spiritual support to detainees;

(8) Prepares regular SFT services and military ceremonies; and

(9) Completes all reports as required by SUP Chap.

c. During the post-deployment phase, the chaplain:

(1) Ensures follow-up provision of spiritual care to personnel and their families;

(2) Liaises with chaplains and multidisciplinary helping professions at the home unit as required;

(3) Consults with rear party / home front chaplains on personnel and family issues that were of concern during the deployment; and

(4) Completes all end tour reports, identifying all Lessons Learned that will help future missions.

10. A sample Jr. Chap support plan template can be found in the Land Force Chaplain Manual, 129-133.

RELATIONSHIP WITH THE UNIT

11. The single most important goal for a Unit Chaplain is to establish a strong, active, personal, and supportive presence within the unit. Regular and frequent unit visits is an absolute necessity for effective chaplaincy. Chaplains who visit CAF personnel and demonstrate a willingness to share members' joys, hardships, and listen to their observations, will be better placed and readily able to support CAF members and their families during challenging times.

12. The chaplain is a key advisor to the unit Command Team and works with other officers and senior non-commissioned members (NCM), to solve problems at the lowest level. A chaplain, by being proactive, establishing trust and positive relationships, and in caring for CAF members and their families, assists in building unit morale.

RELATIONSHIP WITH THE COMMANDING OFFICERS AND OTHER SENIOR OFFICERS

13. The chaplain needs to be sensitive to the fact that they are also responsible for the spiritual and religious care of those senior officers who serve in the unit. An effective chaplain is able to play the role of a confidant to those who are senior in rank. The chaplain can lift some of the burden of command by being an effective listener.

14. As advisor, a chaplain will be called upon, especially during operations and exercises, to make specific recommendations to the CO on the need for members to be repatriated. A chaplain must always remember that repatriation decisions are the responsibility of the CO. The chaplain should provide the CO with as much information as possible.

15. The chaplain is a subject matter expert on spirituality, religion, belief, and ethics. It is therefore imperative that the chaplain be familiar with the spiritual, religious, and cultural

dynamics within their Area of Responsibility (AOR). The chaplain is responsible for developing a RAA, which provides the CoC an overview of the spiritual/religious/faith terrain, the RAA is then utilized as a tool in identifying possible opportunities for RLE.

PROVIDE ADVICE

16. The Jr. Chap is responsible for advising their leadership on matters of spirituality, ethics, religious/spiritual accommodation, and morale. The chaplain will also provide ethical advice and counsel, and deliver ethical training as directed by their leadership.

CHAPLAIN SESSIONS

17. Chaplain Sessions are a means towards establishing contact with unit personnel and towards creating a positive perception of Chaplaincy and the chaplain. It is an occasion for teaching and building relationships. The chaplain should be well prepared, and present material and lead discussions that are current and relevant. A variety of standardized Chaplain Sessions may be found on the CFChSC Electronic Resource Centre. Chaplains should ensure to deliver Chaplain Sessions in accordance with reference material.

MULTI-FAITH CENTRE OR SACRED SPACE

18. An important part of the chaplain's professional duty is to provide support to the MFC or Sacred Space of the Base/Wing/Formation. The chaplain may be expected to officiate, in accordance with the chaplain's SFT's accepted custom and practice, at religious ceremonies, life cycle rituals, the scattering of ashes, memorial services, and special field/sea services.

SUPPORT OF RELIGIOUS ACCOMMODATION

19. A Jr. Chap is to be sought out by COs, the CoC, and individuals with questions, concerns and, for advice regarding religious accommodation and sincerely held beliefs. For further details, see DAOD 5516-3, Religious or Spiritual Accommodation and Chap Gen Correspondence - Use of Sincerely Held Belief.

MILITARY AND ADMINISTRATIVE TASKS

20. The Jr. Chap is expected to perform basic military tasks in order to properly integrate within their assigned unit(s). Fitness level and military skills must be maintained in accordance with the standards of the assigned unit(s), universality of service must be met, and operational readiness maintained.

21. Chaplains perform administrative functions in accordance with CAF policies, regulations, orders, and directives. This includes sound fiscal management of public and non-public resources, as well as military writing.

NEXT-OF-KIN NOTIFICATION

22. When a military member is injured or killed, NOK notification is the responsibility of the CO (DAOD 5044-2, Notification of Family Death, Illness or Injury). The notification team is comprised of the CO, a Senior NCM, and the chaplain. The chaplain provides advice to the CO prior to the notification, and care and support to the family and the Designated Assistant once the notification has been given. When NOK notification is necessary at a location not served by a Reg F or P Res chaplain, the TL Chap should liaise with civilian SFT leaders in proximity for care and support the NOK's family.

23. For details on NOK notification and care of the bereaved, see Land Force Chaplain Manual, Chapter 12, para. 22 – 27.

BOARDS OF INQUIRY

24. Chaplains may provide support to Boards of Inquiry (BOI) in three capacities (care for family, care for BOI members, and as advisor to BOI on care for family) during the following four phases:

a. Preparation phase;
b. Investigation phase;
c. Analysis phase; and
d. Report writing phase.

25. Chaplain's BOI Roles and Phases.

PART TWO - SENIOR TACTICAL LEVEL CHAPLAIN ON A BASE/WING/FORMATION

GENERAL

26. The principal senior tactical level chaplain role is that of a team leader on a Base/Wing/Formation. It is critical that the Team Leader Chaplain (TL Chap) continues to develop the necessary leadership characteristics and skills as taught at the CFChSC during the Intermediate Chaplain Leadership course and as detailed in approved publications. Other senior tactical level chaplain roles include Mental Health Chaplain National Practice Leader (MH Chap NPL), Staff Officer Chaplain to Command Chaplains (ComdChap), and Senior Instructional Chaplains. Specific duties and responsibilities of the MH Chap NPL may be found on the Orientation Guide.

LEADERSHIP

27. Chaplains chosen to lead a chaplain team will have demonstrated an ability to assume greater responsibility in the development of junior chaplains and the provision of comprehensive chaplaincy services at the tactical level. This chaplain will have shown an eagerness and competency to function in a multi-faith team environment and will have received training for the responsibilities of a TL Chap through the Intermediate Chaplain Leadership Course at the CFChSC. TL Chap will model inclusive behaviour, support RCChS and CAF diversity initiatives, and embrace personal learning and growth opportunities.

TEAM SPIRIT

28. The TL Chap is responsible to foster the morale of the chaplain team. Developing team vision and mission statements that reflect the collaborative input of all team members is one means by which this is accomplished.

29. Regular team meetings are critical to the fostering of team morale. They ensure the timely passage of information, and provide opportunities for collaborative planning, and the development of team camaraderie and fellowship.

30. Team spiritual reflections, team retreats, and social activities are important opportunities that can contribute significantly to the cohesion and morale of the team, and therefore must strive to reflect the spirit and needs of all SFTs represented on a given team.

31. The TL Chap can promote a sense of team spirit through events such as annual gatherings, regional meetings, unit visits, conference calls, weekly meetings, chaplain team spiritual reflections, social events, and group fitness and recreation.

TEAMWORK

32. Good teamwork is vital to success and is fostered through ensuring a fair, inclusive, and collaborative work environment which leads to cooperation rather than competition. Team members who fail to recognize the importance of working collaboratively should be encouraged

to think of the needs of the team ahead of their own. To realize this ideal, it is essential that each chaplain on a team be willing to place the needs of the team ahead of their own.

THE DEVELOPMENT OF TEAM MEMBERS

33. A TL Chap is responsible to foster the spiritual, personal, and professional development of the team members. An effective leader comprehends the needs, values, wishes, competencies, skills, attitudes, strengths and limitations of individual team members, and the team as a whole. A team leader should develop and work to maintain the required level of trust and rapport which facilitates the regular gathering of pertinent information about each team member chaplain, in order to best support them.

34. The TL Chap needs to know the subordinate chaplains' concerns regarding career and personal aspirations. The TL Chap should pay careful attention to personal family situations/considerations that may impact the chaplain's health, well-being, and/or work performance.

35. In concert with SOL chaplains, the TL Chap must work to further the career development of the team members. Time needs to be allocated for language training, Chaplain Professional Development, Postgraduate training (if desired), and other military and civilian courses that will enhance the chaplain's development as a spiritual leader and an officer in the CAF.

EVALUATION OF CHAPLAINS

36. A critical task of a TL Chap is to evaluate a chaplain's professional performance and potential. Each evaluation is accomplished in accordance with CAF evaluations systems.

EVALUATION OF SUPPORT STAFF

37. The TL Chap has the responsibility to support the career development and evaluate the work performance of civilian staff assigned to support chaplain services.

ADVISE LEADERSHIP

38. A key role for the TL Chap is advising leadership on spiritual, religious, ethical, and moral matters affecting members of the CAF and their families. Through regular team meetings, quarterly reports, and other means of chaplain feedback, a TL Chap should be able to ascertain the pressing moral, ethical, spiritual, and religious issues that need to be brought to the attention of the CoC. The TL Chap should schedule regular appointments with the CoC to discuss issues affecting the overall wellness of CAF members and their families.

ENSURE THE PROVISION OF SPIRITUAL SERVICES

39. The CO is ultimately responsible for the provision of spiritual services and relies on the TL Chap for the planning, implementation and management of these services. The CAF reflects the growing plurality of SFTs, cultures, and beliefs that make up Canadian society. The chaplain

team must, therefore, work to ensure that the appropriate spiritual supports are made available to all CAF members and their families, regardless of their SFT.

MANAGE CHAPLAIN SERVICES AT THE TACTICAL LEVEL

40. There are two interrelated functions that are central to managing chaplain services at the tactical level. The first is the planning process: i.e., preparing a Business or Operations Plan that outlines the activities and services to be provided by the team, as well as the resources, training, etc., required to complete the plan. The second is the process of careful administration and stewardship of all assigned resources, both human and financial. To accomplish these dual functions each TL Chap needs to be familiar with the various support and administrative services that are available at the local level.

RECRUITMENT OF CHAPLAINS

41. It is incumbent on all chaplains serving in the CAF to assist in the recruitment of new chaplains whether they are from their own SFT or not. The TL Chap should be the first point of contact for recruiting in their area. It is important that the TL Chap understands the policies and procedures for the recruitment and employment of Reg F, P Res, and Cadet Training Centre chaplains. Details about RCChS' recruiting strategy, policies, standards, and procedures can be accessed via the CFChSC Electronic Resource Centre.

RECRUITMENT OF CIVILIAN OFFICIANTS AND MAINTENANCE OF LOCAL LIST

42. Prior to hiring Civ O, the TL Chap must ensure that there are no other chaplains available to meet the needs by either (temporarily) assigning a chaplain to a vacancy or looking into the availability of other Base/Wing/Formation chaplains to temporarily serve.

43. The TL Chap of the Base/Wing/Formation is responsible for the establishment and upkeep of a local/regional Civ O list that is to include the proposed Civ Os of different SFTs for possible eventualities and spiritual/religious needs within the local/regional area (see chapter 18 of this Manual).

ADMINISTRATIVE AND STEWARDSHIP

44. The TL Chap is responsible for sound administration in the following areas:

a. Public and non-public funds management;
b. Supply management;
c. CAF and RCChS administrative procedures;
d. Handover procedures on posting;
e. Very Important Person (VIP) visits; and
f. Recruitment and retention of chaplains.

BUSINESS PLANNING

45. The Chaplain Services Business Plan is utilized to anticipate and prepare for Base/Wing/Formation needs for the upcoming year. Key elements that should be included in a Business Plan include the following:

a. Vision for chaplaincy services;

b. The Chaplain Team Mission Statement;

c. Goals to be accomplished over the course of the year (these may be phrased as activities or essential tasks);

d. Costs associated with activities (financial, human resources, etc.);

e. Performance measurement; and

f. Upkeep of regional list of Civ Os and use of Civ Os.

46. Prior to the writing of a Business Plan, the TL Chap should review the previous year's Business Plan in order to highlight the successes and shortfalls of the chaplain team, and to identify activities that were required but had not been a part of the fiscal year's planning. Special services, taskings of chaplain team members which necessitated the hiring of a Civilian Officiant Contract / Class B (P Res) chaplain, and other unexpected costs all impact on the overall effectiveness of fulfilling the mission and goals of the Business Plan.

47. The TL Chap must attend meetings for the Base/Wing/Formation business planning process, appropriate to the level of their input. Direction from Base/Wing/Formation administration officials is critical in the preparation and final acceptance of the Chaplain Services Business Plan. In case of any doubt regarding financial aspect, the team leader must liaise with the Finance Officer and/or the Financial Comptroller.

FINANCIAL MANAGEMENT

48. At the tactical level, chaplain services fall under the authority of Base/Wing/Formation administrative services. As Section Head for chaplain services, the TL Chap is required to manage public funds that have been allocated for chaplain services through the business planning process. Due diligence is required to ensure that the expenditure of public funds is in keeping with the Department of National Defence (DND) policy and sound financial management practices.

49. The TL Chap must also ensure that non-public funds are managed soundly. In consultation with the FCC, the team leader will advise on FCC budgets and ensure that disbursements are carried out in accordance with CAF directives.

50. Although the Protestant Chapel Guild and the Catholic Women's League (CWL) Council operate their finances independently from FCC accounts, the TL Chap is responsible to ensure that these groups adhere to DND policy as non-public fund organizations in terms of their budget and annual audits. As well, because the Guild and CWL do not have independent charitable status, each organization's financial records must be included in the annual tax returns of their respective SFT.

SUPPLY MANAGEMENT

51. Personal and SFT scales of issue for clothing, SFT field kits, liturgical vestments, liturgical supplies, accoutrements, and other religious kit, are all available through the CAF and are to be included in the Annual Business Plan when required. Procurement of necessary supplies either through the military supply system or via direct civilian purchase must follow DND policies.

CANADIAN ARMED FORCES AND ROYAL CANADIAN CHAPLAINCY SERVICE ADMINISTRATIVE PROCEDURES

52. Each TL Chap must be aware of the Chaplain General's (Chap Gen) and Base/Wing/Formation's file classification system. The TL Chap is ultimately responsible for the proper maintenance of documents and use of classification.

ADVISE LEADERSHIP

53. Frequent issues that a TL Chaps advise leadership on may include:

a. Collated Unit Chaplain reports;

b. RCChS policies;

c. Chaplain professional and spiritual development (courses, retreats, etc.);

d. MFC or Sacred Space and chaplain-related events;

e. Chaplain VIP visits and protocols;

f. Base/Wing/Formation morale;

g. Ethical concerns;

h. Provision of spiritual services; and

i. Cultural issues and religious/spiritual accommodations.

54. It is important to determine the best forum for advising leadership. Whether through public or private discussion or written or verbal reports (although major issues should not be

mentioned for the first time in a group setting), the TL Chap needs to gain the confidence of their CO, and should not present a problem without first thinking through the possible solutions to alleviate the problem. Ultimately it will be the CO, based upon the advice received, who determines the appropriate course of action.

ENSURING THE DEVELOPMENT OF TEAM MEMBERS

55. The TL Chap is responsible to foster the spiritual, personal, and professional development of team members.

56. The TL Chap will ensure that BTL chaplains complete required courses and achieve a second language profile within the approved timeframe.

57. The TL Chap will ensure that team members:

a. Are well taken care of and supported;

b. Are nominated for, and attend, required courses at the CFChSC;

c. Are up to date as required, including ARV, Annual Fitness Test, etc.;

d. Attend team-building events;

e. Pursue completion of CAFJOD;

f. Enhance their second language profile;

g. Pursue opportunities for postgraduate studies appropriate to rank, interest, and talents;

h. Attend the RCChS Ex CTS and regional/elemental chaplain exercises;

i. Attend an annual personal spiritual activity/retreat; and

j. Support the attendance at SFT regional meetings.

DEALING WITH SUBSTANDARD PERFORMANCE

58. A TL Chap is to inform and assist a chaplain to accept responsibility for poor performance in the exercise of chaplaincy services. It is expected that, in addition to using the Chaplain Evaluation Report (CER) and evaluation processes, regular dialogue will take place between the team leader and each subordinate chaplain, highlighting strengths, and pointing out areas in performance that need improvement. When a team member is not performing to expectation, the TL Chap must take corrective action by clarifying the tasks assigned, the results expected, and by ensuring the team member understands the improvement that is required. Additional training or mentoring may be necessary, however, if the problem persists, the TL

Chap must take administrative or even disciplinary action when called for. The TL Chap must remember that unprofessional conduct or poor work performance by a team member reflects poorly on the entire team and on the RCChS as a whole. In the eventuality of significant breaches of professional conduct, a TL Chap must work in collaboration with the CO in order to ensure proper disciplinary and/or administrative actions. In such a situation, the SUP Chap is to be informed immediately.

59. Based on DAOD 5019-4 – Remedial measures (para 4.10), the CO of the CAF member may designate an officer in writing to be the initiating authority for remedial measures. Any supervising chaplains can be delegated and signed off as initiation authority for a remedial measure providing that the requirements in para 4.11 are met: "An officer who has been designated by the CO to act as an IA must have reached their operationally functional point and be at least one rank higher than the CAF member subject to the remedial measure."

60. Proper procedure is critical in disciplining a chaplain. Initial Counselling, Recorded Warning and Counselling and Probation are required prior to a Career Review Board or an Administrative Review which are utilized to determine the chaplain's suitability for continued service in the CAF (DAOD 5019-4, *Remedial Measures*). If disciplinary action is required because of behaviour that contravenes the National Defence Act or the Criminal Code of Canada, the TL Chap must refer the case to the CO for further investigation and action.

61. Regardless of the outcome of the investigation, the TL Chap must ensure the provision of spiritual support to the chaplain or chaplains involved.

VIP VISITS TO BASES, WINGS OR FORMATIONS

62. There are occasions when senior chaplains (SOL, ComdChaps, Executive level chaplains), members of the Interfaith Committee on Canadian Military Chaplaincy, and/or another notable guests will visit a Base/Wing/Formation on official RCChS or CAF business. The TL Chap is responsible to ensure that the proper visit protocol is followed, and that VIPs are treated with hospitality and courtesy. The Base/Wing/Formation CO must always be informed when VIPs request a visit. It is the TL Chap's responsibility to appoint a Visit Office of Primary Interest responsible to ensure that all logistical and administrative requirements are identified and met.

63. A detailed itinerary of the visit must be prepared in consultation with the visitor or their aide-de-camp/EA. Local protocols should be followed as to appointments with COs of the Base/Wing/Formation. Once approved at the local level, and with the VIP, the itinerary should be forwarded to the TL Chap's chaplain superior for information/awareness purposes.

SUPPORT TO OPERATIONS

64. The Chaplain Support Plan as taught by CFChSC, provides guidance for the planning of chaplain support to operations.

65. The TL Chap will ensure:

a. That chaplains returning from deployment are welcomed home and that personal and family needs are attended to;

b. That they are granted all leave to which they are entitled; and

c. That they are encouraged to participate in the Care for the Caregivers programme, as expediently as possible.

66. The TL Chap should ensure that P Res units are contacted, when P Res members return from deployment, in order to request that a P Res chaplain provides follow-up care for their returning personnel.

HANDOVER PROCEDURES

67. A handover well conducted provides a smooth transition for the incoming leader as well as for the team that will be led by the new leader. The incoming leader familiarizes oneself with the senior leadership of the Base/Wing/Formation team, the local SFT communities, as well as with each of the chaplain team members (including learning about their strengths and areas of professional developmental needs). The outgoing TL Chap will inform the incoming TL Chap about:

a. The military community and its specific needs;

b. Local area SFT communities and requirements;

c. The team members; and

d. The local resources, RCChS projects and initiatives, and key personnel.

68. The outgoing TL Chap will ensure that the FCC prepares a briefing on SFT activities (MFC and/or Sacred Space), liturgical schedules and practices, programmes (including religious education/instruction, summer programmes, and Stat Day events), and leadership on MFC committees for the new incumbent.

PART THREE - CHIEF INSTRUCTOR – CANADIAN FORCES CHAPLAIN SCHOOL AND CENTRE

69. The CFChSC Chief Instructor:

a. Holds the rank of Maj/LCdr, functions as 2IC of CFChSC, reports directly to the Commandant (Cmdt) of CFChSC, and is a member of the Chap Gen's Operational Council;

b. Is responsible for the supervision of all aspects of training and administration at CFChSC;

c. Manages training personnel and administrative staff, and all resources at CFChSC;

d. Is responsible for deportment and dress of students and staff;

e. Provides personal and professional advice to the CFChSC Cmdt on career development of staff and students;

f. Prepares PARs and staff appraisal reports (in accordance with PaCE and the PSPM guidelines);

g. Supervises CFChSC administrative personnel to ensure orders, directives, and amendments are made in a timely manner;

h. Ensures that all courses at CFChSC meet the prescribed training standards;

i. Coordinates, supervises, and initiates all administrative action in support of, during, and at the completion of all courses, including: pre and post-course planning, allocation, of course, directors and instructors, monitoring of instructional staff - both chaplains and those from non-chaplain Military Occupations, interviewing of students as required, and completion of course reports and all other necessary documentation;

j. Prepares a 5-Year Training Calendar;

k. Liaises with Base Operations and Training on training matters;

l. Represents CFChSC at national meetings concerned with the development of chaplain training;

m. Coordinates the provision of Chaplain Instructional Assistance to other CAF agencies as required;

n. Provides strategic advice to CFChSC Cmdt on the improvement of chaplain training;

o. Supervises the Administrative Officer and all activities of the School Orderly Room;

p. Prepares and submits the Annual Business Plan to the Cmdt;

q. Supervises CFChSC's budget and maintains financial records in accordance with CAF regulations;

r. Maintains a cost breakdown for all courses; and

s. Liaises with Base staff on administrative procedures and unit security, as needed.

CHAPTER 6
CHAPLAIN PROFESSIONALISM

PART ONE – PROFESSIONAL CONDUCT AND PERFORMANCE

GENERAL

1. Maintaining the Royal Canadian Chaplaincy Service's (RCChS) proud heritage, earned in war and peace, requires the highest degree of professionalism from each chaplain. To that end, each chaplain is accountable for one's actions and omissions, and accepts responsibility for one's behaviour and for the requirement to maintain professional integrity at all times, whether in public or in private.

2. Each chaplain is simultaneously a Spiritual/Faith Tradition (SFT) leader of one's own SFT, while equally dedicated to the provision of spiritual, religious, moral, and ethical support and advice to all Canadian Armed Forces (CAF) personnel and their families.

3. Each chaplain is entrusted with a unique leadership role within the moral and spiritual dimensions of military life. Guided by this Manual, environmental chaplain manuals, training received at the Canadian Forces Chaplain School and Centre (CFChSC), and RCChS Directions and Guidance (maintained and electronically stored at the CFChSC Electronic Resource Centre), military chaplains facilitate the spiritual needs of all CAF members and their families, provide spiritual, ethical and moral direction, mentorship and loving care to all – regardless of religious affiliation, custom, practice, or belief, and provide for the religious needs of those connected and/or interested in one's own SFT.

MILITARY CHAPLAINCY

4. Success as a military chaplain requires that chaplains understand the military and service culture, the operational context in which the chaplain is called to serve, and to develop a high degree of identification within the unit(s) or formation to which the chaplain serves.

5. Each chaplain, in order to exercise a credible and effective presence, must be prepared to serve on the sea, land, and in the air, by maintaining a high level of flexibility and readiness. Although military requirements of a chaplain may be given priority over personal and family needs, all decisions are to be inspired by a culture of care, which means taking into account the individual chaplain's personal circumstances. "People first, mission always" reminds every chaplain to consider operational effectiveness and each member's well-being as an essential condition in order to accomplish any mission.

6. A military chaplain is commissioned as a chaplain and serves as a CAF officer. Therefore, each chaplain has the responsibility to conform to the same high standards expected of every CAF officer and lead by example in spiritual, religious, moral, and ethical matters. All chaplains are subject to the Code of Service Discipline (CSD), all regulations and orders issued by the Department National Defence (DND) and the CAF including the *DND and CF Code of Values and Ethics*, the Statement of Ethics for CAF Chaplains (outlined in chapter 4 of this Manual), and to the individual chaplains' particular SFT's code of standards, code of ethics, and to particular by-laws and governance.

CHAPLAIN AS SPIRITUAL LEADER AND CARE FOR ALL

7. An effective military chaplain is a leader and a mentor whose focus is on spiritual assistance and service to others before self. Chaplains are in a unique position to be open to every CAF member regardless of rank. They provide an active, personal, and supportive presence, and offer spiritual care and counsel to CAF members and their families; strengthening them in order to meet the demands of military service.

8. The chaplain acts as a confidant in good and challenging times, and offers to be present with military personnel struggling with ethical, moral, spiritual, and existential challenges. The chaplain provides reconciliation and understanding, restoration and healing, and advice and guidance for the way forward.

9. Chaplains are called to care for all without exception. Chaplains exercise their calling with integrity, compassion, and a welcoming spirit toward all, regardless of the community with which a person may, or may not, identify. "Taking care," means considering the human being on an individual level, listening with respect and kindness to each CAF member who seeks chaplain support, including members of various SFTs, differing cultural/ethnic groups, visible minorities and the LGBTQ+ communities. A "helping relationship" is not based upon the beliefs of the chaplain, rather upon the care required/needed by the individual seeking assistance. "Care for all," means that every chaplain is expected to embody a principle of care, regardless of one's personal feelings, views, or beliefs.

10. When responding to a specific request for religious rites of passage, life cycle events, religious observance, or sacramental service, chaplains are to be guided by, and respect the parameters of the SFT to which they belong. If faced with a conflict between a request for spiritual/religious assistance and the SFT parameters of a particular chaplain, the chaplain must facilitate the involvement and support of other chaplain colleagues who are able to respond to the spiritual/religious needs of the member making the request. The philosophy behind this referral concept is not to stop supporting the member, but rather to ensure that all resources are in place to adequately address the member's needs.

ACCOUNTABILITY

11. Every chaplain is accountable to both, CAF and the SFT authorities. In addition, each chaplain comes under the authority of the RCChS military leadership. In brief, each chaplain is accountable and responds to three different channels of authority.

12. As a spiritual leader, chaplains are required to maintain professional credentials and membership in good standing with one's SFT. Each chaplain has the obligation to self-report to the proper SFT authority and to one's supervising chaplain (SUP Chap), any personal issues that may affect one's integrity or credentialed SFT leadership standing.

13. Should a Regular Force chaplain intend to change SFT, the policy *Change of FT within RCChS* applies.

COMMAND

14. Section 33.1 of the Queen's Regulations and Orders (QR&O) states that: "No chaplain shall exercise command over any officer or non-commissioned member." A chaplain is subject to command authority from military superiors outside their occupation and can only exercise supervisory control over subordinate chaplains and other military members tasked with supporting RCChS operations.

CHAPLAINS DURING MILITARY PARADE

15. The position of a chaplain when a unit is on the parade should not create confusion in the mind of the members whom the chaplain serves. A CAF chaplain is a Commissioned Officer without Command Authority. The nature of the Commission which all chaplains receive, grants particular responsibilities consistent with the nature of the chaplain's role. It is essential that members recognize a chaplain for an active and compassionate presence in a manner that avoids any perception that a chaplain has the power to command.

16. To avoid any possible confusion of the understanding of the chaplain's primary calling and the nature of the Commission held, chaplains will not take any formal position in a parade formation. It should be the normative practice that during a parade, chaplains will stand close to the left or right of the dais, seated with spectators, or behind the members on parade in the place where wounded unit members would normally gather. This is consistent with the nature of the chaplain's role, in particular, in providing support and care to the wounded. These positions are not considered to be part of the formal parade formation and do not respond to parade commands. In exceptional circumstances, a chaplain may fall in with supernumerary officers. Such exceptional circumstances must be identified in advance and approved by a SUP Chap.

EMPLOYMENT OF CHAPLAINS OUT OF TRADE

17. QR&O 33.07 (3)(c) states that a chaplain shall not be required to perform any military duties other than those duties that are related or ancillary to the provision of chaplaincy services.

18. A chaplain seeking to be employed in a military position other than as a chaplain must provide a job description for the Chaplain General's (Chap Gen) review and approval.

19. A chaplain seeking to undertake military secondary duties outside the role and responsibility of a chaplain must receive approval from their SUP Chap.

NON-COMBATANT STATUS AND THE BEARING OF ARMS

20. Under the Geneva Convention applicable to international armed conflicts, the chaplain is considered a non-combatant and is protected. The chaplain may not participate directly in combat and may not be directly attacked. If captured, a chaplain must be returned to the armed forces of the nation to which the chaplain belongs, unless the enemy forces are holding the chaplain to better care for prisoners of war. To maintain this non-combatant status, military chaplains must not be employed in any capacity other than chaplaincy services which are deemed consistent with the functions permitted by the Geneva Conventions of 12 August 1949. While there is no legal impediment to employing chaplains for duties not related to their primary functions, it should be noted that performing such duties during an armed conflict involving Canada could mean losing their special status if captured by enemy forces.

21. The Geneva Convention does not explicitly prohibit such designated non-combatants from bearing arms. Medical personnel and chaplains from some allied militaries do carry weapons, both for self-defence and for the protection of medical casualties.

22. The QR&O 33.07(3)(a) prohibits a chaplain from bearing arms or carrying personal weapons. The only exceptions to this direction are for:

a. Initial weapons training (safe and secure only) at Basic Military Officer Qualification (BMOQ);

b. Refresher weapons training as part of Annual Readiness Verifications (ARV) in preparation for domestic and international operations; and

c. The slinging of rifles as part of the basic parachute course.

23. In the context of both, initial weapons training at BMOQ and refresher weapons training as part of ARV, chaplains are only permitted to train to render a weapon safe. Chaplains are expected to be able to do a complete unload to ensure that there is no round in the chamber. The drill should be practised on both, service pistols and rifles.

24. If the Chain of Command (CoC) directs a chaplain to participate in the handling or the bearing of firearms, the chaplain is not to follow such direction, and should immediately seek the intervention and support of higher command and/or a SUP Chap.

LINES OF COMMUNICATION

25. Each chaplain has several lines of communication available when entering into contact with military and SFT superiors. Matters are to be resolved at the lowest level of the appropriate CoC:

a. Chaplaincy Matters. Issues relating to a chaplain's duty, shared team efforts, as well as questions relating to chaplaincy training, tasks, or professional development, should be addressed to the SUP Chap.

b. Military Matters. The chaplain's military superior will normally be the Commanding Officer (CO) of the unit or formation to which the chaplain is assigned. However, for administrative support the chaplain frequently reports to the respective Administration Officer, or equivalent.

c. Career and Employment Matters. Communication relating to a chaplain's career and/or employment will normally be addressed by senior RCChS leadership through the SUP Chap.

d. Personal/SFT Matters. Communications affecting a chaplain's own SFT may be referred directly to the appropriate Principal Advisor (Jewish, Muslim, Protestant, Roman Catholic, and others as they are added) and/or to their designated Interfaith Committee on Canadian Military Chaplaincy (ICCMC) representative.

RELATIONSHIP WITH CIVILIAN SPIRITUAL/FAITH TRADITIONS

26. Chaplains are encouraged to participate in the life of civilian faith communities, if invited, provided such tasks do not interfere with the duties in the CAF and are supported by the appropriate SFT authority. Before accepting such invitations, it must be discussed with the SUP Chap, and, if necessary, with the CO.

ROLE OF THE CHAPLAIN IN CANADIAN ARMED FORCES PERSONNEL CARE

27. All CAF personnel have the right to speak to a chaplain at any time subject only to the constraints of the mission. Chaplains must ensure that this fundamental right is respected at every level of the CoC.

COMPETENCY

28. Chaplains are obliged to maintain professional competency, and to seek opportunities for continuing education as necessary. Chaplains only work within the boundaries of competence, being aware that professional training and education limit what they can and cannot do. As required, chaplains consult and/or refer to other helping professionals.

CHAPLAIN CONFIDENTIALITY

29. The principle of confidentiality applies to any counselling encounter between a chaplain and an individual, except in the following situations where chaplains have the duty to report the situation and thus are not bound by confidentiality:

a. When there is reason to believe that an individual may pose a threat to themselves or to others;

b. When there is an indication of abuse of minors or vulnerable persons (in accordance with provincial laws); and

c. When ordered by a court of law.

The chaplain must ensure that persons seeking spiritual/religious counsel are systematically advised of these limits of confidentiality and, if warranted, that some information must be disclosed to the CoC. Since the "clergy-penitent privilege" (or its equivalent) of some SFTs is a legal matter, legal advice should be obtained from the Office of the Judge Advocate General (JAG) when a chaplain is requested to disclose or considering the disclosure of confidential information.

30. There can be some circumstances where confidentiality may be lifted. Legal advice should be obtained for particular circumstances in order to ensure that if confidentiality is waived it is permitted by law.

31. To ensure proper care and support, it is imperative that chaplains work collaboratively with other helping professionals and maintain a positive relationship with agencies and people who share the common goal of caring for CAF personnel and their families. When such collaboration is required, chaplains will ensure that the member is informed and understands that certain information needs to be shared to ensure proper support is set in place. Before sharing any information, chaplains must seek the individual's informed written and/or verbal consent, specifying the steps to be taken, and the information to be disclosed.

32. Like all CAF members, chaplains must comply with a request or an order to appear in court or at a Board of Inquiry (BOI). If the chaplain is asked to disclose privileged communications in court or during a BOI, the chaplain should seek legal advice to determine to what extent the communication may be disclosed:

a. In a summary hearing: The chaplain must inform the presiding officer that the information requested may be protected by privilege and suggest that the presiding officer obtain legal advice before insisting that the chaplain answer the question.

b. In a court-martial or civil court: The chaplain must inform the judge that the information requested may be protected by privilege. Usually, the court would

hold a *voir dire* so that the judge can determine whether the information is protected or admissible.

c. In a BOI: The chaplain must advise the President that information requested may be protected by privilege and suggest that legal advice be sought prior to answering.

33. In the course of personal discussions, chaplains may sometimes encounter members who are victims of Sexual Harassment or Sexual Assault. The chaplain's primary role is to support these members, which includes respecting their situation and their decision as to whether they take criminal justice steps or not. Chaplains don't have the duty to report in these circumstances and must not report sexual misconduct without the explicit consent of the member or unless confidentiality is otherwise lifted.

34. The duty to report and breach of the confidentiality rule only apply to the situations mentioned in para 29. For further details, refer to the briefing note entitled OPERATION HONOUR - Specific role of chaplains.

LEGAL LIABILITY PROTECTION

35. In specific circumstances a CAF chaplain is protected from legal liability under the Treasury Board of Canada's Policy on Legal Assistance and Indemnification.

APPOINTMENT OF CHAPLAIN TO A COURT-MARTIAL PANEL

36. If a chaplain is selected to sit as a member of the panel of a General Court Martial, that chaplain may seek an excuse from the Court-Martial Administrator in order to not perform court-martial duties if it contravenes the duty to care for members in that situation and possibly jeopardizes the provision of chaplaincy care for the family members and the unit itself.

PROFESSIONAL STANDARDS AND LAW

37. If the demands of military service conflict with the demands of SFT codes, the chaplain will advise the SUP Chap and the CO of the conflict and seek to resolve it through consultation.

38. With regard to any Sexual Harassment or Sexual Assault case or situation, the chaplain must follow the directives contained in the *RCChS Directive – OPERATION HONOUR* and use the resources available through the Sexual Misconduct Response Centre.

ROLE OF THE CHAPLAIN IN DELIVERING ETHICS TRAINING

39. During occupational training phase, chaplains receive specialized training in military ethics. Each chaplain is trained to provide ethical advice, facilitate the delivery of ethics training to units (QR&O 33.10), and teach it only when special circumstances occur (such as when there is no designated Unit Ethics Coordinator (UEC) or when the UEC is not available). For details, refer to the *RCChS Ethics Strategy 2020-2024*.

SENTINEL NETWORK

40. The 2017 directive for the Sentinel programme CAF implementation is "endorsed and led by the CoC and supported by Chaplaincy Services." The Sentinel programme aims to support CAF members experiencing personal challenges and to prevent suicide within the CAF. Chaplains at all levels are mandated to implement this directive, in the training of Sentinels, and in the post-training coordination and collaboration of programme participants. All directives pertaining to the Sentinel Programme can be found on the CFChSC Electronic Resource Centre.

LESSONS LEARNED

41. A vital activity within the develop-generate-employ triad is the maintenance of a Lessons Learned (LL) process which ensures accountability through the gathering of tactical, operational, and strategic level observations, the raising of pertinent issues from these observations, the subsequent analysis leading to appropriate change, and the dissemination of the results or findings from these observations. The LL process captures experience and knowledge, documents activities that add value, and acts upon items which can be improved. LL policy contributes to CAF capabilities, integration and development, issue resolution, transformation, and change management.

42. Every chaplain is encouraged to actively participate in the LL process by using the RCChS LL template and forwarding it through the chaplain CoC.

43. Gender-based analysis plus (GBA+) is an analytical process used to assess how different people may experience policies, programs and initiatives. The RCChS is committed to ensuring that projects, policies, directives, working groups, training and recruiting material will include a GBA+ analysis from the very beginning of the process.

PART TWO - CONDUCT AND PERFORMANCE DEFICIENCIES

GENERALITIES

44. In accordance with DAOD 5019-0, *Conduct and performance deficiencies*, each chaplain is accountable for any failure to meet established standards of conduct and performance. Section 3.3 of that Defence Administrative Orders and Directives (DAOD) determines that "a conduct deficiency occurs if a CAF member fails to meet an established standard of behaviour in a regulation, code of conduct, policy, order, instruction or directive applicable to the CAF member. A conduct deficiency, including hateful conduct, is incompatible with the effective military service of a CAF member and military ethos."

45. Allegations of a chaplain contravening the *National Defence Act*, the Criminal Code of Canada, or other federal statutes, will be reported to the appropriate military or civil authority.

46. Conduct or performance deficiency can be observed, or can result from an official or informal complaint, and/or disciplinary/criminal proceeding. There are no legal time limitations for a complaint. Sections 3.6 and 3.7 of DAOD 5019-0 describe the requirements as follows:

> *3.6 The chain of command must ensure that all CAF members are made aware of this DAOD. If the chain of command suspects that a conduct or performance deficiency by a CAF member resulting from factors within their control has occurred, the chain of command must take appropriate action. Depending on the circumstances, the appropriate action may involve administrative or disciplinary action, or both.*
>
> *3.7 If a CAF member has been charged with an offence under the National Defence Act, the Criminal Code or other federal statute, the chain of command may, regardless of the outcome of the offence, take administrative action to address any conduct or performance deficiency arising in the circumstances.*

47. In general, investigations can be categorized into two types: administrative and disciplinary.

48. There are three types of administrative investigations: summary investigations, BOI, and informal investigations, and each follows its normative CAF procedures.

49. Disciplinary investigations are conducted pursuant to QR&O Chapter 106 (Investigation of Service Offences) to determine whether a service offence has been committed. The purpose of investigating a service offence is to reconstruct events, gather evidence, identify elements of the alleged offence and identify those responsible. An investigation shall be conducted when a complaint is made or when there are other reasons to believe that a service offence may have been committed.

50. A disciplinary investigation shall be conducted as soon as practical to determine whether there are sufficient grounds to justify the laying of a *charge*. As a minimum, the investigation must collect all reasonably available evidence bearing on the innocence or guilt of the person

who is the subject of the investigation. For details, refer to QR&O: Volume II - Chapter 122 Summary Hearings publication.

REPORTING

51. Upon receiving or being notified of a conduct deficiency complaint, the Chap Gen (or SUP chap) must consider whether the matter should be formally investigated or resolved informally. An investigation may be held with respect to a complaint even if it has been withdrawn. In almost all cases, the Chap Gen (or SUP chap) will want to discuss the matter with the chaplain's military CoC to determine how the matter would be most appropriately investigated. The chaplain's military CO may order an administrative investigation into the conduct of complaint in accordance with the provisions of QR&O Chapter 21 and the DAOD 7002 series.

52. A SUP chap who is aware of a conduct deficiency complaint about one of their subordinate chaplains is to forward that information to the Director Chaplain Operations (D Chap Ops) through the chaplain CoC. D Chap Ops will monitor all ongoing administrative and disciplinary investigations reported.

PROCEDURES DURING DISCIPLINARY OR CRIMINAL INVESTIGATIONS

53. Situations may occur when investigations are led by the CO, the Military Police, or by civilian law enforcement. Disciplinary and criminal investigations are not disclosed while they are ongoing. Military Police file their investigation report and conclusion with the CO once they have completed it, or may refer the matter to civilian authorities. A civilian law enforcement investigation either leads to criminal charges, or to a determination of no charges to be filed – if charges are filed, the accused will be informed and has the obligation and duty to inform the CoC.

54. During an ongoing investigation, the Chap Gen's mandate will be suspended without prejudice. When a mandate is suspended, the chaplain is prevented from carrying out chaplain duties until certain conditions are met; a list of administrative tasks that the chaplain can perform during this time will be determined.

55. The suspension of the Chap Gen's mandate does not presume in any way the outcome of an investigation, rather it ensures a pause for the chaplain and the CoC (and the technical network) while awaiting results. This pause allows adequate measures to support the chaplain and other parties involved, if any. For further details, consult the Chap Gen Direction and Guidance on the Mandating of Chaplains.

56. Chaplains facing disciplinary or criminal charges will have an opportunity to review all evidence related to the charge(s) and in the course of a hearing will be able to present a full defence on the merits of the charge(s) brought against them.

57. The Office of the Chaplain General will keep the appropriate ICCMC representative informed of the status of any investigation, administrative or judicial processes against a chaplain.

RESULTS AND RECOMMENDATIONS

58. The results of any administrative or disciplinary investigations will be forwarded to the Chap Gen by the military CoC that conducted the investigation, and where applicable, the Chap Gen will implement the recommendations contained in the final report(s).

59. It is important to note that during an administrative investigation, if any information leads to the belief that an offence under the CSD has occurred, the investigator should seek legal advice from the Office of the JAG in order to determine the way forward.

60. The conduct or performance deficiency of a chaplain may lead the Chap Gen to suspend and/or revoke the Chap Gen's mandate in accordance with Section 33.05(2) of the QR&O when the following conditions are met:

a. *After consultation with military authorities or authorized officials of the faith group to which the chaplain or civilian officiant belongs, the Chaplain General is of the opinion, having regard to the religious, spiritual, and moral well-being of all officers and non-commissioned members and the families of officers and non-commissioned members, that it would be in the best interests of the Canadian Forces to do so*; or

b. *The Chaplain General is of the opinion, based on reasonable grounds that the chaplain or civilian officiant is unfit to perform their duties as chaplain or civilian officiant*.

PROCEDURES IN CASES OF SEXUAL HARASSMENT, SEXUAL MISCONDUCT, OR SEXUAL ASSAULT CLAIMS AGAINST A CHAPLAIN

61. In a situation where a chaplain is accused of Sexual Harassment, Sexual Misconduct, or Sexual Assault, the chaplain concerned is subject to a disciplinary and/or administrative investigation. Either procedure requires a detailed and well-documented investigation by the CoC or appropriate authority (military police, National Investigation Service). The type of investigation conducted is dependent upon the nature of the offence and the gravity and/or sensitivity of the matter.

62. Given the unique position of chaplains within the CAF, a chaplain accused of sexual misconduct will immediately have their Chap Gen's mandate suspended until the conclusion of all administrative or disciplinary procedures are completed. Restoration of the mandate is at the sole discretion of the Chap Gen, is not guaranteed following the conclusion of disciplinary/administratively processes and will be evaluated on a case-by-case basis.

63. In such a situation, the need to deal and support all parties involved, in a caring and humane manner, is paramount and may include taking immediate action upon notification of an incident (i.e., removal from course, supervisory position, attach posting, etc.). For details and best practices in these circumstances, refer to the Comprehensive Guide to Information and Resources on Sexual Misconduct.

64. When considering options for disciplinary and/or administrative action for incidents of sexual misconduct, the CoC should consult their unit legal advisor and Director Military Careers Administration DMCA 2.

DMCA 2 can be reached via:
E-mail: ++DMCA 2 - 2 DACM@CMP DMCA@Ottawa-Hull
Telephone: 613-901-8292 / CSN: 225-8292

CHAPTER 7
CHAPLAIN ETHICS

GENERAL

1. Each chaplain enjoys a privileged and meaningful role as spiritual and religious leader, care-provider, spiritual/religious counsellor, and advisor to Canadian Armed Forces (CAF) personnel and their families. As such, chaplains are responsible for respecting and applying the principles and obligations contained in the *Statement of Defence Ethics*, the *DND and CF Code of Values and Ethics* (see DAOD 7023 series) and the *Statement of Ethics for Canadian Armed Forces Chaplains*, contained in paras 3-13 of this chapter.

2. Should a chaplain be found, by competent authority, to have failed to respect or apply the above-mentioned statements and codes of ethics, then that the chaplain's mandate may be withdrawn by the Chaplain General by applying the criteria noted at QR&O 33.05. Decisions to suspend or revoke a chaplain`s mandate may be grieved by submitting a redress of grievance in accordance with DAOD 2017-0, *Military Grievances*.

STATEMENT OF ETHICS FOR CANADIAN ARMED FORCES CHAPLAINS

3. Preamble. As military chaplains serving the CAF, each pledges to exercise their duties and carry out their commission in a decent, honourable, truthful and professional manner, congruent with the policies, regulations, orders, and directives of the CAF, the Canadian constitution, and the norms of our respective Spiritual/Faith Traditions (SFT). Chaplains are loyal to the RCChS, CAF, and to Canada.

4. Chaplains' Principles:

   a. Accept the responsibility to support the spiritual/religious well-being of all military personnel and their families in support of CAF operations;

   b. Adhere, and are loyal to, the standards, traditions and expressions of faith of our SFT endorsing authorities. We respect the traditions, practices and faith expressions of our RCChS colleagues, as well as those to whom we serve in the CAF; and

   c. Understand the RCChS as a multi-faith and collaborative service marked by love, stewardship, trust and exemplary personal and professional behaviour.

5. Commitment. Our commitment to providing an active, personal, and supportive presence is expressed in our responsibility towards those to whom we serve, our colleagues, and to ourselves:

a. Chaplains' Responsibilities Towards Those to Whom We Serve:

(1) We endeavour to serve with faithfulness, integrity, charity, humility, justice, openness, and hope;

(2) We recognize that true leadership is about service, not power, and that it calls and enables others to serve;

(3) We strive to lead exemplary personal lives and respect the normative expectations of our SFT communities;

(4) We affirm that everyone is created equal; hence, we respect the dignity of each person and serve all without discrimination;

(5) We accept and honour the trust placed in us;

(6) We do not in any way abuse or harass any person;

(7) We respect the privacy of the people to whom we serve; hence, we do not disclose confidential communication in private or in public;

(8) We respect the physical and emotional boundaries of the professional counselling relationship. In spiritual/religious counselling relationships, we promote human and spiritual growth and do not foster dependency; and

(9) We exercise our position of authority and trust by protecting vulnerable people and avoid abuse in sexual, psychological or other forms.

b. Chaplains' Responsibilities Towards Our Colleagues:

(1) We respect and affirm the multi-faith SFT environment in which we serve;

(2) We work collaboratively with our colleagues in the chaplaincy, respecting our differences and affirming each other's gifts;

(3) We acknowledge that proselytizing across SFTs is unacceptable;

(4) We honour the service of our predecessors and refrain from interfering in the service of our successors; and

(5) We are committed to the highest standards of loyalty within the Chaplain Service, which requires responsibility of each chaplain to the RCChS and the RCChS to each chaplain.

c. Chaplains' Responsibilities Towards Ourselves:

(1) We respect ourselves, and care for our personal, intellectual, physical, emotional and spiritual well-being;

(2) We maintain a disciplined spiritual life;

(3) We endeavour to maintain wholesome interpersonal relationships; and

(4) We regularly participate in personal and professional development.

INTEGRITY

6. Chaplains maintain integrity through adherence to the teachings of one's own SFT, RCChS' requirements, and CAF policies, regulations, orders, and directives. Each chaplain has the legal and moral obligation to comply with all international treaties, conventions, and protocols ratified by the Government of Canada that affect the CAF and the RCChS.

7. Chaplains are expected to be honest, fair, and respectful of others. Every chaplain is encouraged to be self-aware and sensitive to bias - values, beliefs, needs, limitations, and the possible effect of these in one's work.

RESPECT FOR OTHERS

8. In accordance with the *Canadian Charter of Rights and Freedoms*, a chaplain must respect the rights of others to hold values, attitudes, belief systems, and opinions that differ from one's own. Where differences of age, gender, race, ethnicity, S, sexual orientation, or language impede service, a chaplain shall obtain necessary training and/or make appropriate referrals.

9. Chaplains typically have immediate access to medical and legal staff, social workers, and other support agencies. The chaplain is cognisant of this availability and discerning enough to make referrals for those whom spiritual support is provided to, when and as appropriate.

10. Chaplains will, at all times, take reasonable steps to respect appropriate interpersonal boundaries in support of individuals, and must not hesitate to refer individuals to other helping specialist professionals when deemed appropriate or as necessary.

11. Every chaplain in a personal relationship, especially with another CAF member or Department of National Defense (DND) employee, must refrain from conduct that may be considered unprofessional, and/or improper as described in DAOD 5019-1, *Personal Relationships and Fraternization*.

12. Chaplains serve all CAF members, as such; there is a requirement for consideration and respect for the beliefs of those to whom chaplaincy services are provided. This service also includes the responsibility to arrange, if possible, for the services of a chaplain or civilian leader

of the appropriate SFT as requested and when required. This is particularly important in the notification of Next-of-Kin and spiritual assistance to the bereaved.

SUPERVISION

13. A supervising chaplain (SUP Chap) is to be aware of the power differential one has over chaplain trainees, supervised chaplains, and other persons. The SUP Chap will treat all personnel with respect, dignity, and honour, and does not exploit, sexually or otherwise, the relationship a SUP Chap has with people over whom the latter has authority. All chaplains adhere to the policies and practices regarding supervision in the DND and CAF.

ROYAL CANADIAN CHAPLAINCY SERVICE ETHICS STRATEGY

14. The *RCChS Ethics Strategy* is consistent with and supportive of the *DND/CF Code of Values and Ethics*, the *DND/CF Ethics Programme* and *the DND/CF Ethics Plan*. The *RCChS Ethics Strategy* may be used by a chaplain at the tactical and operational level as a template for ethics plans.

CHAPTER 8
THE INTERFAITH COMMITTEE ON CANADIAN MILITARY CHAPLAINCY

GENERAL

1. The Government of Canada relies upon the Spiritual/Faith Traditions (SFT) of Canada to provide qualified professionals to serve as chaplains in the Canadian Armed Forces (CAF). The Interfaith Committee on Canadian Military Chaplaincy (ICCMC) serves as the common channel of communication between these SFTs and the highest levels of the Department of National Defense in all matters related to military chaplaincy. The ICCMC will meet with the Minister of National Defense (MND), or the Chief of Defense Staff (CDS), the Chief of Military Personnel, or the Chaplain General (Chap Gen) upon their request, or upon acceptance by the same of a request originating from the ICCMC.

ENDORSEMENT PROCEDURES

2. The ICCMC ensures that required SFT standards are met by an applicant to the Royal Canadian Chaplaincy Service (RCChS) prior to endorsement of that candidate. The applicant's SFT representative confirms that the member is in good standing and has the recognition of their peers/SFT civilian supervisors to perform the duties and responsibilities of a military chaplain. Once presented to the ICCMC, endorsement is obtained through a voting process and the attainment of a quorum of the entire committee which confirms that a candidate is eligible for possible selection and recruitment as a military chaplain.

3. When informed by an authority competent to do so that a chaplain's license or professional credentials has been revoked or suspended, the ICCMC shall remove its endorsement of the chaplain and immediately notify the Chap Gen of this action.

ADVISORY FUNCTION

4. The ICCMC serves as an advisory body to the MND, CDS, and Chap Gen with respect to SFT-related issues concerning the CAF, and assists in professional SFT oversight.

5. The ICCMC acts as a link between chaplains and their SFT. ICCMC members provide spiritual support to chaplains and their families, when requested to do so by that military chaplain, a member of that military chaplain's family, or the Chap Gen.

6. Although individual chaplains have the right to unencumbered direct communication with their designated representative on the ICCMC in matters of SFT-based matters affecting a chaplain's role, all other communications with the ICCMC, including requests for an ICCMC visit, are to be directed through the Office of the Chap Gen via the chaplain Chain of Command.

ADMINISTRATION

7. The activities of the ICCMC are considered to be in direct support of the professional work of the RCChS, and as such shall be publicly funded through the Chap Gen's Business Plan under the terms of Volunteer Service Contracts established with each ICCMC member in accordance with all applicable Treasury Board policies.

8. Amplifying information on the ICCMC, and details regarding SFT representatives, can be found within the following documents:

a. A Statement of Understanding between ICCMC and MND;

b. The ICCMC Handbook;

c. Roman Catholic Military Ordinariate of Canada (rcmilord-ordmilcr.com); and

d. The Protestant Handbook.

CHAPTER 9
CHAPLAIN MANDATES

GENERAL

1. The Government of Canada and the Chief of the Defence Staff confer upon the Chaplain General (Chap Gen):

   a. The mandate to provide, within a spirit of multi-faith cooperation, the requisite spiritual and pastoral care for all Canadian Armed Forces (CAF) military personnel and their families; and

   b. The necessary authority to professionally lead the Royal Canadian Chaplaincy Service as it provides the members of the CAF and their families with the moral and spiritual support that they require in their service to Canada.

MANDATING OF CANADIAN ARMED FORCES CHAPLAINS

2. The Chap Gen confers a mandate upon CAF chaplains when they:

   a. Are authorized to function as military chaplains by the Spiritual/Faith Tradition (SFT) to which they belong, and are accountable to that SFT,

   b. Are, prior to their enrollment, endorsed by the Interfaith Committee on Canadian Military Chaplaincy (ICCMC), and

   c. Have been selected and enrolled in the CAF, and have successfully completed the military and occupation training that is required to serve as a chaplain.

MANDATING CIVILIAN OFFICIANTS

3. In accordance with QR&O 33.04(2), *Mandate to Provide Chaplain Services*, the Chap Gen may also grant a mandate to Civilian Officiants (Civ O) in order to provide supplementary chaplaincy services, if they are accountable to the SFT to which they belong and, as appropriate, they are:

   a. Authorized to provide chaplain services by their SFT; or

   b. Recognized as a spiritual leader by that SFT in accordance with its practices.

BESTOWAL OF MANDATES

4. From selection and recruitment to completion of the Basic Occupational Qualification (BOQ) course, chaplains function in a military unit under the direction of military and chaplaincy supervisors.

5. The Chap Gen's mandate and chaplain scarf are presented to Regular Force (Reg F) and Primary Reserve (P Res) chaplains upon successful completion of Chaplain BOQ.

6. The Chap Gen's mandate is presented to a Civ O by the team leader chaplain to which that Civ O is assigned.

ICCMC ENDORSEMENT / CHAPLAIN GENERAL MANDATE

7. While an ICCMC endorsement is necessary for enrollment, it is possible that a chaplain's endorsement by the ICCMC may be withdrawn. There are a number of different reasons that could lead to such withdrawal. Therefore, the Chap Gen has the responsibility to evaluate these situations with diligence. Situations that involve behaviour contrary to the Chaplains' Code of Ethics or the CAF Code of Ethics would lead to immediate action, and which may include suspending a chaplain's mandate while an investigation is conducted.

8. An endorsement may also be withdrawn because of a moral conflict between a chaplain's individual values and the teachings and/or doctrines of the chaplain's SFT, if that conflict results in the withdrawal of support for the chaplain to continue representing that specific SFT. When such a situation arises, it is possible that a chaplain's individual values may conflict with the SFT but remain consistent with those of the CAF. In such cases, the Chaplain General's mandate will be maintained and will allow the chaplain to continue to provide spiritual support to CAF personnel but will not be able to exercise SFT-related functions. This transition period will allow the chaplain to rectify the situation, i.e., to resolve SFT membership in good standing with the appropriate SFT Governing Authority, or to establish membership in good standing with another SFT represented by the ICCMC that is consistent with the chaplain's sincere beliefs.

SUSPENSION AND REVOCATION OF CHAPLAIN GENERAL'S MANDATE

9. A chaplain mandate is automatically revoked upon release from the CAF. According to QR&O 33.05 the Chap Gen may also suspend (temporarily) or revoke (permanently) the mandate of a Reg F, Reserve Force chaplain or a Civ O if:

a. They no longer meet the requirements necessary for the granting of the mandate,

b. After consultation with military authorities or authorized officials of the SFT to which the chaplain or Civ O belongs, the Chap Gen is of the opinion that it would be in the best interests of the CAF to do so, or

c. The Chap Gen is of the opinion, based on reasonable grounds, that the chaplain or Civ O is unfit to perform their duties as a chaplain.

10. The Chap Gen shall advise a chaplain or Civ O of a decision to suspend or to revoke the mandate, in writing and without delay, and shall include the effective date of the decision and the reason(s) for it.

11. In the case of a suspension or revocation of the mandate of a chaplain, the Chap Gen shall also advise the chaplain's military and chaplaincy superiors, and where career administrative action may be necessary, the Director General Military Careers.

12. A copy of the Chap Gen's letter informing the chaplain or Civ O of the suspension or revocation must be kept at the Office of the Chaplain General (OCG). It shall remain so designated until the suspension is lifted. If the mandate of an individual who is suspended is reinstated following an appropriate administrative or disciplinary investigation and/or review, the Chap Gen's letter of mandate suspension shall be removed from the individual's permanent file and destroyed, in compliance with all CAF records disposal policies. For details, please consult the *Chap Gen's Direction and Guidance on the Mandating of Chaplain*.

PREPARATION AND RETENTION OF MANDATES

13. The Canadian Forces Chaplain School and Centre is responsible for generating the Chap Gen's mandate and presenting it to chaplains upon successful completion of the BOQ course. For Civ Os, the Director Chaplaincy Services 2-2 shall prepare the certificate of the Chap Gen's mandate for signature. The Administrative Officer at the OCG is in charge of collecting and retaining a copy of all Chap Gen's mandate provided to chaplains (Reg F, P Res, Civ O).

CHAPTER 10
CHAPLAIN WELL-BEING

CHAPLAIN SPIRITUAL DEVELOPMENT

1. Every chaplain is expected to engage in a directed spiritual development activity once per fiscal year as Temporary Duty (TD) for the purpose of spiritual renewal and revitalization. Chaplains are to select an activity appropriate to their Spiritual/Faith Tradition (SFT). Prior to granting approval of a spiritual development activity, the Chaplain General directs supervising chaplains to ensure that:

   a. The proposed activity is included in the appropriate level business plan;

   b. Approval is acquired from the subordinate chaplain's Commanding Officer;

   c. Subordinate chaplains care regularly for their spiritual health and resiliency;

   d. Requests for spiritual development are appropriate to the spirit and intent of these current guidelines, with respect to the nature and setting; and

   e. Questions regarding spiritual development are directed to the SFT Principal Advisor and/or the chaplain's Interfaith Committee on Canadian Military Chaplaincy (ICCMC) representative.

2. The recommended length and cost for this annual spiritual development is:

   a. Regular Force and Primary Reserve (P Res) chaplains: five (5) days of TD; two (2) travel days with three (3) days spiritual development, and

   b. A total of $1500 is suggested to cover all costs incurred.

3. Funding for this spiritual development must be obtained at the local level through the normal business planning process (including the cost of a P Res chaplain or hiring a Civilian Officiant to provide any requisite backfill) and must be negotiated with the appropriate military Chain of Command. Further details are found in the *Directive on Chaplains' Spiritual Development 2022*.

CHAPLAIN MUTUAL SUPPORT

4. The Royal Canadian Chaplaincy Service (RCChS) provides key elements that are intrinsic to the concept of community. The authentic sense of professional camaraderie, combined with an ongoing program of professional military chaplain development, provides a chaplain with tangible opportunities for lived spiritual community. Chaplains often find themselves supporting each other through spiritual traditions they have in common. Each chaplain should demonstrate respect, openness, and being proactive in supporting each other.

CHAPLAIN MENTAL HEALTH

5. Military operations and environment can significantly impact a chaplain's health. Compassion and empathy are key elements of the chaplain service and as a result, often place chaplains in situations of direct and vicarious suffering. Over time, the ability to feel and care for others can become eroded, possibly leading to emotional blunting in which one reacts to situations differently than normally expected.

6. Prevention and awareness of these mental health-related issues are important realities. Every chaplain must be attentive to the manifestation of signs of distress, addictions that may develop, and/or negative repercussions on life, including personal relationships. Chaplains must lead by example in asking for appropriate care and support, working to put in place a culture that fosters a demand for assistance.

PERSONAL SPIRITUAL PRACTICE

7. It is essential for chaplains to establish and maintain a regular routine of personal spiritual practice. This must be a priority in order to maintain SFT identity and foster the chaplain's self-care.

ANNUAL CHAPLAIN TRAINING EXERCISE

8. An activity vitally linked to the health and well-being of individual chaplains, and of the Canadian Armed Forces (CAF) Chaplaincy as a whole, is the Annual Chaplain Training Exercise, commonly referred to as Exercise CALLED TO SERVE (Ex CTS). This annual exercise is planned and delivered by the Director Chaplaincy Strategic Support 2 and incorporates the following key components:

a. RCChS Programme. Core components of the Ex CTS: focused on communicating and reinforcing the strategic vision and priorities of the RCChS, Commander Military Personnel Command and CAF leadership. These activities serve to enhance cohesion, identity, leadership, and professional development of the CAF chaplaincy as a whole.

b. SFT Programme. Focused on matters of SFT faith-specific spiritual renewal and fellowship, and may include matters of governance and formation. These activities contribute to the professional oversight and well-being of the CAF chaplaincy.

9. Ex CTS mitigates the risks of isolation and provides an opportunity for chaplains to develop and strengthen relationships with one's peers, and with military and ICCMC representatives. It also serves to foster the sense of shared purpose that is vital to the health and operational effectiveness of the RCChS.

CHAPLAIN RENEWAL

10. A chaplain is, first of all, a spiritual leader. As such, there is a requirement for periods of study, reflection, and spiritual renewal in order to maintain currency, competency and effectiveness. In turn, this ensures the ability of the chaplaincy to provide optimal service to the CAF community.

11. The Chaplain Renewal Programme is managed by the Office of the Chaplain General. The intent of this programme is to allow each chaplain equitable access to participation in a significant vocational renewal activity, if required, once during the career. It is an opportunity for supporting physically, psychologically, and spiritually injured chaplains, or for those who need a pause in order to fully recover, heal, and continue serving in the CAF.

12. Details regarding the chaplain renewal policy, programme nominations, priorities, application procedures and location suggestions can be found in Chap Gen Directive Vocational Renewal.

CHAPTER 11
OPERATIONAL SUPPORT

INTRODUCTION

1. This chapter outlines the doctrine for the Force Generation (FG) of chaplains that provide chaplaincy services in joint operations and offers information on a chaplain's training - both individual and corporate, the selection process, and the standing operations of chaplains.

FORCE GENERATION

2. It is the role of the senior leadership of the Royal Canadian Chaplain Service (RCChS) who are actively involved in the FG of chaplains for operations to ensure that chaplains selected for operations are physically, mentally and spiritually prepared to meet the rigours and challenges of deployment. The chaplain's role includes being an adviser to the Chain of Command (CoC) so as to enable the CoC to understand the complexities of the Spiritual/Faith Tradition (SFT) within its area or sphere of operations.

SELECTION OF CHAPLAINS

3. The FG selection process for Regular Force (Reg F) operations is:

   a. The Director Chaplain Operations (D Chap Ops) receives from the chaplain responsible for Chaplain Force Employment (FE) the following information regarding a specific operation:

      (1) Number of chaplains required;

      (2) Length of tour;

      (3) Prospective dates;

      (4) Location of where the main body of operation will be deployed from;

      (5) Basic outline and focus of the operation;

      (6) Canadian Forces Tasking Position Order (CFTPO) number, if available; and

      (7) CoC requirements regarding the specific needs of the operations;

b. Under the direction of the D Chap Ops, the Command Chaplains (ComdChap) of each of the elements drafts a short list of chaplains for readiness assessment;

c. Once the readiness assessment has been completed, the results are discussed among ComdChaps and D Chap Ops. A list of chaplains is subsequently prepared and presented to the Chaplain General (Chap Gen) who is the approving authority for all operations both foreign and domestic. On behalf of the Chap Gen, D Chap Ops approves nominations for operational tasks;

d. Following receipt of the Chap Gen's approval, the tactical level chaplain is informed by the chaplain's CoC of the decision and the chaplain's name is entered into the CFTPO by the chaplain's current unit taskers; and

e. Chaplains who have not completed the requirements to be transferred from the Basic Training List to the RCChS will not be considered for selection to any operation either foreign or domestic.

SELECTION OF A PRIMARY RESERVE CHAPLAIN

4. In addition to the process for Reg F selection:

a. The staff check for a P Res chaplain includes:

(1) SFT/employer approval (dependent upon situation);

(2) Brigade/ Sr. Air Reserve/ Naval Reserve Formation Chaplain approval;

(3) Member's P Res Unit Commanding Officer approval; and

(4) Confirmation of having completed the Chaplain in Deployed Operations Course;

b. Reserve hiring protocols must be followed with regards to Class B or C employment; and

c. Consideration must be given to the fact that selecting a Class A P Res chaplain for a Class B or C employment can be a lengthy process requiring additional lead time.

REQUIREMENTS FOR DEPLOYMENT

5. Each chaplain considered for an expeditionary/domestic operation must:

a. Complete and maintain Individual Battle Task Standard training;

b. Have current medical & annual dental check-ups;

c. Hold a valid Canadian (blue) passport; and

d. Complete the Chaplain in Deployed Operations course.

6. Failure to maintain the annual CF Personal Readiness Training requirements, current medical and annual dental check-ups, and hold a valid Canadian passport, may cause delays which could result in the removal of the chaplain from an operation.

TRAINING REQUIREMENTS FOR OPERATIONS

7. The training requirements for an operation are indicated by the FE. The FG has the responsibility to ensure that training requirements are met. Consequently, a selected chaplain or chaplain team will participate in all aspects of the training required for the operation.

8. In certain circumstances the RCChS will require a chaplain or chaplain team to participate in chaplain-specific training to ensure mental and spiritual well-being, i.e., resiliency training, chaplain-specific injects into the main training syllabus, etc. This training will be promulgated by the D Chap Ops.

9. The RCChS may require that a chaplain or chaplain team receive enhanced specific training, i.e., Advance Pastoral Counselling, Religious Leader Engagement refresher training, etc. This training will be dependent upon the operation and will be promulgated by the D Chap Ops.

10. Each chaplain must be aware of RCChS' direction concerning the Bearing of Arms and the Non-Combatant status of chaplains prior to the start of training of any operation.

CHAIN OF COMMAND

11. Whether on operations or not, the chaplain serves within the military CoC and the chaplain reporting chain. At all times the chaplain will work within the appropriate military CoC to which the chaplain is assigned.

12. During the training/workup phase of an operation, the chaplain continues to report chaplaincy appropriate questions and concerns to the FG chaplain reporting chain. Once the main body of the operation has reached its training goals and is released to the FE for deployment, the deploying chaplain in turn moves from the FG chaplain reporting chain to the FE chaplain reporting chain.

13 During the training/workup phase of an operation, the FE chaplain will be in contact with the deploying chaplain(s) to address issues such as the lines of communication with the chaplain(s) tasked with rear party service, spiritual support to casualties, reports and returns, etc.

STANDING OPERATIONS

14. Within the Canadian Armed Forces there are various Units/Wings/Fleets that are on limited time frames to move. These units require that the chaplain is at the same level of preparedness as the unit and knows the responsibility of the unit should it deploy. These units include but are not limited to:

a. Disaster Assistance Response Team;

b. Canadian Special Operations Regiment;

c. Non-Combattant Evacuation Operations;

d. Ready Duty Ship East and West Coast;

e. Third Location Decompression;

f. Domestic Operations; and

g. High Readiness (at the Divisional level).

15. Due to the uniqueness of these units, chaplains assigned to them must meet all the standard requirements to deploy. In addition, every chaplain posted to a Navy sea-going billet must have completed the Naval Environment Training Programme. Once posted to any of these units, or to a sea-going billet, the Chap Gen's approval is required to ensure appropriate readiness levels are maintained.

TECHNICAL ASSISTANCE VISIT

16. During a deployment there may be the opportunity for the deployed chaplain to receive a period of leave. To ensure the continuity of pastoral care, the deployed unit, in consultation with the FE chaplain, may request a Technical Assistance Visit (TAV).

17. Once the TAV request is submitted by the deployed unit, D Chap Ops receives from the FE chaplain a request to fill a TAV and includes the following information:

a. Number of chaplains required;

b. Length of the deployment;

c. Prospective dates;

d. Basic outline of the focus of the operation; and

e. CAF CFTPO number, if available.

18. Under the direction of D Chap Ops, the environmental ComdChaps of each of the elements draft a short list of chaplains for readiness assessment.

19. Once a readiness assessment has been completed, the selection process as per para 3 of chapter 11 of this Manual is to be followed for any chaplain to be considered for a TAV.

CHAPLAIN BACKFILL OPPORTUNITIES

20. Depending on the length and number of chaplains deploying on an operation, opportunities may become available to employ a chaplain backfill.

21. Funding for a chaplain backfill can be available at the national level. Access to this funding is done through the military CoC at the local level.

22. If the chaplain backfill hired is a P Res moving from Class A employment to Class B, the hiring practices are clearly defined in the CF Mil Pers Instr 20/04 – Administrative Policy of Class A, Class B, and Class C Reserve Service.

REAR PARTY SUPPORT

23. Each element has its own vision of Rear Party Support and has developed an approach to suit the operations common to their environment. Nonetheless, chaplaincy services contribute to the support offered to the families of deployed members and actively collaborate with other organizations such as the Military Family Resource Centre and CAF Transition Centres. Regardless of whom the chaplain team shares the Rear Party Support duties with, it remains the responsibility of each Senior FG chaplain to ensure that all chaplaincy services continue to meet the demands of the ever-changing environment of operations.

CHAPTER 12
PROFESSIONAL DEVELOPMENT

GENERAL

1. Canadian Armed Forces (CAF) training is based on a jobs-based performance-oriented philosophy. Chaplains are recruited into the CAF with significant requisite Spiritual/Faith Tradition (SFT) related education, formation, and practical experience. Additionally, chaplains are endorsed as leaders of their SFT by the Interfaith Committee on Canadian Military Chaplaincy before entering the CAF. The Royal Canadian Chaplain Service (RCChS) further requires each chaplain to be proficient in operationally relevant military knowledge and skills, staff procedures, and about the unique challenges of military chaplaincy service in order to serve as effective and relevant spiritual leaders and chaplain staff officers.

MILITARY OCCUPATION CLASSIFICATION

2. Training specifications for each phase of chaplains' career development are identified in A-PD-055-002/PP-001, *CHAP MOSID 00349, Canadian Forces Manual of Military Occupational Structure – Occupational Specification* (available in hardcopy only).

3. The Chaplain General (Chap Gen) through the RCChS Military Occupational Structure Identification Advisor, makes recommendations on the occupational requirements and developmental training for members of the RCChS.

DEVELOPMENTAL TRAINING

4. Along with on-the-job mentoring and leadership coaching by chaplain supervisors, each chaplain attends Basic Occupational Qualification (BOQ) at the Canadian Forces Chaplain School and Centre (CFChSC) in accordance with the Canadian Forces Individual Training and Education System (CFITES). Career occupational training is designed to allow students to demonstrate and perform tasks and skills specific to military chaplaincy service. CAF training is conducted by residential courses and/or distributed learning through interactive lectures, guided discussions, peer and problem-based learning, small-group training activities, role play and self-study. All Performance Objective based lectures are verified using Enabling Checks which lead to formally evaluated Performance Checks.

5. All CAF courses and programmes are provided in separate Developmental Periods (DP) as follows:

a. Developmental Period Level 1: DP1 programme is provided to OCdt/NCdt and 2Lt/A/SLt of the Primary Reserve (P Res) Reserve Entry Scheme Officer programme, and to Capt/Lt(N)s of the Regular (Reg F), and includes initial basic military skills and basic occupational training to the level established by the Service Advisor as the Operational Function Point (OFP). DP1 courses provide continued desirable occupational training to the developing junior officer;

b. Developmental Period Level 2: DP 2 programme is provided to Capt/Lt(N) and Maj/LCdr for tactical and operational level team-leader training and desirable occupational training for a senior officer;

c. Developmental Period Level 3: DP 3 programme is provided to senior Maj/LCdr and LCol/Cdr for strategic level team-leader training; and

d. Specialist courses are provided, as required, to chaplains of all rank levels when these specialist skills are required. Generally, these specialist skills are required by less than 20% of the military occupation.

6. All DP1 courses must be completed before a Reg F or P Res chaplain can reach the OFP and be removed from the Basic Training List.

MILITARY COURSES

7. Basic Military Officer Qualification (BMOQ). Upon enrollment as an officer in the CAF, a chaplain must complete the BMOQ course which addresses general military training identified in the Officer General Specification (OGS). This course assesses and instructs the candidate on dress and deportment, leadership, CAF policies, regulations, orders, and directives, operating and leading within a field environment, drill, first aid, safety precautions with weapons, security, drafting of military correspondence, and military history and heritage. This course is conducted at the Canadian Forces Leadership and Recruit School (CFLRS).

8. Canadian Forces Chaplain School and Centre (CFChSC). The CFChSC is a unit of the Military Personnel Generation Training Group, a Formation Headquarters of the Commander, Canadian Defence Academy (CDA). CFChSC offers all occupational training for the RCChS using the CFITES. The Director Chaplaincy Services is responsible for chaplain professional development.

9. Language Training. All chaplains are encouraged to participate in formal and informal language training and discussion groups offered on all CAF Bases/Wings/Formations through the Military Family Resource Centres and Unit Official Language Coordinators. Chaplains can apply through both military and chaplaincy Chain of Command to be approved for part or full-time second language training. The only mandatory bilingualism requirement of the CAF is to achieve C-reading, B-writing, C-oral interaction (CBC) for promotion to the rank of Col/Capt(N), a requirement applicable to all officer occupations as per CDS Letter: Regular Force General/Flag Officer and Colonel/Capt(N) Succession Planning, 5 Jan 09. The RCChS Occupational Specification, MOSID 00349 Chaplain, 3 Sep 09, states the Chaplaincy's occupational requirement to have 70% capacity at BBB level for DP 2 and 3, and 70% capacity at CBC level for DP 4.

10. Canadian Armed Forces Junior Officer Development Programme (CAFJOD). The OGS identifies common tasks for all CAF officers in DP2. Notwithstanding occupation or

environmental operations training, all CAF officers are obligated to complete the CAFJOD Program as mandated by the CDA and delivered through Distance Learning by CFLRS.

11. Other Training and Education Opportunities. Throughout one's career, a chaplain may be selected for any of the following:

a. Chap Gen sponsored Postgraduate Training Programmes. Annually, on a competitive basis, the CAF funds a number of Postgraduate Training Programmes. The Chap Gen has sponsored such fields of study as Pastoral Counselling, Ethics, Interfaith Studies, Religion and Culture, and Peace and Conflict Studies. These specialized courses are offered as the RCChS identifies the need for in-house Subject Matter Experts and each subsidized education programme incurs a period of obligatory service;

b. Canadian Forces College (CFC). The CFC in Toronto provides the training of senior military officers, general officers, and civilian leaders to meet the complex security challenges of the future. The two programmes offered are Joint Command and Staff Programme and National Security Programme;

c. Road to Mental Readiness (R2MR) Programme. The R2MR programme offers resilience and mental health training to CAF members throughout their careers and is offered by qualified trainers, clinicians and operators to meet the needs of members and their families. For further details, contact the Canadian Forces Health Services; and

d. Addictions Training. *Alcohol, Other Drugs, Gambling Awareness Addictions Supervisor Training* course is offered by Personnel Support Programme Health Promotions and is strongly encouraged.

12. Environmental Operational Training. Each chaplain posted to Canadian Special Operations Forces Command, Army, Navy or Air Force operational units must undertake specific operational readiness training unique to the assignment. Each chaplain must undertake standard Annual Readiness Training in order to maintain the requisite military skills.

13. Canadian Armed Forces FORCE TEST. Every chaplain must maintain physical fitness levels which achieves or exceeds the CAF minimum. Daily physical fitness training is an essential aspect of a self-disciplined chaplain. Every chaplain must successfully complete the annual FORCE TEST.

CHAPLAIN COURSES

14. CFChSC Courses. Director Chaplaincy Operations is responsible for nominating chaplains for occupational courses. The Military Personnel Generation Training Group is responsible for course loading through CFChSC's Sergeant Major. Following the completion of the BMOQ at CFLRS, CFChSC courses include:

a. DP1 courses:

(1) The four-phase Basic Chaplain Qualification Course (BQC-Chap) (ALYA) trains the recruit to become a military chaplain ready to competently carry out his duties from his first posting.

b. DP2 courses:

(1) The Intermediate Chaplain Leadership Course (AJHN) prepares the chaplain to lead a team of chaplains at the tactical level.

c. DP3 course: Advanced Chaplain Leadership.

The Advanced Chaplain Leadership Course (AJHO) is designed for senior officers; Lieutenant-Commander (LCdr), Major (Maj) and as well for Commander (Cdr) and Lieutenant-Colonel (LCol). It offers strategic level training for team leaders.

15. As required, specialized courses are offered to chaplains of all ranks. These skills are only required for less than 20% of the military occupational group.

16. Whether a chaplain is a member of the Regular Force (Reg Force) or the Primary Reserve (P rés), they must successfully complete the DP 1 course to reach the NOC and be removed from basic training.

17. Spiritual/Faith Tradition Formation Training. A chaplain is expected to pursue continuous, lifelong learning and education in coordination with one's SFT.

18. RCChS Annual Chaplain Training Exercise. All Reg F chaplains and P Res chaplains on class B and C contracts are required to attend RCChS annual training, Exercise CALLED TO SERVE (Ex CTS). A chaplain may only be excused from the Ex CTS with permission of the Chap Gen.

JUNIOR OFFICER DEVELOPMENT PROGRAMME FOR CHAPLAINS

22. To be operationally relevant, every Junior Chaplain (Jr. Chap) will complete the same CAF Common Officer Developmental programme (i.e., CAFJOD) as other CAF officers. A chaplain who has already completed the Officer Professional Military Education (OPME) Programme does not require this training.

23. It is recommended that every P Res Jr. Chap completes all seven modules of CAFJOD. At the time of a component transfer, a P Res chaplain who has completed either the OPME or CAFJOD programme will be considered for retention of rank beyond Capt/Lt(N).

24. For further information, consult the *CAFJOD Distance Learning Guide*.

CHAPTER 13
ENDORSEMENT AND RECRUITING

GENERAL

1. A candidate who wishes to enroll in the Canadian Armed Forces (CAF) as a chaplain must be selected by the Royal Canadian Chaplaincy Service (RCChS), endorsed by the Interfaith Committee of Canadian Military Chaplaincy (ICCMC), and meet the enrollment requirements of the CAF.

2. The Director Chaplaincy Services (D Chap Svcs) is the authority for the RCChS recruiting process to determine the eligibility of candidates and ensure that the RCChS Entry Standards are met. As such, all policies and practices regarding the recruiting of a chaplain in the CAF are under the authority of D Chap Svcs. The Commander of the Canadian Forces Recruiting Group (CFRG) is the enrollment authority for the CAF. The Director of Personnel Generation Requirements (DPGR) is the authority for overall selection for the CAF.

REGIONAL RECRUITING CHAPLAIN - ROLE

3. The Chaplain General (Chap Gen) has authorized and encourages every CAF chaplain to participate in the recruitment of candidates to serve in the RCChS, under the supervision of the applicable Regional Recruiting Chaplain (RRC).

4. Once a potential chaplain applicant has been identified, the RRC should be informed at the earliest opportunity. The RRC will provide the potential applicant with the appropriate application package. To aid a potential chaplain applicant in the completion of their file, the RRC may work in collaboration with chaplains on local Bases/Wings/Formations, or with Reserve Brigade/Division/Formations, to ensure the timely and accurate completion of endorsement files.

5. Potential applicants for the Primary Reserve (P Res) must be placed in contact with the appropriate Reserve Brigade/Division/Formation Chaplain at the earliest opportunity by the RRC. This ensures that the required military concurrences at the local P Res unit are obtained. The responsible Reserve Brigade/Division/Formation Chaplain will remain the point of contact for the file until such time as it is ready for transmission to the RRC and will keep the RRC apprised as to its status. While the endorsement process is underway, the Reserve Brigade/Division/Formation Chaplain will continue to liaise with the chaplain applicant, particularly with respect to the status within the CAF recruiting system. Once an endorsement message is received for a P Res chaplain file, it is forwarded to the RRC and the local P Res unit to ensure timely passage of information to both the chaplain candidate and the employing/recruiting unit.

6. The RRC will monitor the chaplain candidate’s progress through the endorsement and recruiting process until enrollment is completed or declined.

SPIRITUAL/FAITH TRADITION REPRESENTATIVE - ROLE

7. Spiritual/Faith Tradition Representatives (SFTR) are appointed by D Chap Svcs on an ongoing basis, and represent the diversity of RCChS chaplains. An SFTR provides clarity and insight into the unique nature of recruiting from various Spiritual/Faith Traditions' (SFT) perspective. RRCs are encouraged to vet applicants' preliminary qualifications with the appropriate SFTR in order to ensure that credentials are in order, according to the normative practice of the potential applicant's SFT, and to allow personal and spiritually familiar conversations between the SFTR and the applicant. Often, and in addition to the RRC, the SFTR will assist the applicant throughout the application and candidacy process.

DOCUMENTS REQUIRED FOR ENROLLMENT

8. Application forms, letter of references, other required documentation and full academic transcripts of all post-secondary education will be received by the RRC and forwarded directly to D Chap Svcs 2-2.

9. The following can be used as a checklist of documents required for endorsement:

a. Candidate Personal Information Form (003a DEO Applicant's Personal Information or 003b SEELM Applicant's Personal Information);

b. Endorsement Application Form (002a RCChS Endorsement Application, 002b Civ & Res F SEELM Endorsement Application, or 002c Mil/SEELM Endorsement Application);

c. Copy of Baccalaureate Degree and Post-Secondary Education Transcripts;

d. Copy of MDiv (or equivalent) Degree and related Education Transcripts;

e. Copy of Ordination/Mandate Certificate or its equivalent;

f. A Letter of Permission/Good Standing from one's National, Canadian-based Faith Tradition Governing Authority;

g. Four (4) Reference Letters (004a DEO Letters of Reference, or 004b SEELM Letters of Reference);

h. A current Curriculum Vitae in the format outlined in the application package (001b RCChS Required Documentation, footnote three (3));

i. Any other documentation deemed from time to time as necessary by D Chap Svcs, the CAF and/or the ICCMC;

j. Certified copy of a recent Vulnerable Sector Check, as outlined in the application package (001b RCChS Required Documentation, footnote seven (7)); and

k. For Roman Catholic Applicants Only: Baptismal Certificate and, if applicable, a copy of one's Marriage Certificate.

10. D Chap Svcs 2-2 will present the applicant's completed file to the appropriate representative on the ICCMC for tentative approval. If tentatively approved, the file will be presented to the ICCMC for full committee endorsement.

11. A P Res Chaplain seeking information regarding Component Transfer should refer to The Chap Gen's Directive on Component Transfer to Regular Force (Reg F).

ENDORSEMENT

12. A candidate's professional education, credentials and experience are evaluated by the ICCMC and D Chap Svcs, in relation to the requisite Entry Standards for military chaplaincy that have been established by the DPGR. An applicant who meets these established professional standards may be endorsed by the ICCMC for selection consideration by the RCChS. SFTs not having representation on the ICCMC will be designated an ICCMC representative and will be assessed on a case-by-case basis by D Chap Svcs.

13. If the applicant is endorsed, the file will be forwarded to the Office of the Chaplain General (OCG) to the attention of D Chap Svcs 2-2. In due course, successful candidates for Reg F chaplaincy will receive an invitation to attend a Chaplain Suitability Board. P Res chaplain endorsements will be communicated to the appropriate Senior Environmental P Res Chaplain, and an additional copy will be sent to the appropriate RRC to continue the recruitment process.

CANADIAN FORCES RECRUITING SELECTION AND ENROLLMENT

14. After an applicant is endorsed by the ICCMC, the applicant is processed at the closest Canadian Forces Recruiting Centre (CFRC) or Recruiting Detachment (Det) to determine if the applicant is eligible and suitable for enrollment into the CAF. For basic eligibility, the applicant must meet the age requirement to enroll and fulfill the Terms of Service, be a Canadian Citizen, and meet the Entry Standards for Chaplains published by DPGR. Chaplain Entry Standards list the requisite education and experience for a chaplain, as well as the requirements to meet the officer cut-off score on the Canadian Forces Aptitude Test. If an applicant meets all these prerequisites, they will move forward to the next step of the recruiting process, which includes a:

a. Medical exam;

b. Pre-Enrollment Security Clearance Pre-Assessment;

c. Reliability Screening;

d. Physical Fitness Evaluation (P Res applicants only); and

e. Selection Interview.

CHAPLAIN SELECTION BOARDS

25. Suitability Boards for Direct Entry Officer (DEO) Reg F chaplains will be convened to assess all candidates for RCChS. The Suitability Board is composed of experienced chaplains from within the geographic area where the Board is being held. The number of candidates who can be accepted is established each year by the Strategic Intake Plan. Successful Suitability Board results remain valid for two full recruiting years. A prospective candidate may attend two Suitability Boards but will no longer be considered for candidacy after not being selected twice. Successful candidates' files are sent to the appropriate CFRC or Det for offer and enrollment under the authority of the Commandant CFRG.

PAY INCENTIVE POLICIES

16. Upon enrollment all chaplains are evaluated for Pay Incentive (PI). All recommended PI levels are submitted by the RCChS to the Director Pay Policy and Development for the Chief of Defense Staff (CDS) consideration, and at the discretion of the latter, approved. Chaplains are enrolled at the Capt/Lt(N) basic PI and once CDS approval has been granted for recommended PIs, the approved PI is retroactive to the day of enrollment, less leave without pay.

17. It has been determined that the Capt/Lt(N) basic PI be applied for applicants who strictly meet the minimum entry standards. For each post-credential two-year period completed of SFT leadership experience, after obtaining the minimum entry standards of the RCChS, D Chap Svcs recommends one additional PI in order to recognize the valued experience the chaplain brings to the CAF at the time of enrollment.

CHAPTER 14
PRIMARY RESERVE CHAPLAIN

GENERAL

1. Chaplains serving in the Primary Reserve Force (P Res) are an integral part of the Royal Canadian Chaplain Service (RCChS) and continue to make significant contributions to the Canadian Armed Forces (CAF) as a whole.

2. P Res chaplains are called to work principally within the units to which they belong, offering chaplain advice and support to the unit chain of command (CoC), exercising an active, personal, and supportive presence among the unit members, and providing for and/or facilitating the spiritual care of CAF personnel and their families. It is important, therefore, that they identify, as much as possible, with those to whom they offer spiritual care.

3. When Canada is at war, engaged in international conflicts, members are on training exercises (on land, at sea, or in the air), or when they are serving with the United Nations or North Atlantic Treaty Organisation (NATO) forces abroad, P Res chaplains provide rear party chaplain support to the families of the members called to serve away from home - both beyond and within Canada's borders. Reserve (P Res and Cadet Organizations Administration and Training Service [COATS]) chaplains can be found across the country and provide a vital network of chaplain support that is ready at all times to assist deployed members and their family.

4. Reserve chaplains train with their units, and with the higher headquarters (HQ) chaplains and their teams, both in garrison and in the field or at sea. They constitute a significant component of the chaplain service engaged during domestic operations, providing important spiritual support in times of crisis, not only to CAF members, but also to members of the broader community. Reserve chaplains are also frequently called upon to augment Regular Force (Reg F) chaplain teams, both in garrison as well as on overseas deployments.

5. As spiritual leaders within their local community and respective Spiritual/Faith Traditions (SFT), Reserve chaplains provide an important connection between their assigned reserve units and local civilian leaders, and provide an important link between the RCChS and the CAF within the spiritual or faith communities to which they belong.

6. Reserve chaplains are also called upon to support cadet organizations, veteran groups, and regimental associations, providing vital support at the time of individual illness or death, or during civic observances and gatherings of remembrance.

RECRUITMENT

7. Many chaplains have their first experience of the chaplaincy as P Res chaplains, prior to eventually pursuing a component transfer to the Reg F. The P Res chaplaincy continues, in this way, to be an important source of Reg F chaplain recruiting. This combined with the requirement

to have a chaplain in every Reserve unit, and the movement and transfer of personnel, means that efforts to recruit new Reserve chaplains is an ongoing process.

8. Although oversight of the P Res chaplain recruitment process remains an elemental and regional responsibility and must be a priority for every member of the chaplain team, it is the Senior Elemental Reserve chaplains (SER Chap) who are principally engaged in finding new chaplain recruits for all units. This task is shared with the regional chaplains across the country. In the Army context, for example, the brigade chaplain must arrange for initial selection interviews with unit commanding officers, and then be prepared to assist and support the candidates throughout the lengthy recruiting process. The Army model, with its many P Res units, differs significantly from the Royal Canadian Navy (RCN) Reserve and the Royal Canadian Air Force (RCAF) Reserve recruiting processes which place responsibility for national recruiting oversight on the Senior Naval Reserve and the Senior Reserve RCAF chaplains respectively.

9. In order to be enrolled as a P Res military chaplain, an applicant must meet all CAF recruiting requirements for general service officers, and follow the established recruiting process through one's local Canadian Forces Recruiting Centre (CFRC). The applicant must also receive the endorsement of the Interfaith Committee on Canadian Military Chaplaincy (ICCMC), and subsequently be recommended for enrollment by the Chaplain General (Chap Gen).

10. Essentially, this means that there are two separate application processes that need to be pursued by the applicant. Although these two processes are independent, they should be pursued simultaneously in order to avoid unnecessary delay.

11. Once an applicant has successfully met all requirements of both the CAF recruiting process and the ICCMC endorsement application process, arrangements will be made by the CFRC for the enrollment and swearing-in of the new chaplain. It is important to realize that Reserve chaplains are endorsed as chaplains within the specific Reserve unit into which they are enrolled. If the applicant wishes to change units, the chaplain must apply for a new ICCMC endorsement in order to receive a new mandate from the Chap Gen. For further information regarding the entire recruitment process, refer to chapter 13 of this Manual.

CAREER PROGRESSION - GENERAL

12. A Reserve chaplain reaches the Operational Function Point once the following has been completed:

a. Basic Military Officer Qualification (BMOQ);

b. Chaplain-Basic Qualification Course (ALYA) which includes the following courses;

(1) Chaplain Counselling Skills;

(2) Intermediate Ethics; and

(3) Chaplains in Deployed Operations (CIDO).

13. For a Reserve chaplain (Army, Navy and Air Force) to be qualified for promotion from Capt/Lt(N) to Maj/LCdr, the candidate for promotion must complete the courses outlined in para. 12 of this chapter, and fulfill the requirements below:

a. Complete the Intermediate Chaplain Course;

b. Complete all seven modules of the Canadian Forces Junior Officer Development Programme;

c. Complete element specific course as stipulated by each element; and

d. Have at least 4 years in rank.

COURSES

14. Canadian Forces Chaplain School and Centre (CFChSC), located at Canadian Forces Base Borden, offers the chaplain courses requisite for competency, promotion, and career progression. It is possible to complete BMOQ and BOQ within one year. Within 30 months of the commencement of BMOQ, the Chaplain must complete BMOQ and BOQ as follows:

a. BMOQ Mod 1 – distance learning that is valid for only 6 months from date of completion;

b. BMOQ Mod 2 & 3 – 28 days combined and must be taken concurrently. This is administered by Canadian Forces Leadership and Recruit School at St-Jean-sur-Richelieu; and

c. BOQ - is administered by the CFChSC in Borden and is comprised of two modules over 4 weeks; however, it can be taken as two separate modules, provided they are taken within one year (valid for 12 months).

15. Chaplain candidates with previous military service may request a prior learning assessment review (PLAR) in order to be considered for an exemption from BMOQ.

16. The distance learning (DL) package is given to the student by CFChSC upon completion of the previous module of training. Pay for DL is partially funded, and the candidate should seek more information on the funding through their orderly room.

17. If approved, P Res chaplains may take the Reg F BMOQ and the full 4-week BOQ in one block. The latter may also be taken in two two-week blocks.

18. Other elemental specific courses may also be required (see para 13 of this chapter) and every chaplain should inquire with their supervising chaplain and their unit training officer.

OTHER CHAPLAIN COURSES

19. CFChSC also offers:

a. Chaplains in a Pluralistic Environment;

b. Faith Community Coordinators; and

c. Advanced Chaplain.

PRIOR LEARNING ASSESSMENT REVIEW

20. Some chaplains already have qualifications in Ethics or Chaplain Counselling. Completion of a PLAR may mean that the qualifications for the Intermediate Ethics or the Chaplain Counselling Skills can be granted without having to take the course. If interested, reservists should submit a request through the Chaplain Technical Network and reach out to the chaplain in the Course Research Resource and Development officer position at the CFChSC. The CFChSC is best equipped to provide all chaplains with the most current + mailbox to which to send their completed PLAR request.

SECOND LANGUAGE TRAINING

21. Some second language training opportunities exist at the unit level and many more can be found within the surrounding civilian communities or online. With support of the CoC, Reserve chaplains are encouraged to work on perfecting their second language skills and to pursue second language training opportunities whenever they become available. CMP/ADM(HR-Civ) Joint Letter: Policy on Official Languages for the Provision of Services, 29 Jun 08 states that "religious, pastoral and spiritual services" are required to be available in both official languages for CAF members and their dependents at Base/Wing level. This does not translate, however, to a mandatory requirement for all Chaplains to be bilingual. Rather, this involves the notion of bilingual capacity within the occupation, IOT ensure the availability of bilingual services. Each Reserve Force chaplain is required to meet the language requirements of their position; there is no mandatory bilingualism requirement for promotion into certain positions, rather promotion requirement is based on rank (of promotion to Col/Capt(N) and above, which applies to both Reg F and Reserve Force as per CDS Letter: Regular Force General/Flag Officer and Colonel/Capt(N) Succession Planning, 5 Jan 09). Nevertheless, if a chaplain has the opportunity to be tested in their second official language, they should ensure the results are entered in the Member Personnel Record Resume (MPRR). The unit Training Officer (Trg O) can assist with arranging testing.

TRAINING AND CAREER PROGRESSION

22. Upon enrollment, the new chaplain will immediately begin working within the unit while awaiting the BOQ Course. It is important that during this interim period, the supervising chaplains (SUP Chap) ensure the new chaplain receives sufficient instruction and on-the-job training so as to perform in an effective and safe manner.

23. Assisted and encouraged by their SUP Chap, each chaplain is responsible for managing one's own career and should be knowledgeable about the training system. This knowledge will also assist the chaplain to counsel CAF members who are having difficulty with the training system.

24. All chaplains must ensure that their training records are current through their unit Trg O.

25. The loading authority for chaplain courses is the Director of Chaplaincy Operations (D Chap Ops). All chaplains must have authority from their Unit Commanding Officer (CO) to attend courses at the CFChSC. Chaplains are to advise their SUP Chap of their intention/desire to take a course. The SUP Chap will then ensure that the SER Chap has this information, and the three Command Chaplains (Comd Chap) will forward the names and particulars to D Chap Ops 3, who will forward those names to the CFChSC.

26. Upon completion of a course, or Class B or Class C employment in a unit, the chaplain is to ensure that a course report, a letter of appreciation, or a Personnel Development Review covering their period of employment is sent to the home unit Orderly Room (OR) and to the SUP Chap. If appropriate, an After Action Report (AAR) should be written and submitted to both the military and chaplain supervisors. AARs should outline the work done, significant learning, and make any helpful recommendations.

27. The Chaplain's OR will ensure that appropriate information is entered on the MPRR and that any certificates and/or course reports are added to the member's personnel file. The member should check the MPRR annually to verify that all pertinent information is accurate and up to date.

28. The SUP Chap uses these reports (along with other information and observations) when drafting the Chaplain Evaluation Report (CER). Chaplains should always retain a copy of all course reports or letters of appreciation in a shadow file, as reference to these items may be required or periodically requested by the SUP Chap.

29. Any P Res Chap who is promoted to the rank of LCol/Cdr must take the Advanced Chaplain course.

30. A written request is to be submitted to the appropriate military supervisor should a chaplain desire a certain course. In the case of courses offered at CFChSC, authority from one's CO is required prior to sending a request to the SUP Chap.

31. A Suicide Intervention course is highly recommended and is normally taken through the unit's support unit/base Health Promotion section.

32. A military driver's license (DND 404), which enables a chaplain to drive a staff car, shall be obtained by every chaplain. More information on this can be obtained through the unit OR.

33. Courses related to conflict management are helpful for chaplains and information on such courses can be obtained through the OR or the unit Trg O.

34. Other courses, such as the Harassment Advisor (HA) course or the Designated Advisor (DA) course (the latter is very useful in the case of the death of a member) can improve the general knowledge of the Unit Chaplain whose role will be different from but complimentary to the HA or the DA.

35. First Aid courses and other safety-related courses such as Workplace Hazardous Materials Information System may also be obligatory courses for all members of a Reserve Unit. The chaplain should ask questions pertaining to mandatory training for their unit and environment.

RESERVE ENTRY SCHEME, OFFICER

36. Reserve Entry Scheme, Officer (RESO) is another programme that assists university students wishing to become military chaplains. For information about selection and applications, interested members are encouraged to consult DAOD 5002-8, *Reserve Entry Scheme – Officers* and especially refer to para. 2.7 which states:

> Given the unique military occupation requirements, details of the RESO as it applies to the Chaplain Branch are set out in Canadian Forces Military Personnel Instruction (CAF Mil Pers Instr) 01/15, *Reserve Entry Scheme – Officers, Chaplain Branch*

SENIOR APPOINTMENTS

37. P Res chaplains will be promoted in order to fill senior chaplain appointments where an increased rank is required.

38. In the Canadian Army, in order to appoint a chaplain to the position of Brigade Chaplain, it is the responsibility of the brigade headquarters, with the support, advice and involvement of the Reg F Senior Operational Level (SOL) Chap and/or the ComdChap, to organize and implement a Brigade Chaplain selection process. Among other considerations, a review of CERs, records of courses, and other qualifications of all applicants will take place and individual readiness to perform the tasks required of Brigade Chaplain will be considered.

39. Brigade Chaplains require a revised endorsement from the ICCMC and approval of the Chap Gen. The Brigade Chaplain should be appointed by the Brigade Commander only upon the recommendation of the Chap Gen.

40. The process of selecting a Deputy Area Chaplain or a Deputy Command Chaplain is similar to that of selecting a Brigade Chaplain. Responsibility for organizing and implementing a selection process rests with the appropriate CA HQ and the results of the selection process require the review and recommendation of the Chap Gen prior to the appropriate CO proceeding with an appointment.

41. The Senior RCAF P Res Chaplain is a member of the 1 Canadian Air Division Headquarters (1 CAD HQ) and is supported by its Air Reserve Flight. This chaplain is appointed

and under the direct supervision of the 1 CAD Chap. When vacant, all P Res, Reg F, or supplementary reserve (Supp Res) chaplains are eligible to apply for the position via a Reserve Employment Opportunity (REO). The RCAF P Res Chap position is at the rank of Major and the incumbent is expected to wear the Air environmental uniform. All other non-Air Reserve P Res chaplains employed on Wings also fall under the operational control of the 1 CAD Chap, via either the local Wing Chaplain or the Senior RCAF P Res Chap.

42. The Senior RCN P Res Chap is a member of the Naval Command HQ. This chaplain is also a Unit Chaplain in the place of residence. The Senior RCN P Res Chap is selected by the Royal Canadian Navy Command Chaplain and the Commander Naval Reserves. When vacant, all Reg F, P Res or Supp Res Chaps are eligible to apply for the position via a Reserve Employment Opportunity (REO). The Snr RCN P Res Chap position is at the rank of Lieutenant Commander and the incumbent is expected to wear the naval environmental uniform.

SPECIAL EMPLOYMENT/DEPLOYMENTS

43. P Res chaplains who would like to deploy to an overseas mission may be considered for such deployments upon completion of the following requirements:

a. Successful completion of BOQ Chap;

b. Successful completion of CIDO;

c. A current FORCE TEST;

d. Having obtained permission of the civilian superior of the SFT community to which they belong; and

e. Having obtained the support of their Unit CO.

44. Upon the nomination of the appropriate SUP Chap with the support and recommendations from both the SOL Chaplain and the ComdChap, it remains the responsibility of the D Chap Ops and the Chap Gen, to approve all chaplain candidates for overseas operational deployments.

CLASS A, B, OR C TEMPORARY POSITION

45. The employment of Primary Reserve (P Res) chaplains to provide chaplaincy services, for varying periods of time, to meet operational requirements is commonplace.

In order to be considered for a temporary position on Class A, B or C service, candidates must hold a Basic Military Qualification for Officers (BMQ[O]) and an Elementary Occupational Qualification for Chaplains (ALYA), a letter or e-mail of support from their P res unit commander, confirmation of support from the divisional deputy or formation/wing chaplain.

CADET ORGANIZATION - ADMINISTRATION, TRAINING SERVICE

45. The COATS, or Cadets Canada, is a youth programme build around the Royal Canadian Sea Cadets, Royal Canadian Army Cadets, Royal Canadian Air Cadets and the Junior Canadian Rangers. The programme is sponsored by the CAF and funded through the Department of National Defence (DND), with support from civilian groups – the Navy League, the Army Cadet League and the Air Cadet League - as well as local community sponsors that include service clubs and parents/guardians.

46. During the academic year, thousands of cadets of all three elements, as well as Junior Canadian Rangers, parade weekly in over 11,000 corps and squadrons across Canada.

47. More than 20,000 Cadets attend Cadet Training Centres (CTC) across Canada that delivers two, three, and six-week courses. Courses are geared to the age and training level of the cadet.

48. Caring for the spiritual and religious needs of the youth in training, and being concerned with morale and spiritual wellness, are the responsibilities of CTC chaplains. In addition, CTC chaplains are responsible for providing instruction in helpful life skills. The Life Skills programme consists of lessons which are integral to each of the two, three, and six-week training programmes.

49. A COATS chaplain is any Reg F or Reserve Force chaplain, who has attained Developmental Period Level 1 in MOSID 00349, and continues to serve, up to 65 years of age, primarily with the National Cadet & Junior Canadian Rangers Support Group (Natl CJCR Sp Gp) and/or the Canadian Cadet Organization (CCO).

50. Along with COATS chaplains, P Res, and Reg F chaplains, civilian CTC chaplains are also employed in the summer CTCs. The academic requirement for civilian chaplains is slightly different than it is for uniformed chaplains since their work period is no more than eight weeks and the goal is to hire people qualified to work with adolescents. Most civilian chaplains require a degree or college certificate in theology or a related area of study (world religions or youth ministry to offer but two examples). If they are in a leadership role or if they are the only (solo) chaplain on that CTC wellness team, they must also possess a master-level degree. The entry level/team member chaplains must have a minimum of two years of full-time professional experience. This can be cumulative time acquired over several years and it need not be paid employment. Chaplains in leadership or chaplains in a solo position must have a minimum of five years of full time (cumulative and unpaid qualify) professional experience. They must be in good standing in their SFT and able to obtain a mandate from the Chap Gen (through D Chap Ops 3).

51. All chaplains working with youth must provide a vulnerable sector check appropriate to working with youth, and they are encouraged to complete the Positive Youth Development and Programme Outreach module through the CCO. The CTC may insist on this course once the chaplain arrives at the CTC. Chaplains agree to employment on a contract basis for up to eight weeks. A final group of chaplains who might be employed to work with Cadets in the summer are uniformed officers in the CIC Military Occupational Structure Identification 00232 who are

recognized and accredited community leaders within their own SFTs. There is an expectation of medical fitness and all uniformed chaplains are strongly encouraged to maintain their physical fitness as well, including the annual Force Test.

52. The primary functions of CTC Chap are described in accordance with Queen's Regulations and Orders for Canadian Cadet Organizations (QR&O Cadets 6.01-6.03) and the Guide to CTC COs: leading spiritual/religious services; offering spiritual reflections in accordance with Public Prayer Policy; providing an active, personal, and supportive presence; teaching; and advising the CoC.

53. Currently COATS chaplains fulfill their primary obligations by providing an active, personal, and supportive presence during summer CTCs, in Regional Cadet Support Units, and at the Natl CJCR Sp Gp HQ. When it is understood that a COATS chaplain has fulfilled (or will fulfill) their duties to the CCO they may also request to do a Class B employment or perform Class A work in a Reg F or P Res unit. Beyond serving as CTC chaplains, other roles are being explored including having COATS chaplains assume the roles of Regional Cadet Training Centre Chaplain Coordinators (currently a task being performed by Reg F and P Res chaplains). The Regional CTC chaplain Coordinators recruit, offer some chaplain-specific training, and oversee CTC chaplains' work. At the conclusion of the CTC period the Regional CTC chaplain Coordinators collect and collate AAR to be used for Lessons Learned. In the future, it is planned to have chaplains recruited to serve with Cadet Corps/Squadrons in local communities.

SUPPLEMENTARY RESERVE LIST

54. The Supp Res is a sub-component of the Reserve Force. Reg F and the P Res chaplains can choose to release from their service and transfer to the Supp Res. Names usually stay on the Supp Res list for a period of up to five (5) years or until no longer willing and available for active service. See *DAOD 2020-4, Supplementary Reserve*, for clarification.

CHAPTER 15
CHAPLAINCY SERVICES IN A MULTI-FAITH ENVIRONMENT

Remark: The Office of the Chaplain General is aware that the Multi-Faith Center and Sacred Spaces file is a strategic file of importance. We are working to have new guidelines issued as soon as possible and these will significantly affect the content of this chapter. Therefore, in the absence of new regulation, we are aware that some of the information in this chapter may be outdated. If in doubt, please direct any questions to the following address (+CMP RCChS Policies - CPM SAumRC Politiques@CMP D Chap Svcs@Ottawa-Hull CMPRCChSPolicies-CPMSAumRCPolitiques@forces.gc.ca)

GENERAL

1. Chaplain must be sensitive to, and respectful of, those who have different spiritual values and Spiritual/Faith Tradition (SFT) backgrounds, as well as to those who are agnostic or atheist. Any belief, or non-belief, must be welcomed in any dialogue which seeks to find the common good regarding truth, human dignity, and goodness.

2. The Canadian Armed Forces (CAF) welcomes among their ranks all citizens of Canada; a society of mixed languages, cultures, religions, identities and spiritual expressions. It is imperative for the Royal Canadian Chaplain Service (RCChS) to provide a welcome spirit and collegiality between SFTs within the military community. The RCChS' mission is to support CAF leaders in their responsibility to care for the moral and spiritual well-being of all military personnel and their families.

MULTI-FAITH CENTRE

3. To respond to the challenges of cultural, spiritual, and religious diversity of the CAF, Multi-Faith Centres (MFC's) facilitate and allow for a diverse expression of life, faith, and beliefs of CAF personnel and their families.

SACRED SPACE RENOVATION POLICY

4. As per Commander Military Personnel Command Guidelines for CF Sacred Space, it is the RCChS' intention to move forward on establishing new MFCs, capable of allowing for the instructional, spiritual, and ritual needs of an increasingly diverse SFT population within the CAF.

5. Existing CAF chapels not yet converted to MFCs are to be renovated. Each SFT community will have to take into account its unique requirements when planning renovations. Final approval for renovations rests with the Chaplain General (Chap Gen), in consultation with SFT Principal Advisors (PrinAdvs).

CHAPLAIN GENERAL'S SFT PRINCIPAL ADVISORS

DUTIES AND RESPONSIBILITIES OF SFT PRINCIPAL ADVISORS

6. SFT PrinAdvs are advisors to the Chap Gen on all matters related to the particular SFT the SFT PrinAdv represents. The SFT PrinAdv:

a. Briefs the Chap Gen and members of the Interfaith Committee on Canadian Military Chaplaincy (ICCMC) about the status quo of chaplains and CAF members the SFT PrinAdv represents;

b. Approves and coordinates all SFT-related taskings for their respective SFT chaplains beyond the normative responsibilities of unit chaplaincy (including national events, speaking engagements, and media events);

c. Provides SFT insight, guidance, and direction, and ensures that sufficient public funds are available to carry out services, events, and programmes in accordance with the tradition, custom, and practice of the particular SFT the SFT PrinAdv represents;

d. In coordination with the Office of the Chap Gen (OCG), interacts and coordinates in realising RCChS common goals;

e. Supports and coordinates interfaith and multi-faith services at the national and RCChS-wide level (i.e. Installation service of the Chap Gen, multi-faith community gatherings and services, and interfaith events at the RCChS Exercise CALLED TO SERVE that require participation of all SFTs); and

f. With the approval, and in coordination with, the Chap Gen, additional SFT PrinAdv areas of responsibility, guidelines, and structure may be defined by each SFT and enumerated within their specific SFT's documentation (i.e. Roman Catholic Directory, Protestant Handbook, etc.).

7. In conjunction with the Directorate of Human Rights and Diversity (DHRD), SFT PrinAdvs provide insight, advice, and guidance on matters related to policy development for Religious and Spiritual Accommodation (DAOD 5516-3, Religious or spiritual accommodation). When clarification/investigation into religious and spiritual accommodation is requested, SFT PrinAdvs coordinate between the individual requesting accommodation, Director Chaplaincy Services and DHRD staff.

8. Under Queen's Regulations and Orders 33.04(1) and 33.04(2), SFT PrinAdv facilitates the granting of the Chap Gen mandate to Civilian Officiants who are selected and authorized to provide supplemental chaplain services to CAF personnel and their families.

9. Chaplains are authorized to directly contact SFT PrinAdvs on issues of religious and spiritual accommodation, tradition, custom and practice.

SPIRITUAL/FAITH TRADITION SERVICES

GENERAL

10. The conduct of SFT services is a SFT matter and shall follow the orders and principles agreed upon by the appropriate SFT authorities. Subject to military and civil regulations and guidelines, SFT ceremonies are to be celebrated according to the norm and tradition of each SFT. Chaplains are not permitted to officiate, lead, or otherwise direct any ritual, ceremony, life-cycle event, or service of an SFT other than one's own.

11. Administrative and SFT internal matters are dealt with by appropriate personnel according to their respective norms and traditions, and are subject to SFT, military, and civil regulations and guidelines.

SUPPLIES

12. Registers for sacred rites of passage such as Christian baptisms, confirmations, dedication ceremonies, marriages and funerary; Jewish rituals related to birth (*Brit Milah* – ritual circumcision, and Naming ceremonies), coming of age (*Bar/Bat Mitzvah*), marriage, and funerary; Muslim circumcision marriages, and newborn rites (*Adhan, Tasmiyah, Aqeeqah* and *Khitan*), marriages and funerary; may be obtained through normal supply channels. In the Province of Quebec, special registers shall be purchased locally in the form prescribed by the Civil Code of Quebec (Acts of Civil Status) and disposed of in the manner prescribed by provincial laws.

MULTI-FAITH CENTRE

CONDITIONS OF ACCEPTANCE – MEMORIAL GIFTS

13. On occasions when private individuals or groups wish to present gifts or memorial articles to MFC or Sacred Spaces, a request to accept such gifts or memorials must be forwarded to the Chap Gen through the Command Chaplains (Comd Chap) or Commandant of Canadian Forces Chaplain School and Centre as appropriate. The request shall describe the article(s) being offered and the circumstances surrounding the donation, including any limitations that the donor may wish to place on the use of the items.

14. The design of memorials and gifts must be in keeping with items reflected in the scale of issue and the quality must equal or be superior to them. Memorial gifts need to be well proportioned and appropriate inscriptions may be placed on them indicating both donors and occasions.

15. Articles will normally be maintained in the MFC or Sacred Space to which they are donated. In the event of the MFC or Sacred Space being closed, the disposition of such articles shall be at the discretion of the Chap Gen.

16. Gifts and/or memorial articles, including stained-glass windows, shall be placed on Non-Public Fund inventory. A complete record of donated articles, including pictures and lists of donors, shall be maintained at the MFC or Sacred Space.

17. Arrangements for dedication of gifts and memorial articles shall be made in consultation with the Chap Gen through proper channels.

DISPOSITION OF ITEMS ON SUPPLY CUSTOMER ACCOUNT

18. When a gift or memorial article is identical in purpose and use to an item already on the Supply Customer Account (SCA), the item of issue will be returned to the supply section on the instruction of the Comd Chap concerned.

PLACING OF MULTI-FAITH CENTRE EQUIPMENT

19. MFC or Sacred Space facilities and equipment shall be used for SFT purposes only. Equipment shall not be removed from MFC or Sacred Spaces except for repair or when it is required for SFT service or events that cannot be accommodated *in situ*. While individual SFTs may from time to time be granted flexibility to make proposals for alterations (provided any recommended alterations can be reversed at a later date), such alterations are subject to the approval by the Chap Gen.

JOINT USE OF MFC OR SACRED SPACE

20. Where various SFTs share one MFC or Sacred Space facility, the following guidelines and directives will be followed:

a. The relevant PrinAdv(s) shall be consulted as soon as possible when consideration is being made to co-locate SFT communities into one MFC or Sacred Space;

b. A shared MFC or Sacred Space must be common use. All of the building must be available to all SFTs. There should be no attempt to designate one part of the structure as belonging to a particular SFT over another;

c. Consultation for renovations and scheduling of SFT religious, educational, and other such programmes must take place on a regular basis and should involve the chaplain(s), and representatives from all SFT councils. Where consensus cannot be reached, the OCG will mediate;

d. The annex is to be used primarily for SFT programmes and education of all SFT communities. Senior Chaplains must be sensitive to the specific needs and requirements of all SFTs, and make every provision to facilitate access to the MFC, Sacred Space, and/or annex to all SFT congregations;

e. Liturgical symbols are a part of some SFTs and great sensitivity must be exercised in reconfiguring the MFC, Sacred Space, annex, and all commonly shared areas. SFT symbols should be movable and unobtrusive where practical;

f. A Tabernacle/Aumbry should be repositioned in such a way as to be inoffensive to other SFTs while allowing Roman Catholics, Anglicans, and others to participate in this devotion as they desire. Where possible, the Tabernacle/Aumbry should be recessed into the sanctuary wall or draped as a sign of respect, and to enable other SFTs to utilize the space.

g. Where possible, a space should be established to ensure a private place for meditation and reflection for those who wish to use it.

21. Although only one building will be used, it is to be understood and accepted by all SFT's that the names of their communities can be retained. A new sign may be constructed, if needed, naming all SFT communities.

THE USE OF MFC OR SACRED SPACE BY EXTERNAL GROUPS

22. The programme and activities of the CAF SFT communities and chaplain team shall have absolute priority over the use of MFCs or Sacred Spaces.

23. Requests by non-CAF SFT's, organizations, or persons for the use of said spaces may be considered if there are members of the military community being served or cared for by said groups, and if, in the judgment of the Team Leader Chaplain (TL Chap), activities of such groups are mutually reinforcing of the mission of the CAF SFT communities and/or would be of significant benefit to the military community, and are in keeping with the sacred nature of said spaces. Requests will be considered on an individual basis, subject to military exigencies. Use of MFC or Sacred Space will be terminated if adherence to any aspects of this policy ceases. Termination is at the discretion of the senior chaplain.

24. An agreement must be made with all groups using these spaces to respect the dignity, integrity, and sensitivities of the CAF SFT communities for whom these spaces are primarily set apart. An agreement in writing is to be made, and at a minimum is to include:

a. An orientation to the space;

b. An agreement to collaborate with and respect the authority of the TL Chap or their designate;

c. An agreement to respect the facilities, furnishings and accoutrements and items set apart for worship and to return such, as are permissible to be moved, to their appropriate space;

d. An agreement to participate in consultations with other SFTs in respect to the use of this space and at the discretion of the senior chaplain (and/or their designate), to avoid miscommunication, scheduling conflicts, etc.; and

e. An assurance of policies and practices concerning "vscof care" and the willingness to adhere to such, as already exists in the SFT community and within the Department of National Defence.

FAITH COMMUNITY COORDINATOR (FCC)

25. FCC replaces what used to be called Chapel Life Coordinators, but they have a much broader mandate that is no longer solely limited to SFT and/or denominational responsibilities; additionally, they have the responsibility to listen and ensure that the needs expressed by the various SFT communities are met.

26. The main responsibilities of the FCC are:

a. Manage Resources in the military faith community;

b. Support all SFT's and their ancillary organizations;

c. Manage civilian and SFT staff through Public and Non-Public funds; and

d. Ensure provision of SFT needs in the military faith community.

SPIRITUAL/FAITH TRADITION DEPENDENCE

27. The FCC exercises SFT-related duties under the authority and direction of their SUP Chap. The FCC is also responsible to the respective SFT representative on the ICCMC and one's SFT PrinAdv, and has the privilege of direct communication to both when circumstances warrant.

ADMINISTRATION

28. The FCC shall ensure that infrastructures are properly used in accordance with RCChS and ICCMC directives, and will see to it that furnishings, SFT accessories, etc., are kept clean, worthy of use, and replaced when necessary. When serving in a shared/joint MFC or Sacred Space, the FCCs shall work in full co-operation with all relevant SFTs.

29. The FCC shall ensure that MFC or Sacred Space registers for all SFT services (i.e., baptisms, confirmations, weddings, funerals, and the like) are kept accurate up to date and securely stored. These registers shall be maintained in accordance with Chap Gen and ICCMC directives.

30. The FCC shall be responsible to their Supervising Chaplain for the maintenance and compilation of statistical records that will reflect the entire service of the MFC community and provide these as requested for inclusion in annual RCChS reports.

31. The FCC shall coordinate an Annual Congregational Meeting and serve as Chairperson for that meeting, and ensure that the Annual Report, MFC Budget and the Canada Custom and Revenue Agency Charitable Tax Return are appropriately prepared and submitted.

32. The FCC shall receive, distribute and/or store all religious publications and periodicals from all SFT's so that they are available to all members of the Chaplain Team and/or MFC or Sacred Space Community.

33. The FCC will be responsible, with the assistance of the appropriate SFT representative, for the SCA of MFC property and will ensure that a detailed inventory is maintained. This inventory will clearly distinguish between non-public and public property and will be reviewed and updated annually. The FCC shall ensure that items listed on the SCA are used or disposed of only in accordance with Chap Gen policy.

34. The FCC should make every reasonable effort to work in mutual cooperation with the other FCCs, seeking means of coordinating activities of their SFT communities.

35. Although the FCC's first duty is for the provision and coordination of services to the SFT community, the FCC is a member of a larger chaplain team and may be called upon to assist in other services at the direction of the TL Chap.

CHAPTER 16
SUPPORT FOR INDIGENOUS SPIRITUAL PRACTICES

GENERAL

1. The Royal Canadian Chaplaincy Service (RCChS) is committed to providing spiritual assistance to members of the Canadian Armed Forces (CAF), including its Indigenous members and their families wishing to practise and enhance their ancestral cultures, of which spirituality is an essential dimension.

2. Indigenous people believe and follow a wide variety of traditional spiritualities, based on their regional origins or personal preferences. Additionally, certain members adopt monotheistic/Abrahamic religions or a version of Christianity with Indigenous influences.

3. Under section 35 of the *Constitution Act, 1982*, there are three categories of Indigenous peoples (Indigenous Canadians): First Nations (634 communities and 60 languages), Inuit (50 groups and 3 dialects) and the Métis (3 definitions of their sense of identity).

4. CAF Indigenous members (First Nation, Non-Statue First Nation, Inuit, or Métis) may identify themselves through a voluntary self-identification questionnaire (form Department of National Defence [DND] 1209-E).

5. In June 2019, the RCChS published a *Directive and guidance in support to Indigenous spiritual practices* in order to provide key guidance for achieving this commitment towards the CAF Indigenous members and their families. This policy was accompanied by the Canadian Forces General Order [CANFORGEN] 104-19, Royal Canadian Chaplain Service Direction and Guidance on Support for Indigenous Spiritual Practices as well.

INDIGENOUS ADVISOR TO THE CHAPLAIN GENERAL AND KEY STAKEHOLDERS

6. In 2016, the RCChS created a new position for an Indigenous Advisor to the Chaplain General (IACG). The IACG has the responsibility to provide guidance and educational support to assist the RCChS, in addition to developing a network to meet the traditional Indigenous spiritual needs of its CAF members (the IACG's mandate, see chapter 3 of this Manual). Chaplains can obtain prompt assistance from the IACG and take advantage of the broad national network in place. Here is the list of key groups which the IACG work in collaboration with:

a. DND/CAF Indigenous Advisors (Full-Time & Part-Time):

(1) Advisor to the Defence Team Champion for Indigenous People / Senior Indigenous Advisor for the Commander of the Canadian Army;

(2) CAF Indigenous and Visible Minority Desk Officer, Directorate Human Rights and Diversity;

(3) Indigenous Policy Advisor, Military Personnel Generation Headquarters (HQ);

(4) Indigenous Desk Officer, Military Personnel Generation Training Group;

(5) Indigenous Recruiting Advisor, Canadian Forces Recruiting Group HQ;

(6) Indigenous Desk Officer - Assistant Deputy Minister (Human Resources - Civilian) Directorate of Workplace Programmes and Services; and

(7) Defence Aboriginal Advisory Group National Military and Civilian Co-Chairs; and

b. Director General Indigenous Affairs:

(1) Indigenous consultation/engagement strategy;

(2) Supporting the government's objective to renew the Nation-to-Nation relationship with Indigenous Peoples;

(3) DND's Indigenous obligations – raising awareness and enabling compliance; and

(4) Cross-cutting Indigenous issues – how to coordinate effort.

FACILITATING INDIGENOUS SPIRITUAL AND TRADITIONAL PRACTICES

7. The RCChS is committed to supporting and assisting Indigenous CAF members in celebrating their rich spiritual heritage and practising their ancestral ceremonies. Indigenous spirituality is included within the current and next generation of Multi-Faith Centres (MFCs).

8. Regarding the facilitation of Indigenous spiritual and traditional practices, chaplains must be able to fulfill the following tasks:

a. To acknowledge and apply proper protocols of manners while working in collaboration with Indigenous individuals;

b. To maintain a local network capable to meet Indigenous spiritual accommodations;

c. To help facilitate the on-base establishment and use or off-base access of spiritual locations as required for Indigenous soldiers;

d. To purchase ceremonial items and related consumable items for spiritual purposes such as sacred medicines;

e. To maintain a genuine and professional relationship with local Wisdom Keepers; and

f. To consult with the IACG on behalf of Indigenous members' Chain of Command who are requesting Indigenous spiritual accommodations such as hairstyles that are different from the basic description within the Dress Manual, or questions concerning sacred items worn while in uniform, etc.

9. Chaplains should be well acquainted with local Defence Aboriginal Advisory Group representatives in order to help facilitate such tasks as finding an Elder to support a member, or to employ an Elder for a ceremony. If resources are lacking, or if there is a conflict with the employment of a particular Elder, contact the IACG.

10. The chaplain may proceed with the recognition of the territory in an appropriate manner prior to the beginning of a commemorative service held in a CAF MFC or Sacred Space. However, during public ceremonies, recognition of the territory will usually be done by a master of ceremonies or another designated person. The Canadian School of Public Service guide to Land Acknowledgments offers explanations and resources, and may be found at https://www.csps-efpc.gc.ca/tools/jobaids/pdfs/terr-acknowledgement-eng.pdf.

11. The IACG is also available to provide guidance and familiarization with Indigenous policies and practices to CAF members; for example, the significance of traditional hairstyles, and their spiritual dimension. The IACG can provide significant information and assist Indigenous members filling out Form DND 2983-E, *Request for spiritual or religious accommodations (click here to the Defence Forms Catalogue on DWAN only).*

CONTINUOUS PROFESSIONAL DEVELOPMENT OF CHAPLAIN

12. Chaplains shall assist and support all forms of Indigenous spirituality. To that end, the chaplain shall acquire a minimum understanding and awareness of Indigenous history and culture. Chaplains are encouraged to augment their appreciation and knowledge of Indigenous culture, spirituality, traditions by participating in, or attending, local traditional ceremonies or events.

13. As of January 2020, the RCChS has initiated Indigenous Awareness Training through the Canadian Forces Chaplain School and Centre for all new chaplains. Additionally, the IACG may offer supplemental training opportunities for chaplains.

CHAPTER 17
ADMINISTRATION, FINANCE AND SUPPLY

RECORDS AND REPORTS

GENERAL

1. Every chaplain should be familiar with Queens Regulations and Orders (QR&O), Canadian Forces Administrative Orders (CFAOs), Defence Administrative Orders and Directives (DAODs), Canadian Forces Standing Orders (CFSOs) and one's own Spiritual/Faith Tradition's (SFT) directives, and shall be thoroughly conversant with all sections which specifically relate to a chaplain's duties. In the filing of reports and in the maintenance of records care shall be taken to ensure accuracy, conciseness and legibility. The requirement for reports to be forwarded to higher formations makes it imperative that deadlines be met promptly.

MULTI-FAITH CENTRE AND SACRED SPACE ADMINISTRATION

2. General information, as well as guidelines for the use of the Multi-Faith Centre (MFC) or Sacred Space, may be found in chapter 15 of this Manual. Detailed information regarding policies and procedures pertaining to Protestant and Roman Catholic chapel administration are contained within the Protestant Chaplain Handbook (PCH) and Roman Catholic Directory (RCD) respectively.

CHAPLAIN REPORT – ANNUAL

3. Each chaplain (including Civilian Officiants (Civ O) and Primary Reserve (P Res) chaplains on extended contract) shall submit an annual report at the end of December in accordance with the approved format. The following directives should be observed:

a. Each chaplain shall complete and submit to their Supervising Chaplain (SUP Chap) an annual report summarizing the work and activities of the period being reported on, consisting of a narrative and a statistical section;

b. If the chaplain has unit responsibility, the report should be presented to the Commanding Officer (CO) in the approved format for comment, signature, and onward submission to the SUP Chap. Every effort shall be made for the chaplain and CO to personally discuss the importance of the report;

c. The SUP Chap will consolidate the reports and forward one copy, through their CO, to the next level of supervision in the Royal Canadian Chaplaincy Service (RCChS). In the case of Fleet Chaplain reports, the Senior Fleet Chaplain will consolidate individual chaplain reports prior to sending them to the Fleet Commander for comment and signature;

d. Chaplains should not report on sensitive/critical situations that have not been previously discussed with the CO. It is expected that the tone of the report will be positive and include recommendations when problems are observed;

e. Command Chaplains (ComdChap) and the Commandant of Canadian Forces Chaplain School and Centre (CFChSC) shall submit a consolidated report for their area of responsibility to the Director Chaplaincy Operations; and

f. The Chaplain General (Chap Gen) will use these reports for ongoing discussions with the Chain of Command (CoC) and shall submit a yearly report to the Chief of the Defence Staff.

CHAPLAIN REPORT - PERIODIC

4. Each chaplain, including Civ Os and P Res chaplains on extended contract, shall submit a report (frequency varies) in accordance with approved format. The following directives should be observed:

a. Every chaplain needs to complete and submit a concise report summarizing the work and activities to the SUP Chap;

b. The SUP Chap will consolidate the reports and forward one copy to the next level of supervision in the RCChS; and

c. Chaplains should not report on sensitive/critical situations that have not been previously discussed with the CO. It is expected that the tone of the report will be positive and include recommendations when problems are observed.

CHAPLAIN REPORT – DEPLOYMENT

5. Chaplains deployed on military operation or exercise over thirty (30) days shall submit both a mid-tour and a post-deployment report in accordance with the approved format. The following directives should be observed:

a. Each chaplain shall complete and submit a report summarizing the work and activities of the period being reported on, consisting of a narrative and a statistical section. The report should be presented to the CO in the approved format for comment, signature, and onward submission to the Team Leader Chaplain (TL Chap) in theatre or to the SUP Chap for the deployment, normally a ComdChap; and

b. When several chaplains are engaged as a team to provide chaplaincy services during a deployment, the TL Chap in the theatre of operations shall compile all reports for submission to the CoC.

6. In preparing the narrative section of the deployment reports, chaplains will review all activities of the deployment. The report must emphasize all noteworthy events and comment upon significant areas of concern. The consolidated report, as well as individual chaplain reports must conform to the criteria for military writing.

7. Chaplains should not report on sensitive/critical situations that have not been previously discussed with the CO. It is expected that the tone of the report will be positive and include recommendations when problems are observed.

8. Upon completion of the report, the chaplain shall request an interview with the CO for the purpose of discussing the report.

LEAVE GUIDELINES FOR CHAPLAINS

9. Chaplains have the same leave entitlement as all personnel of the Canadian Armed Forces (CAF) in accordance with the Canadian Forces Leave Policy Manual.

10. The chaplain will make every effort to take leave at times of the year when the absence will be least disruptive to one's SFT calendar and unit activities. It will be assumed that, when at home, a chaplain will normatively take leave during block leave period, where possible. Circumstances can preclude a chaplain from taking leave during block leave periods such as shared responsibilities in the broader functions of the chaplain team and in the spiritual/religious needs of one's military SFT community.

11. Leave planning must be flexibly managed so as to address the needs of the chaplain, the assigned unit(s), the shared responsibility of the MFC or Sacred Space, and the chaplain team. Chaplains should strive to take the bulk of their annual leave during the summer months, as specified under section 3.1.07 of the Canadian Forces Leave Policy Manual (CFLPM).

12. Chaplains will plan their leave well in advance so that chaplain coverage can be assured. On multi-chaplain bases/wings/formations, it is the responsibility of the TL Chap to coordinate the annual leave of chaplains.

13. In accordance with the CFLPM a maximum of five (5) days of Short Leave (Religious and Spiritual Observances) may be utilized per fiscal year (FY), a maximum of five (5) days of Short Leave (Family-related Obligations) may be utilized per FY, and a maximum of two (2) days Short Leave (General Use) may be granted by a CO each month as a compensatory time off. Regardless of Short Leave category utilized, no CAF member shall exceed 24 Short Days per FY.

14. For all details regarding leave guidelines for chaplains, refer to the following Chap Gen's policy – *Leave directive for military chaplains working outside of the regular work week.*

15. It should be noted that the foregoing, unless referring to CAF policy, are to be considered reasonable guidelines for chaplains requesting leave from higher authorities. Guidelines do not constitute an authority or establish a right. All leave must be taken in conformity with CAF

policy and will be authorized by a valid leave pass signed by the appropriate Base Authority. Only the CO has authority to grant Short Leave. QR&O Chapter 16 – Leave and the CFLPM is to be consulted when seeking further detail on CAF leave policy.

FINANCIAL MANAGEMENT

NON-PUBLIC FUNDS – GENERAL

16. Chaplains should become thoroughly conversant with CAF policies, regulations, orders, and directives governing the administration of non-public Funds.

PROTESTANT AND ROMAN CATHOLIC CHAPEL ADMINISTRATION

17. The policies and procedures pertaining to the administration of chapel funds are found in the *Roman Catholic Directory* and *Protestant Chaplain Handbook.*

18. In order to maintain their status as charitable organizations, all MFCs, Sacred Spaces, and chapels will conform to the applicable Government of Canada regulations. For further information consult https://www.canada.ca/en/services/taxes/charities.html.

19. The Committee/Council of CAF chapels has the responsibility for ensuring that records are maintained which permit individual receipts, for income tax purposes, to be provided to identifiable givers. Among other mandatory elements, the receipts must be numbered sequentially, include the name, address, and charitable registration number of the MFC, Sacred Space, or chapel, and must be signed by one of the following individuals: Chairperson, Treasurer or Chaplain. Details pertaining to mandatory elements of a receipt for cash or non-cash gifts can be found at https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/checklists-charities/issuing-complete-accurate-donation-receipts.html

PUBLIC FUNDS – GENERAL

20. Each Base/Wing/Formation chaplain shall be familiar with the procedures for business planning and ensure that the proper administrative action is taken to enable all chaplains in the team to have the resources necessary to perform chaplain services.

21. Particular care shall be exercised to ensure resources are available for the following:

a. Spiritual/religious needs of SFT communities, including but not limited to, liturgical (including music), ritual, sacramental, and educational;

b. The requirement for chaplains to attend local SFT gatherings/meetings;

c. Specific resources and/or material for people attending SFT gatherings/meetings;

d. The requirement for chaplains to participate in personal spiritual retreats, training, SFT professional development, and Regional SFT Meetings;

e. The hiring of Civ Os to provide supplemental coverage in the absence of unit/squadron/fleet chaplains; and

f. The laundered or dry-cleaning of SFT items and chaplain vestments authorized in accordance with existing scales of issue.

SUPPLY MANAGEMENT

SCALE OF ISSUE – PERSONAL

22. Chaplains (Reg F and P res) upon successful completion of their BMOQ may apply for authorized SFT items on the scale of issue through supply channels. Details regarding the procurement of clothing and personal issue items authorized at public expense for chaplains serving with the CAF, at home and abroad, may be obtained from local supply staff.

23. Except for the Chaplains' SFT-specific Kit, which may only be retained upon release at the discretion of the Chap Gen, chaplains shall retain their chaplain specific personal issue items as personal kit throughout their service and upon release.

24. Replacement and repair of chaplain specific personal issue items shall be at public expense through normal supply channels.

SACRAMENTAL/WORSHIP/SFT COMMUNITY SUPPLIES

25. Chaplains may purchase rituals items, objects, and all other resources in accordance with SFT guidelines required to maintain an SFT community at public expense. Business planning processes must be used in all locations to ensure proper public funding is allocated for SFT requirements. Items should be obtained by local procurement. At isolated units these resources may be purchased on a quarterly or half-yearly basis.

INVENTORY CONTROL

26. Chaplains are required to hold complete inventories of MFC or Sacred Space, their annex, office furnishings and equipment. As MFCs normally contain both public and non-public equipment and furnishings, chaplains must exercise extreme care to ensure proper accounting of each.

CANADIAN ARMED FORCES CHAPLAIN SERVICE FLAG POLICY

27. The CAF Chaplain Service flag is purple, in gold trim, adorned with the Primary Badge, bearing the multi-faith religious images of the "Light of God" and the "Tree of Life," under which is the Service's motto "*Vocatio Ad Servitium.*" The CAF Chaplain Service flag is to be positioned in accordance with the protocols of Section 2, Chapter 4 of *The Heritage Structure of the Canadian Forces (Bilingual)* A-AD-200-000/AG-000.

28. This flag supersedes all previous CAF Chaplain Service flags and is the only authorized flag for use in CAF MFC or Sacred Spaces, in chaplains' offices, at the CFChSC, or for use in official military parades, ceremonies or events where the RCChS is to be formally represented.

FLAGS DISPLAYED IN MFC OR SACRED SPACES

29. The Canadian National Flag, the CAF Ensign, and the RCChS Flag may be displayed in CAF MFCs or Sacred Spaces. Flags that are normatively displayed by SFTs (e.g., the Vatican or Israeli flags) may be displayed in an MFC or Sacred Space as appropriate and in accordance with National, CAF, RCChS, and local guidelines and legislation.

30. Authorized active flags may be displayed in CAF MFC or Sacred Space. A command flag (not to be confused with a command colour) that is deemed to be in active use should be displayed appropriately and in accordance with current custom, practice and guidelines.

31. Authorized non-active flags may be displayed, either on deposit, for permanent safekeeping, or for commemorative purposes. Except for short-term deposits, non-active flags are to be hung from a wall with their pikes or flagstaffs horizontal.

DISPOSAL OF CHAPELS

32. A chapel loses its "sacred" designation if they have been permanently turned over to secular use, whether by decree of competent SFT authority or simply in fact. When, for a grave reason, the military authorities request that a chapel no longer be used for worship, the Chap Gen may recommend that the space be used for secular purposes. However, the Chap Gen must first consult with the Interfaith Committee on Canadian Military Chaplaincy (ICCMC), SFT Principal Advisors, SFT councils, donators of memorials, etc.

33. The Chap Gen's authorization is required prior to the disposal of any non-public items that have been donated to or acquired by the chapel communities. Unless a clause or codicil exists in the original donation act stipulating what should be done with the artefact in the event of the closure or transfer of a chapel, the memorabilia of a religious nature, memorial plaques, stained glass windows, and other artefacts will be relocated, in order of priority, to:

a. An active MFC or Sacred Space of the same environment;

b. An active MFC or Sacred Space of a different environment;

c. An appropriate civilian SFT community with a military connection/background;

d. An appropriate museum;

e. A military headquarter; or

f. Another suitable location at the discretion of the Chap Gen.

34. Before disposing of any items related to a specific SFT, it is imperative that consultation take place with the SFT Principal Advisor to the Chap Gen and/or the ICCMC representative for that SFT in order to determine what should respectfully and properly be done in accordance with SFT rituals, custom, practice, guidelines and law.

35. All SFT sacred items may only be disposed of as directed by the Chap Gen.

ADMINISTRATION

Please note in the following section that chapel committees, structures and funding will be reviewed, and the regulations below are subject for revision based on the new directions for MFC and Sacred Spaces.

SFT COMMITTEES WITHIN THE MULTI-FAITH CENTRE

36. In accordance with the respective Handbook or Directive, SFTs can establish the necessary committees at bases, stations, and other units where chaplain services are held regularly.

DISBURSEMENT OF CHAPEL FUNDS (PROTESTANT)

37. The PCH outlines the administration of funds for the Protestant Faith Tradition. Among other items, the PCH provides information on

a. Chapel offerings;

b. Accounting;

c. Expenses;

d. Protestant Guild Funds; and

e. Chapel Funds – Remittances to National Defence Headquarters.

DISBURSEMENTS OF CHAPEL FUNDS (ROMAN CATHOLIC)

38. The RCD outlines the administration of funds for the Roman Catholic Faith Tradition. Among other items, the RCD provides information on:

a. Chapel offerings;

b. Special collections;

c. Administration and management of the Canadian Forces Chapel Fund (RC)

d. Accounting;

e. Expenses;

f. Responsibilities of the Roman Catholic Military Ordinariate; and

g. Catholic Women's League Funds.

CHAPTER 18
CIVILIAN OFFICIANTS

GENERAL

1. According to Queen's Regulations and Orders QR&O 33.01, *Chaplain Services,* the Canadian Armed Forces (CAF) have the responsibility to ensure that an adequate level of Chaplaincy services is provided to CAF personnel: "the provision of pastoral and spiritual care; or the conduct or facilitation of religious services or ministrations and of ceremonies of a religious or spiritual nature." This responsibility may require the hiring of chaplains of the Primary Reserve (P Res) or contracting for Civilian Officiants (Civ Os) should there not be an adequate number of CAF chaplains available to provide essential and/or specialized services.

DEFINITION OF A CIVILIAN OFFICIANT - ELIGIBILITY

2. Civ O is defined in QR&O 33.01 as a person, other than a chaplain, who has been granted a mandate by the Chaplain General (Chap Gen) under QR&O paragraph 33.04(2):

> The Chap Gen may grant a mandate to a person, other than an officer or non-commissioned member, to provide chaplain services to officers and non-commissioned members and the families of officers and non-commissioned members if that person is accountable to the Spiritual/Faith Tradition (SFT) to which that person belongs, and, as appropriate is:
>
> a. Authorized to practise as a professional SFT leader; or
>
> b. Recognized as a spiritual leader by that SFT in accordance with its practices.

SCOPE

3. Civ Os are utilized in order to supplement chaplain services at units/squadrons/fleets and are regulated as described below. Civ Os providing chaplain services at Cadet Training Centres (CTC) are regulated as described in Part Two of this chapter.

PART ONE – CIVILIAN OFFICIANTS AT UNITS/SQUADRONS/FLEETS

AUTHORITY

4. The QR&O 33.09(2), *Provision of Chaplains, Civilian Officiants and Chaplain Services* authorize a Commanding Officer (CO) to obtain the services of a Civ O to provide chaplaincy services at a unit/squadron/fleet or other element:

> a. That has a vacant chaplain position or if the assigned chaplain is unable to provide chaplaincy services because of deployment, temporary duty, illness or leave;

b. Does not currently support a chaplain position; or

c. Has an established chaplain position, but additional chaplain services are required.

REASONS FOR HIRING A CIVILIAN OFFICIANT

5. The nature of chaplaincy services augmentation requirements can vary from provision of specialized chaplaincy services in response to a single isolated event, or the need for ongoing support both within and outside of normal business hours. Civ Os may be called upon to provide the following:

a. Specialist Assistance: Periodic SFT / pastoral / teaching / religious services / specialist assistance (i.e., Marriage Preparation, public commemorative ceremonies, SFT subject matter expertise and/or advice);

b. Part-time Augmentation: Ongoing, part-time chaplain services assistance (i.e. - Augmentation several days/weeks or Multi-Faith Centre (MFC) support);

c. Full-time, Limited Service Backfill: Full-time, short-term chaplain assistance without on-call responsibility (i.e. - backfill 5 days/week);

d. Full-time, Full Service: Full-time, short-term chaplaincy services assistance with on-call responsibility. Civ Os providing full chaplain services will be expected to serve as Duty Chaplains to ensure service continuity during quiet hours; and

e. Support to SFTs: Civ Os providing full chaplaincy service will be expected to show an eagerness and competency to function in a multi-SFT team environment. All Civ Os providing augmentation, backfill or full chaplaincy services in support of MFC Communities will be expected to:

(1) Conduct services in accordance with SFT guidelines; and

(2) Conduct special SFT preparation, coordinate youth groups, choirs, SFT education programmes, service to all ages, SFT texts studies, and MFC or Sacred Space councils as required; and collaborate with lay leadership to ensure that activities and organizations are effective and evaluated on a regular basis.

SUITABILITY IN MILITARY ENVIRONMENT OF PROSPECTIVE CIVILIAN OFFICIANTS

6. Prior to being granted a mandate to provide chaplain services, the Chap Gen is to confirm eligibility of a prospective Civ O as a SFT leader according to QR&O 33.04(2), additional criteria as outlined in paragraph seven (7) below, and the suitability of the prospective Civ O in the military environment. The credentials required of Civ Os are identical with those of Regular

Force and Reserve Force chaplains and are necessary if a prospective Civ O is to be engaged in chaplaincy services.

7. Mandatory policies, regulations, orders, and directives need to be acknowledged: the CAF ethics code, the chaplain's ethics code, Roman Catholic Directory, and Protestant Handbook, etc. The prospective Civ O is required to acknowledge formally in writing their receipt of such policies and procedures, and that they will comply with them. A copy of the e-mail or letter needs to be included in the Civ O's personnel file.

8. After hiring a Civ O, supervising chaplains will be responsible for providing the necessary training for the Civ O to perform their duties in a military environment. This includes knowledge of basic military concepts, local resources to support the Civ O, and knowledge of all Minister of National Defence policies that impact our professional work. To assure suitability in the military environment, the prospective Civ O must be familiar with the CAF and Royal Canadian Chaplaincy Service (RCChS) specific policies, regulations, orders, and directives, and have easy access to these.

MANDATE TO PROVIDE CHAPLAIN SERVICES

9. In addition to the criteria outlined in QR&O 33.04(2) and the suitability criteria as outlined in paragraphs six (6) and seven (7), prospective Civ Os must fulfill the following criteria prior to being granted a mandate by the Chap Gen, and must continue to fulfil these criteria throughout the entire period of any engagement as a Civ O. They must:

a. Provide a letter of professional good-standing from their SFT Governing Authority;

b. Provide a letter of recognition and support for their application to serve as a Civ O from their respective or designated SFT Principal Advisor (PrinAdv);

c. Obtain a police vulnerable sector check that is dated within six months of request, as chaplains are often called upon to work with vulnerable persons, including children and minors. According to the *Criminal Records Act* (R.S.C., 1985, c. C-47), vulnerable persons are defined as: "a person who, because of his or her age, a disability, or other circumstances, whether temporary or permanent: a) in a position of dependency on others; or b) otherwise at a greater risk than the general population of being harmed by a person of trust or authority towards them." For details regarding this criterion, refer to *Chap Gen Directive - Environment of Care*; and

d. Obtain security clearance, if required by the type of hiring process, due to the nature of the work dealing with military personnel and equipment.

SUSPENSION AND REVOCATION OF THE CHAP GEN'S MANDATE

10. The Chap Gen has the discretion to suspend and/or revoke a Civ O's mandate:

    a. In accordance with QR&O 33.05(1), the Chap Gen shall suspend the mandate of a Civ O who no longer meets the requirements for the granting of the mandate under QR&O 33.04(1), or

    b. As the case may be, shall revoke the mandate if the Civ O (1) fails to meet those requirements within a reasonable time after the suspension; or (2) based on a final decision of the relevant SFT or the Interfaith Committee on Canadian Military Chaplaincy (ICCMC), is unable to meet those requirements.

11. The Chap Gen shall advise a Civ O of a decision to suspend and/or revoke the mandate, in writing and without delay, and shall include the effective date of the decision and the reason(s) for it.

TEAM LEADER CHAPLAINS

12. A Team Leader Chaplain (TL Chap) is responsible to screen, select, and recommend prospective Civ Os through the Civilian Officiant Contract to the appropriate SFT PrinAdv or administrative delegate (if applicable). The TL Chap is responsible for providing all the necessary documents to the SFT Principal Advisors (PrinAdv) or administrative delegate. Furthermore, the TL Chap is responsible for the establishment and upkeep of a local/regional Civ O list that is to include the proposed Civ Os of various SFTs for possible eventualities and SFT need within the local/regional area.

SFT PRINCIPAL ADVISOR

13. The SFT PrinAdv or administrative delegate (if applicable) receives a Civ O applicant's file from the TL Chap and is responsible to examine and verify the file and all references, and to provide a letter of recognition/support. Once the SFT PrinAdv's letter of recognition/support is drafted, the file is to be forwarded to Director Chaplaincy Operations (D Chap Ops) 2 for approval and subsequently, the Chap Gen's mandate.

DIRECTOR CHAPLAINCY OPERATIONS 2

14. In order to grant the Chap Gen's mandate, the file must be sent to D Chap Ops 2 who will be the point of contact and will ensure the provision of the Chap Gen's mandate. A copy of the mandate will be kept in the RCChS register. The original copy will be sent by mail and a scanned copy will be sent to the Civ O's chain of command (CoC). D Chap Ops 2 will maintain a national list of all Civ Os who have been mandated for that year, including the dates of employment. This list will be updated yearly and maintained for a seven-year period.

SUMMARY OF ENDORSEMENT AND MANDATE PROCEDURE

TL Chap

- Screens select, and recommends prospective Civ Os.

SFT PrinAdv or admin delegate (if applicable)

- Examines and verifies the file and all references, and provides a letter of recognition/support.

Office of the Chaplain General (OCG)

- Chap Gen signs and grants mandate;
- D Chap Ops 2 maintains and keeps the national database of all Civ Os; and
- Defers signed mandate back to Civ O's CoC and PrinAdv or admin delegate (if applicable).

HIRING CIVILIAN OFFICIANTS

15. Civ Os may be engaged either on a part-time or full-time basis. The decision between these two mechanisms should be based on which mechanism will best allow the chaplaincy services provided to meet the operational requirements of the particular unit, base or organization seeking those services. Civ Os are not engaged in a leadership or supervisory function. Furthermore, Civ Os are not permitted to engage in specialized military activities, i.e., participation at a military exercise, field services, etc.

16. Part-time or full-time Civ Os can be hired through the following two processes: Casual Employment or Professional Services Contract.

CASUAL EMPLOYMENT

17. Casual employment is a resourcing option provided to managers to meet short-term, unforeseen and urgent operational needs of the organization:

a. Casual workers are hired for specified periods that may not exceed 90 working days in one calendar year, in a department or in an agency to which the Public Service Commission has exclusive authority to make appointments. The period of casual employment may be for one or more than one term, but is not to exceed 90 working days in a department or agency in a calendar year;

b. Casual workers are to be hired in a fair and consistent manner, whereby the person is competent to do the work to be performed;

c. The hiring manager should consult with their staffing advisor from the Assistant Deputy Minister (ADM) (Human Resources - Civilian [HR-Civ]) to discuss staffing options and other considerations such as qualification standards, official language requirements, conditions of employment (reliability/security requirements), unclassified casual positions, employment period and re-employment. Once this has been completed, a Human Resources (HR) Request will need to be submitted via E-Staffing (Human Resources Management System [HRMS]);

d. A Civ O may be hired on a short-term basis as a casual worker for a maximum of 90 days per calendar year in the department. This employment may be exercised five (5) days per week, one (1) day per week, or as and when required. Partial workdays are counted as a full day towards the maximum 90 days allowed, but only the hours worked will be paid. Base/Wing/Formation chaplains can engage a Civ O as many times in a row as wished provided the casual employment does not exceed 90 days per calendar year. This can be done by Base/Wing/Formation chaplains who are subdelegated in staffing and have the authority to do so. The staffing action is completed via the staffing advisor ADM HR-Civ after consultation with the Senior Chaplain to assure all considerations have been followed;

e. Management has the flexibility to choose the staffing option that best suits their needs. This should be done in collaboration with their Staffing Advisor from ADM HR-CIV. Regarding the hiring of recently retired chaplains or any other qualified individual for casual employment, there is no need to initiate a process. However, considerations to the values of the Public Service Employment Act must be completed;

f. Casual employment hiring process starts with a Civilian Staffing request (includes justification for hiring and approval signature blocks); locally a Deputy CO-lead Personnel Management Board streamlines the process. If approved, a Casual Employment form is completed itemizing the details of the person to be hired;

g. The selected candidate must meet the requirements for the position, including the security clearance;

h. In order to move forward with casual employment, if there is no existing position, the sub-delegated hiring manager will need to create a casual position via E-Class. Concurrently, a Personal Records Identification number will need to be requested via the Human Resources Support Services by the requesting manager. Once this has been done, the sub-delegated hiring manager submits the casual employment HR Request along with Form *DND 4091- e-STAFFING - CASUAL EMPLOYMENT / PART-TIME WORKER* and supporting documents via E-Staffing (HRMS). A letter of offer (employment contract) will be issued by E-Staffing. It will need to be signed by both the manager and the casual worker and returned to E-Staffing for processing;

i. If operational requirements exceed the 90-day allotment for a casual employment position and the allocated funds are sufficient, refer to your local staffing advisor to consider offering an indeterminate or term contract. You can refer to the National Staffing Operations Team list; and

j. Questions regarding the hiring of a Civ O on a casual basis are to be addressed to the Directorate of Materiel Policy and Procedures and the unit's staffing advisor ADM HR-Civ.

18. A Salary Wage Envelope (SWE) is the Public Service Employee Wages Fund. It is also called fund L111. SWE needs to be used for these types of contracts. The use of SWE is only recommended for long-term requirements. It is difficult to anticipate SWE because a specific position needs to be established and money allocated for it; funds for the specific SWE cannot be used for anything else, and the creation of a Financial Code for the allocation of a SWE on a "maybe" or "potential" basis cannot be justified.

PROFESSIONAL SERVICE CONTRACTS

19. The Chap Gen has contracting authority up to a maximum of $75,000 (CAD), providing the completion of the mandatory training for funding service contracts (Contracting Direct with

Trade) and possess a signed delegation of Authority Form, and so long as a competitive process is followed. The Procurement Administrative Manual provides further details on the competitive process.

As well, Director General Procurement Services has up to $2,000,000 (CAD) competitive contracting authority to use to fund personal service contracts. A Statement of Work (SOW) must be completed and provided to the Contracting Authority. It is best if a general template can be produced for individual Base/Wing/Formations to use as a guideline, but each contract would be different.

For further details, make sure to communicate with the contract cell on the Base/Wing/Formation.

BUSINESS PLANNING STEPS

20. Gain Authorization. The TL Chap (Base/Wing/Formation TL Chap) collects names of potential Civ Os and interview candidates. The TL Chap must meet with the Responsibility Center (RC) Manager before 31 March to budget plans for Civ O requirements through "Operation & Maintenance" funds (Operation & Maintenance which is also L101). Factored into this amount will be the rate of pay for each Civ O hired in the Public Service (found on Treasury Board's website under the Social Worker Subcategory SW-CHA-1, as authorized in QR&O 210.62. The RC Manager must then seek approval from the CoC for that total Civ O budget amount for the next fiscal year.

21. Create a Contract. Once approval has been granted from SFT authorities for work and from military authorities for funding, the RC Manager has the authority to pay for SFT services, subject to their authority levels, up to $5000.00. The TL Chap meets with the Procurement Officer to create a contract and must provide the necessary documentation. The contract is to stipulate the services to be provided in a SOW, rates, and any other reimbursable costs.

22. Operation & Maintenance Funds (L101): For contracting above $5000.00, the Base Chaplain meets with Public Services and Procurement Canada (PSPC) contracting officers. The Base Chaplain must provide the contracting officer with the necessary documentation. The contract is to stipulate the services to be provided in a SOW, rates, and any other reimbursable costs. There either has to be a competition (where multiple people are given the opportunity to apply) by posting an advertisement where it will be accessible, or substantiation that only one chaplain with a unique skill set can fulfill work requirements.

23. It is recommended to allocate funds to a General Ledger (G/L); in case it remains unused, the funds can be reallocated to other G/Ls.

24. Submit Invoices to the RC Manager for Payment. Civ Os must submit their invoices for services rendered to the RC Manager. Noting that presiding at SFT programmes or services constitutes a day on the contract but for purposes of pay they get reimbursed for the hours provided. The payment to a Civ O will depend on the status of the individual, as per the following:

a. Reservist: The normal pay and benefits process shall be used. All travel-related expenses will be claimed using the appropriate system, i.e. ClaimsX, a Form DND 99, *Travel Order and Claim*, or DND 1850 a *Minor Travel Expense Claim (MTEC)*; or

b. Civ O: Payment will be affected in accordance with the hiring/contract:

(1) As a minimum, the Civ O shall submit to the CO/RC Manager on a monthly basis an invoice showing:

a. The address(es) and date(s) on which service(s) were rendered;

b. The rates of pay as established by the contract (rate for a Social Worker Chaplain (SW CHA 01); and

c. For travel, an itemized list reflecting the locations, days and expenditures (a Form DND 99 may be used only to assist in the reporting), including all applicable original receipts.

25. For further information regarding professional service contracts, refer to the Supply Manual, PSPC website, which describes the supply activities of PSPC. It contains relevant laws, regulations, government, and departmental policies. It explains why and how PSPC carries out its activities and it is used by PSPC contracting officers.

PART TWO – CIVILIAN OFFICIANTS FOR THE PROVISION OF CHAPLAIN SERVICES AT CADET TRAINING CENTRES

26. The RCChS Directive – Hiring Civ Os at CTC is to be implemented solely for the use of Civ Os at CTCs.

SCOPE OF REASONS FOR HIRING A CIVILIAN OFFICIANT

27. The nature of chaplain services augmentation requirements can vary from provision of specialized services in response to a single isolated event, or the need for ongoing support both within and outside of normal business hours. Civ Os may be called upon to provide the following:

a. Specialist Assistance: Periodic SFT / pastoral / teaching / religious / specialist assistance (i.e. - public commemorative ceremonies, limited-time SFT programme and service supply, SFT subject matter expertise and advice at CTCs);

b. Full-time, Full-Service: Fulltime, short-term chaplaincy service assistance with on-call responsibility. CTC Civ Os providing full chaplaincy support will be expected to serve as Duty Chaplain to ensure chaplain continuity during quiet hours; and

c. Full-time, Full-Service Supervisory Responsibilities: Fulltime, short-term chaplaincy services assistance with on-call and supervisory responsibility (i.e. – Senior Cadet Training Centre Chaplain). CTC Civ Os providing full chaplaincy support with supervisory responsibility will be expected to show an eagerness and competency to function in a multi-SFT team environment. They will be expected to lead the chaplain team and serve as Duty Chaplain to ensure continuity during quiet hours.

HIRING CIVILIAN OFFICIANTS

28. There are five sources for filling or supplementing CTC chaplain positions:

a. Cadet Organizations Administration and Training Service (COATS) chaplain;

b. P Res chaplain serving on a Class B contract;

c. Regular Force (Reg F) Basic Training List chaplains who supplement the other chaplains and assist at a CTC for a limited amount of time and under the supervision of experienced CTC chaplains. For additional information see *BTL Chaplains Support to Cadet Training Centres.*

d. Cadet Instructor Cadre Officers who have the professional qualifications necessary to receive the mandate of the Chap Gen (i.e., they are qualified SFT leaders as defined by the CCMC and OCG); and

e. Civ Os hired on a professional service contract or as Civilian Instructors.

It should be noted that of the five sources, (a) through (d) relate to P Res or Reg F members. From that list (a-d) COATS chaplains, who have had a break in service prior to becoming COATS chaplains require a new mandate. Cadet Instructor Cadre officers require an RCChS mandate while they are on a limited contract as chaplains. Only para 28e. of chapter 18 of this Manual relates exclusively to civilian employment.

29. CTC Civ Os are hired by the Regional Cadet Support Units (RCSU) using a professional service contract or as Civilian Instructors. CTC chaplains are employed by RCSU. They are supervised by unit COs and Regional CTC Coordinating Chaplains. They receive a Chap Gen mandate if found eligible and suitable.

30. Regional CTC Chaplain Coordinators recruit, select, screen, and recommend prospective CTC Civ Os through their respective chaplain chain of responsibility, i.e., through the designated senior chaplain in each region. Regional CTC Chaplain Coordinators are responsible for the establishment and maintenance of a local/regional CTC Civ O list that is to include proposed CTC Civ Os of various SFTs for possible eventualities and SFT leadership within the local/regional area.

Annual Vulnerable Sector Screening needs to be done by the local police and required for Civ Os who are tasked to provide chaplain services at CTC's. Any costs incurred for these checks are the sole responsibility of the Civ O.

PROFESSIONAL SERVICES CONTRACT

31. The establishment of a Professional Services Contract or a Civilian Instructor Contract is the administrative and financial responsibility of the RCSUs.

CTC Civ Os may be selected from the existing CTC Civ O list as outlined in para 30 of this chapter, or new candidates may be found by the Regional CTC Chaplain Coordinator and recommended for mandating and hiring.

JOB OUTLINES

32. Three distinct roles exist for CTC chaplains, including Civ Os:

a. Team Member Chaplains:

(1) On teams where there are junior chaplains or on larger chaplain teams with a clearly identified team leader; and

(2) Minimum of two years (cumulative) SFT leadership experience;

b. Team Leader Chaplain:

(1) CTC Civ Os in this position are expected to lead, and mentor other chaplains, represent the section to the CO, organize the teaching and duty schedules, teach, share duty, and draft reports; and

(2) Minimum of five-year SFT leadership experience;

c. Solo Chaplain:

(1) CTC Civ Os in this position are hired to be part of a smaller CTC or have that status of "solo chaplain" because a second chaplain position has gone unfilled; they are not in a leadership position (but may be asked to mentor Youth Advisors); however they have increased responsibilities including scheduling and teaching of Life Skills sessions; they have little to no "down time," as they are on duty 24/7; and

(2) Minimum of five-year SFT leadership experience.

FEES AND EXPENSES

33. In accordance with the QR&O 210.62 – Employment of civilian officiating clergyman – Fees and expenses, CTC Civ Os shall:

> *Be paid such a fee determined by the CDS, in an amount which does not exceed the prevailing daily basic rate of pay for a Chaplain in the Public Service (Social Work – Chaplain Level 1).*

CADET TRAINING CENTRE CHAPLAIN-SPECIFIC TRAINING

34. Each Regional CTC Chaplain Coordinator is expected to conduct mandated chaplain-specific training, using RCSU funds or if absolutely necessary, their own budget. This training mandated by Cadet Administrative and Training Orders for all new chaplains, and extremely beneficial for all chaplains to be made aware of new RCChS policies, will take place (in some form) on an annual basis. All prospective chaplains, including CTC Civ Os are expected to fully participate in the training offered by the CTC or the RCSU as is feasible (economically and according to the dates of their contract).

SUBMIT INVOICES TO THE CADET TRAINING CENTRE ORDERLY ROOM/G1

35. CTC Civ Os must submit monthly invoices for services rendered to the Orderly Room or the G1.

Invoices should include:

a. The address(es) at which service(s) were rendered;

b. The date(s) (including time if that is important);

c. The total amount being billed, including HST, based on the rate of pay as established by the contract; and

d. The current date and the Civ O's signature.

SUMMARY OF ENDORSEMENT AND MANDATE PROCEDURE

Regional CTC Chaplain Coordinator

- Verification of pre-requirements of CTC Civ O candidate

Designated Senior Regional Chaplain

- Reviews file and sends a request for a mandate for each Civ O to D Chap Ops 3

OCG - D Chap Ops 3

- Prepares Mandates for Chap Gen's signature
- Once Chap Gen mandate is granted or rejected, informs Regional CTC Chaplain Coordinator of decisions; and
- Maintains a national database of all Civ Os (updated and maintained for 7 years).

CHAPTER 19
MILITARY FUNERALS / MILITARY CEREMONIES

GENERAL

1. The chaplain has sole responsibility for the spiritual service and the committal at a military funeral. The assisting officer or other officer appointed by the unit is responsible for the administrative and military ceremonial aspects of the funeral. Military customs may be incorporated into the service but must not be permitted to alter the integrity of a Spiritual/Faith Tradition's (SFT) celebration of ritual, tradition, custom or rites. The chaplain normally establishes a close and supportive relationship with the family between the time of death and the funeral, and is advantageously placed to assist both the family and the military authorities.

Note that the following is historically normative military funeral standards, SFT practices and procedures vary; in addition to the family's needs, consultation with the appropriate SFT Principal Advisor and/or the SFT Interfaith Committee on Canadian Military Chaplaincy Representative (ICCMC) is strongly encouraged.

ENTITLEMENT FOR MILITARY FUNERAL

2. A military funeral, when practical and desired by the primary next of kin (NOK), will be accorded to a member of the Regular Force (Reg F), Special Force, a member of the Primary Reserve (P Res) who dies while on service, or a deceased holder of the Victoria Cross. With the approval of the Chief of the Defence Staff, a military funeral may be accorded to a former member of the Reg F or P Res or a former member of the P Res whose death did not take place while on service. For details, refer to the *Queen's Regulations and Orders (QR&O): Volume I - Chapter 24, Casualties and Funerals* and the *Compensation and Benefits Instructions, Chapter 210, Section 2 - Funeral and Burial Expenses*.

3. Certain religious rites or customs may call for a burial to happen at the earliest time, rendering a formal military funeral not possible due to time constraints. A memorial service could be held at a later date but it's important to note that in such cases, it may change the process for benefits and compensation claims. The Designated Assistant should be advised and if required, invited to seek clarifications to the Director Casualty Support Management (DCSM).

4. Military Presence Burials are a unique honour that can be provided only at the National Military Cemetery (NMC), located in Ottawa. It is offered for those eligible members (usually veterans) not entitled to a military funeral. Eligible members or families may choose to have any or all of a military presence guard, a piper, a bugler, and/or a military chaplain. It is also offered as an alternative to a military funeral if the family so wishes. Chaplains may be provided by the family, but in all cases, they must contact the NMC Coordinator prior to the service to receive instructions on protocol and the detailed sequence of events.

5. A Canadian Armed Forces (CAF) member may have expressed a desire to be buried at the National Military Cemetery of the Canadian Forces (NMC). The NMC is located in a designated section at Beechwood Cemetery in Ottawa, Ontario. For further details regarding the

NMC, please consult the DAOD 5018-3, National Military Cemetery of the Canadian Forces and/or reach out the following resources:

a. The Beechwood National Military Cemetery team may be contacted by phone at (613) 741-9530, 1-866-990-9530, by e-mail at nmc@beechwoodottawa.ca

b. The NMC staff can be reached at 613-696-0117, NationalMilitaryCemetery-CimetiereMilitaireNational@forces.gc.ca

USE OF MULTI-FAITH CENTRES OR SACRED SPACE FACILITIES FOR VETERANS' FUNERALS

6. The CAF will make its Multi-Faith Centres (MFC) available for veterans' funerals. Requests for the use of a MFC or Sacred Space should be submitted to the Base/Wing/Formation Commanding Officer through the Office of the Team Leader Chaplain, approval will be considered on an individual basis subject to military exigencies.

7. CAF chaplains will not conduct, nor will the CAF fund, a funeral service for veterans. However, in the case of a veteran who is a regular member of a CAF MFC community, normal ritual services will be provided.

8. In keeping with the policy of most non-public Sacred Spaces, and in order to comply with Provision of Services guidelines, which stipulate CAF must charge fair market value for all provision of services and temporary use of Real Property, those veterans and their families who choose to use MFC or Sacred Space for a funeral service, will be asked by the Faith Community Coordinator, in writing, to provide an honorarium, based on what the family can afford and is willing to give (and can be as low as zero dollars), and earmarked for MFC or Sacred Space, Personnel Support Programme, Military Family Resource Centre, Soldier-On, or other programmes which support soldiers and their families. For further information consult: https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25761.

INFORMATION FOR FUNERAL ARRANGEMENTS

9. Although chaplains may be familiar with most of the following, it may be helpful to ensure this information is collected before proceeding with the funeral arrangements:

a. Particular funeral director preferred by NOK;

b. Place of interment - military field, family plot or cremation;

c. Funeral service:

(1) Timing of service;

(2) Place – house of worship or funeral home;

(3) Service participants;

(4) Type of service (military participation);

(5) Family wishes/requests – i.e., music, organist, and flowers; and

(6) NOK preference for viewing the body and policy in the MFC or Sacred Space.

CONDUCT OF A MILITARY FUNERAL

10. The following information is provided concerning the events of a historically normative traditional military funeral (applicable for coffin burial or cremation burial) in order to assist with the coordination between the SFT functions of the chaplain and the military ceremonial under the direction of the appointed unit officer. These guidelines represent the "historical standard" Christian military funeral. Please consult the appropriate SFT Principal Advisor and/or the SFT ICCMC Representative regarding funeral services for members of all other SFTs.

WEARING OF MOURNING BANDS

11. Mourning bands shall be worn on the uniform in accordance with directions issued in A-DH-265-000/AG-001, *CF Dress Instructions*. An adjustable black crepe band shall be worn on ceremonial and service dress jackets, and on the topcoat (gabardine) and raincoat, midway between the elbow and shoulder on the left sleeve.

ENTERING THE MULTI-FAITH CENTRE

12. If the deceased has been lying in state in the sanctuary, the vigil shall be dismounted one half hour prior to the commencement of the service. If the deceased has been lying in state in a place other than the MFC, the deceased shall be escorted to the MFC. In a military funeral when the deceased is placed in the MFC the same day as the service, the following procedure will be followed upon the arrival of the hearse:

a. The guard will be drawn up in two ranks, at the open order, with arms held in the shoulder arms position, centred, and facing the MFC centre door. The guard commander shall be posted three paces in the rear and centre of the guard;

b. The bearer party and its commander shall form in two ranks facing inward, ranks being apart sufficiently to permit the hearse to drive through. As the bearer party removes the deceased from the hearse, the national flag will be unrolled over the casket and the headdress and sword/belt-bayonet will be secured;

c. As the deceased is being removed from the hearse the guard commander shall order, "Present Arms," which shall be maintained until the bearer party has entered the MFC. The guard will be ordered to "Shoulder Arms, Order Arms." They will then be moved to a suitable place until they are required to reform for

the procession following the service. The bearer party, led by the chaplain, shall proceed into the MFC, filing between the honorary pallbearers who had previously formed into two ranks, facing inward, at the entrance of the MFC. The honorary pallbearers will follow the casket/urn into the MFC and proceed to their seats; and

d. The bearer party, after reaching the Nave, will lay the casket on the carrier and the insignia bearer will lay the medals on the casket. Under the command of the commander, the bearer party and the insignia bearer will proceed to their allocated pews. The protocol for an urn involves arranging all the elements on a table. The elements must be in view and the assembly must be careful and respectful.

PROTOCOLS AT THE MULTI-FAITH CENTRE

13. The seating plan for those attending a military funeral in the MFC is in accordance with military protocol and family sensitivity. Upon completion of the service by the officiating chaplain, this chaplain shall lead the way out of the MFC followed by the honorary pallbearers, the casket/urn and bearer party, the insignia bearers, NOK, relatives, and other mourners.

EXITING THE MULTI-FAITH CENTRE

14. The procession, except for those in the sanctuary, shall form up outside the MFC. Upon completion of the service, the chaplain shall leave the sanctuary and proceed past the pews occupied by the honorary pallbearers. The commander of the bearer party, on seeing the chaplain leave the sanctuary shall lead the bearer party and the insignia bearer to the casket where each member shall halt in the correct position. The insignia bearer shall remove the medals from the casket/urn display and adopt a position to the rear of the commander. As the bearer party approaches the casket/urn, the honorary pallbearers shall leave their pews and form in file behind the chaplain. After the bearer party has raised the casket to their shoulders or having the urn in hand, the commander orders “Slow March” and the procession, led by the chaplain, shall file out of the MFC to the hearse or the gun carriage, whichever is being used to transport the casket/urn.

15. The guard shall be formed up facing the entrance to the MFC and behind the gun carriage or hearse. As the casket/urn appears at the entrance of the MFC the guard commander shall order, “Present Arms.” At this time all officers and other ranks, in uniform and not under command, shall salute. The guard commander orders, “Shoulder Arms,” when the casket/urn is secured to the gun carriage or placed in the hearse. The guard commander then marches the guard to its position in the procession in quick time.

MINUTE GUNS

16. If minute guns are being fired in accordance with A-AD-200-000/AG-000, *The Honours, Flags and Heritage Structure of the Canadian Forces*, they shall commence firing as the casket/urn is secured on the gun carriage or placed in the hearse.

MOVING OFF

17. After the guard commander has halted the guard in its position in the procession (remaining in the shoulder arms position), and after having ascertained that the procession is in position and prepared to move off, the parade commander shall order, “Procession, by the Right (Left) Slow March.” And the band shall commence to play the “Dead March.” The distance to be marched in slow time shall be at the discretion of the funeral commander, however, in urban centres a minimum distance of one-quarter mile shall be marched in slow time. If the distance to the place of the burial is too great to March, the procession shall be halted to board the bus for the cemetery.

ARRIVAL AT THE CEMETERY

18. The ceremony of lining the route shall be performed only at funerals for generals and senior officers. The officer commanding the parade shall give the command: “Procession, Change to Slow Time, Slow March,” when the procession is at a convenient distance from the gates of the cemetery, or when the cortege is to be met by the officiating chaplain at the gates of the cemetery. The chaplain does not march with the procession. If rifles are carried, bayonets shall not be fixed. The band shall play the “Dead March,” ceasing to play when the head of the procession approaches the gates of the cemetery. The band shall not play inside the cemetery except when a hymn is sung during the graveside service.

19. When the head of the procession enters the gates of the cemetery, the escort commander shall cause the escort to form two single files along the route, facing inward. The urn, or the casket feet foremost, accompanied by the honorary pallbearers, the bearer party and the insignia bearer, is to be carried or transported, in slow time, through the two ranks formed by the escort.

20. The cortege, under command of the parade commander, shall proceed to the gravesite, the guard and band shall wheel independently and halt on predetermined positions on commands given by the guard commander and drum major. The casket/urn accompanied by the honorary pallbearers and the bearer party shall proceed to the gravesite.

21. If by reason of distance, it is necessary to provide transportation for the funeral procession, the funeral party is to disembark just outside or within the cemetery and the lining of the route by the escort may be done nearer to the gravesite. The parade commander shall be responsible for the acquisition of transport for the escort, guard, band, and possibly the chief mourners. Transportation arrangements are to be provided for the escort to proceed to the gates of the cemetery, or the point where the procession is to be met by the officiating chaplain. This is to be done by a route quicker than that taken by the rest of the cortege, so that they are in position and lining the route when the remainder arrives.

ARRIVAL AT THE GRAVESITE

22. Upon arrival at the gravesite, the guard, band, and officiating chaplain take up their positions. The gun carriage/hearse halts and the bearer party removes the casket/urn. The guard present arms and military personnel not under command, salute.

23. After the casket has been placed on the stretchers over the grave, the guard shall be ordered to rest on their arms reversed or, in certain cases where time does not allow a rehearsal, to shoulder and order arms. The bearer party, on its commander's command, moves off by the foot of the grave to the right flank of the guard. The headdress bearers return the headdress to each member of the bearer party. The insignia bearer places the cushion with medals on the casket or on the urn display and joins the chief mourners or military mourners. The chief mourners and honorary pallbearers take up their positions upon arrival, followed by the military and civilian mourners. The rear detachment takes up their position immediately to the rear of the guard. When all the parties have taken up their positions at the gravesite, the officer commanding the funeral parade shall give the order, "Parade, Stand at Ease." The officiating chaplain then shall step forward to commence the service.

THE SERVICE

24. Upon the completion of the service, the officiating chaplain shall step back. This is the signal for the Parade Commander to order "Parade Replace Headdress," the guard to present arms, the bugler to sound Last Post, observe a 10-second pause, and then sound Reveille. On the sounding of the Last Post all officers and those personnel not under command shall salute and the salute shall be held until the Reveille is completed. Following the service, those present may pay their respects in accordance with the protocol established by the Director of Ceremonial commencing with the officiating clergy. If volleys are to be fired following the conclusion of the service the procedure for firing shall be as detailed by the Director of Ceremonial.

PRESENTATION OF NATIONAL FLAG TO NEXT OF KIN

25. Following a military funeral, chaplains and/or commanders are sometimes asked by the NOK of the deceased if the family may retain the flag used to drape the casket/urn. Under the authority of a cabinet decision taken on 1 May 1965, the flag used to cover the casket/urn during a military funeral may, upon request, be presented to the NOK.

26. Occasionally a National Flag or CAF Ensign may be modified to facilitate draping over and securing to a casket/urn during the funeral service. Should this modified flag set be used, care should be taken to have it replaced by a standard flag before presentation to the NOK.

THE CONCLUSION

27. The Commander of the bearer party shall remain at the cemetery to collect the flag, medals, sword, and headdresses after the mourners have departed and the official photographs have been taken. Officers senior to the officer commanding the funeral procession shall not rejoin the procession after the graveside service.

28. The bearer party and its supporting members shall fall in with the rear detachment, and the officer commanding the procession shall order the band and the various parties to march off independently and form in-line outside the cemetery in the order of the band, escort, guard, and rear detachment. The procession shall be marched under the command of the Parade Commander and when it is well clear of the cemetery, the band shall play normal march music.

BURIALS IN BATTLE SITUATIONS

29. Although conducting burials in deployed settings is unlikely, burials are always a unit responsibility and chaplains must not be left to improvise burial parties. When necessary, unit and enemy dead should be buried quickly and with as much dignity as possible in the conditions prevailing. When a chaplain is not available to conduct a burial service, and circumstances permit, the officer in charge of the burial party will use the order of service appropriate to the SFT of the deceased.

BURIAL AT SEA

30. Whenever possible the casket shall be positioned on board so that it is fore and aft with the foot of the casket forward. The guard is in two ranks at the head of the casket in an athwartship position. The guard rests on arms reversed until the mourners are on board. During the passage to the sea, four attendants from the guard shall be detailed as the vigil. They are positioned at each corner of the casket, facing outwards obliquely, resting on their arms reversed. The "arms reversed" may not be possible if sea state does not permit.

31. Prior to the ship's arrival at the burial position, the vigil is dismissed and the casket moved to the launching ramp, and the accoutrements are removed from the casket. When the casket is in position, the bearer party remains on either side of the casket, maintaining their grip on the handles. They shall ensure that the flag conceals the holes in the casket.

32. The guard is formed up, fore and aft, facing outboard, in two ranks, resting on their arms reversed. The Guard Commander is in the rear and the ceremonial side party on the right of the guard. At the commencement of the service all military personnel, except the guard and ceremonial side party, shall remove headdress. Upon completion of the service, the chaplain shall take one pace back. On this signal the Guard Commander shall give the cautionary word of command, "Guard," and pause to allow all personnel to replace headdress before ordering, "Present Arms."

33. The guard shall present arms from the position rest on your arms reverse. On the last movement of the present arms, the bearer party shall commit the body to the sea while all officers and personnel are not under command salute. Simultaneously, the ceremonial side party pipes "Last Post" and, after a 10-second pause, "Reveille." Salutes shall be maintained during both calls and the interval between. Following Reveille the guard shall be ordered to "Shoulder Arms" and then dismissed. Floral tributes are dropped in the sea upon completion of the service.

COMMITTAL OF ASHES (AT SEA)

34. Committal of ashes at sea is a means of the final disposition of the ashes of former service personnel. This ceremony is performed from a Royal Canadian naval vessel and is conducted in the dignified tradition of the Royal Canadian Navy. Details may be found into the *Manual of ceremonies for HMC Ships, Submarines and Naval Reserve Divisions*. The committal of ashes ceremony is performed while the ship is on an operational or training deployment, therefore, family members may not accompany the ship for the committal ceremony at sea.

35. All arrangements shall be at no cost to the Crown, except the expenses incurred to advise the family of the date and position of the committal.

36. When it is the desire of the NOK of the deceased former service personnel to have the ashes of the deceased committed at sea, the following points should be drawn to the attention of the grieving family:

a. There is no timeline as to when the scattering of ashes will take place. The date and time are totally dependent on the ship's movements and chaplain availability. Following the ceremony, conducted by a chaplain, the family will receive notice as to the date, time and place where the ceremony took place;

b. The family is responsible for all costs related to getting the ashes, either by courier or mail, to the Formation Chaplain. The following information is required to accompany the ashes:

(1) Cremation certificate or burial permit;

(2) Particulars of the deceased: full name, last military rank, SFT, age at death, residence, birth date, place of death, date of death, obituary;

(3) NOK information: full name, relationship, address, contact phone numbers; and

(4) Details of the individual's military career if available;

c. Because the ceremony will take place during an operational or training deployment family members are not be permitted onboard to participate in the ceremony; and

d. Should the family wish to have the scattering of ashes take place in the Atlantic or the Pacific Ocean then they should contact the respective Formation Chaplain for further details.

37. The procedures for the committal of ashes at sea are as follows:

a. The NOK or the executor of the deceased's Will should be advised to forward the ashes to the Formation Chaplain Office along with the official Committal of Ashes NOK Information Form stating the particulars of the deceased (military rank, first and last name, date of birth, date of death, place of death, copies of the death and cremation certificates, the current address of the NOK, and telephone number, relationship of NOK to the deceased). The ashes will then be held in the Chapel Columbarium until a vessel is tasked for the committal. The waiting period for the urns to be taken to the sea and committed into the deep may take several weeks, up to, in some cases, several months; and

b. The Formation Chaplain shall ensure that the family members prepare urns with the ashes of their loved one in accordance with the requirements of Federal, Provincial and Maritime environmental regulations, and shall ensure that the following conditions are strictly observed:

(1) Measures must be taken either by the family members or funeral home to ensure that the ashes are in a biodegradable, water absorbing bag (NOT A PLASTIC BAG) and placed in an urn (marble/metal/porcelain) that is heavy enough to sink to the ocean bottom rapidly and permanently (in some cases, additional weight is required and must be added);

(2) The urn must be made from a non-toxic material that leaves no residue floating on the water's surface; and

(3) Ashes that are placed in plastic/styrofoam containers or paper/cardboard boxes will not be accepted.

38. The Formation Chaplain, after ensuring that the above conditions and requirements have been met by the NOK or the Will's executor, will request the Senior Fleet Chaplain to arrange for the committal at sea.

39. The Formation Chaplain will send a message to the ship that details the procedure for the committal of ashes at sea. The chaplain conveys the ashes to the ship. The ship then proceeds to the sea to the pre-arranged position. The ship's ensign is lowered to half-mast. The ship's company is ordered to remove headdress, the service is read and, at the appropriate moment, the ashes are scattered over the leeward side. The ship's ensign then is then raised and the ship proceeds.

40. The designated ship will inform the Formation Chaplain by message of the completion of the committal of ashes at sea ceremony stating name, time, date and location.

41. The Fleet Chaplain assigned to perform the ceremony will assist the Commanding Officer of the ship in preparing a letter of confirmation notifying the family or NOK of the date, time and latitude and longitude of the committal once that service has been completed, accompanied by a copy of the SFT service, nautical chart and, if possible, pictures of the committal ceremony.

COMMITTAL OF ASHES (IN THE AIR)

42. The scattering of ashes from an aircraft is administered through 1 Canadian Air Division. The NOK or the executor of the deceased should be advised to forward the ashes, prepaid, by registered mail courier or deliver them by hand to the nearest Wing Chaplain along with a letter stating the particulars of the deceased and current address of the NOK. The Wing Chaplain shall make arrangements to ensure proper scattering of the ashes from the air in accordance with local regulations through the 1 Canadian Air Division Chaplain. The Wing Chaplain shall keep the ashes until such arrangements can be made and shall inform the NOK of the date and the

position of the scattering. All arrangements shall be at no cost to the public except to advise the NOK of the date and position of the scattering.

SPECIAL SERVICES

43. Various formats of special services such as the consecration of colours may be found on the CFChSC Electronic Resource Centre.

CHAPTER 20
CHAPLAIN DRESS

GENERAL

1. During the First and Second World Wars chaplains were given honorary rank in the Land and Air elements. Influenced by British custom, Royal Canadian Navy chaplains were classified as I, II or III, wore the basic officer's uniform, and lived in officers' quarters, but did not hold a rank. This practice continued until the Unification of the Canadian Armed Forces in 1968.

2. The Royal Canadian Navy developed the custom that all senior personnel, including members of the Royal family, would pay respect to the chaplain's position as a representative of the transcendent by saluting, a custom that continues (although infrequently) to this day, and which recognizes the chaplain as a representative of an authority higher than any in the "earthly" realm.

3. Following the Second World War, the use of an honorary rank was discontinued for reasons which included an issue concerning three chaplains who were taken as prisoners of war (POW) by the Japanese military. It was determined that the Japanese military failed to provide the protection of the Geneva Convention to these POWs because they were, according to their captors, not truly military officers. This reasoning was highlighted in a presentation in 1957 to the Canadian Council of Churches Committee on Chaplaincy.

4. Rather than act as a barrier for sailors, soldiers and aviators, the uniform worn by the chaplain has been a sign of shared commitment and in many cases, shared struggle. The rank provides a known structure and is generally perceived to be an important asset in signifying the authority necessary to address issues that are brought to a chaplain's attention. The vast majority of service personnel are well aware of the chaplain's unique position within the military structure and although chaplains wear the uniform and rank of officers, personnel of all ranks are encouraged to see the chaplain primarily as a spiritual leader, confidant and/or supporter.

CHAPLAIN UNIFORM

5. Chaplains of the Regular Forces (Reg F) and Primary Reserve (P Res) shall comply with the dress regulations of the Canadian Armed Forces (CAF) as promulgated in A-DH-265–000/AG-001 Canadian Forces Dress Instructions.

SUBSIDIZED EDUCATION FOR ENTRY-LEVEL MASTER OFFICER CHAPLAIN DRESS

6. In addition to complying with all CAF Dress Instructions, Subsidized Education for Entry-Level Masters (SEELM) chaplains will:

   a. Be authorized to draw 00349 Scale of Issue/supply items required in order to successfully complete Basic Military Officer Qualification. Clerical items for SEELM

chaplains are not authorized to be ordered, issued, or otherwise paid for with Public Funds;

b. Wear the CAF tri-service identifier on all headdresses;

c. Not wear chaplain Spiritual/Faith Tradition (SFT) identifiers with any order of dress; and

d. Wear "Canada" shoulder flashes, insignia, and slip-ons.

7. SEELM chaplains will only wear Royal Canadian Chaplain Service (RCChS) chaplain identifiers after receiving full Interfaith Committee on Canadian Military Chaplaincy Endorsement, satisfy all Chaplain Military Occupational Structure Identification (MOS ID) 00349 Entry Standards, receive their initial Posting Message, and enter the Basic Training List.

8. In accordance with CAF dress instructions manual, Chapter 3 Section 4 Para 7, SEELM chaplains that have completed an Occupational Transfer and have previously been qualified in their former occupation shall wear the cap badge of their new branch/corps effective on the date of their component or occupational transfer. This means that as Chaplain 00349, SEELM chaplains are no longer authorized to wear their regimental berets, instead they should wear the beret that corresponds to their element with the RCChS badge on. Members who were not qualified in their previous occupation shall wear the CAF universal pattern cap badge until they qualify for their new cap badge in accordance with the procedures established by the individual branch advisors.

9. Any questions concerning SEELM dress and deportment should be directed to Director Chaplaincy Services.

RESERVE ENTRY SCHEME OFFICER CHAPLAIN DRESS

10. In addition to complying with all CAF dress regulations, Reserve Entry Scheme Officer (RESO) in the MOS ID 00349 will:

a. Wear the CAF tri-service identifier on all headdress;

b. Wear the standard "Canada" shoulder flashes, insignia, and slip-ons; and

c. Not wear chaplain SFT identifiers with any order of dress.

11. Any questions concerning RESO dress and deportment should be directed to the desk officer responsible for P Res and Cadets in the Office of the Chaplain General.

ROYAL CANADIAN CHAPLAINCY SERVICE SCARF

12. The RCChS scarf is worn as a sign of a chaplain's call to serve CAF members and their families.

13. The RCChS scarf is presented to chaplains upon graduation from the Chaplain Basic Occupational Qualification (BOQ) course.

14. Some chaplains may express concern, based upon one's SFT practice, custom, and/or beliefs, for not wearing the RCChS scarf. In such situation, the respect of the chaplain's conscience is recognized, and the chaplain is not authorized to wear the RCChS scarf.

15. The RCChS scarf is authorized to be worn during the presentation of a public prayer/spiritual reflection, and to commemorate major military events or public ceremonies such as the Battle of the Atlantic, the Battle of Britain, Remembrance Day, and the Consecration of Colors. Chaplains wear the scarf directly over the military order of dress prescribed for that event. For those who wish to do so, a clerical shirt may be worn with any order of dress (except combat uniform) and where it is prohibited by operational requirements. Liturgical vestments such as an Alb or Geneva gown are no longer authorized to be worn on the parade. The scarf will not be worn with mess dress or over civilian clothing, neither with a military headdress.

16. Ribbons, Orders, decorations, medals, specialist badges, and authorized commemorative insignia shall be worn on the Chaplain Scarf by all chaplains consistent with the Dress Instruction for the event. (Note: Miniature medals are not authorized to be worn on the Chaplain Scarf.)

17. All chaplains qualified to wear such badges may wear specialist skill badges on the chaplain scarf. The medals, ribbons and specialist skill badges are positioned on the scarf relative to their location on the service dress jacket.

18. For some chaplains, wearing a scarf is not part of their practice, custom, spirituality and/or belief. Chaplains can freely choose not to wear the RCChS scarf. If they choose not to wear it, they still remove their headdress for the duration of the event.

CHAPLAIN SCALES OF ISSUE – ENTITLEMENTS

18. Chaplain Scales of Issue are established according to SFT requirements as the optimum number of religious articles and vestments available to CAF Chaplains in the conduct of their SFT duties. Drawing items from existing Chaplain Scales of Issue must be considered and done in accordance with a chaplain's religious responsibilities and occupational circumstances.

RELIGIOUS VESTMENTS

19. All requests from Reg F and P Res chaplains for items from Chaplain Scales of Issue totalling $1500 or more must be sent to the appropriate SFT Principal Advisors (PrinAdv) for review and approval. Following approval by the appropriate SFT PrinAdv, CAF chaplains may order approved SFT articles and religious vestments from local clothing stores.

20. Whereas P Res chaplains are not frequently required to preside at Multi-Faith Centre or Sacred Spaces, they are not entitled to the full Chaplain Scales of Issue unless they are serving

on Class B or Class C. Class B/Class C Christian P Res chaplains who have successfully graduated from BOQ are entitled to the Chaplain Communion Kit (appropriate to their denomination), a Chaplain Scarf, and an Alb or Genevan Gown (where appropriate to their denomination). Class B/Class C Jewish P Res chaplains who have successfully graduated from BOQ are entitled to the Jewish Chaplain Kit, the Chaplain Scarf, and/or a *Tallit*. Class B/Class C Muslim P Res chaplains who have successfully graduated from BOQ are entitled to have the Muslim Chaplain Kit, the Chaplain Scarf, and a *Kufi* (Black or White).

WEARING ORDERS, MEDALS, DRESS AND UNDRESS RIBBONS

21. The Directorate of Honours and Recognition publication *Canadian Honours and Awards bestowed upon members of the Canadian Forces*, published in 2012, states the following:

> *The insignia of orders, decorations and medals shall be worn on the CF uniforms in accordance with CF dress regulations. They can also be worn on civilian attire; the basic rule is that full-size awards are worn for daytime events such as parades, investitures, commemorative ceremonies and services, speeches from the Throne, military or state funerals, levees, etc., while miniature awards are worn for night-time events such as mess dinners, banquets, balls, etc. Invitations should specify if medals will be worn. The medals shall be mounted and worn on civilian dress in a similar manner as on military dress, the ladies having the additional option of wearing neck badges and/or a single breast medal mounted on a bow on the left shoulder.*
>
> *Whether in uniform or in civilian attire, only the official insignia of orders, decorations and medals, duly authorized by The Crown, may be worn. Unofficial, organizational medals or foreign honours which have not been approved by the Government of Canada shall not be mounted or worn in conjunction with official honours in any circumstances.*
>
> *Contrary to popular belief, it is not permissible, and it is in fact a criminal offence, to wear the medals of a deceased family member or friend. Orders, decorations and medals are worn by individuals as a public and official mark of recognition for their courage, merit or service and it is therefore logical that only the original and intended recipient may wear them.*

22. For details regarding orders, decorations, medals and other honours, refer to: Chapter 4 of the *Canadian Forces Dress Instruction* (A-DH-265-000/AG-001).

CLERICAL STOCK AND COLLAR

23. The clerical collar is authorized as an optional item of wear with all orders of dress except where it is prohibited by operational requirements. The clerical shirt/stock must be black when worn with a uniform.

BELTS

24. The authorized chaplain belt for the Canadian Army (CA) and Royal Canadian Navy (RCN) will have a brass buckle with an engraved Branch badge or mounted miniature badge; silver belt buckles are only permitted with Royal Canadian Navy (RCAF) dress. No other insignia shall be worn on the buckle.

BADGES

25. The unified RCChS badge, bearing the "Light of God" and the "Tree of Life," immediately supersedes and replaces the use of the 2006 SFT identifier badges of Christian Maltese cross, Jewish Tablets of Law, and Muslim Crescent. The unified RCChS badge is worn on the chaplain headdress, chaplain scarves for public military ceremonies, and used as collar badges.

SLIP ONS AND NAME TAGS

26. Due to spacing issues on the integrated clothing ensemble slip-ons, and due to the new rank identifiers, SFT identifiers for chaplains will come in integrated clothing ensemble badges that are to be sewn or fixed with Velcro onto the Canadian Disruptive Pattern (CADPAT) uniform at three sets per chaplain. They are to be sewn onto the CADPAT uniform centred 1.5 cm above the Velcro nameplate. Two additional SFT Identifiers with Velcro backings (5cm x 5cm) will be issued to each Chaplain and are to be worn on the left shoulder of one's (1) Gore-Tex rain jacket and (2) on the integrated clothing ensemble sleeve when wearing a load-bearing vest. Refer to the Master Implementation Plan (MIP) Annex A, pages 4, 5 http://vcds.mil.ca/cls/dmcs/FilesO/DMCS89773.PDF for details.

27. CADPAT name tags are to contain an environmental identifier RCN, CA, RCAF not a SFT identifier. Refer to the Master Implementation Plan (MIP) http://vcds.mil.ca/cls/dmcs/FilesO/DMCS89773.PDF for details.

28. All Reg F and P Res chaplains that wear the Army Distinctive Environmental Uniform will wear the metal shoulder title and slip-ons with the RCChS acronym, as well as SFT identifiers on their lapels, and for the P Res only, unit buttons are permitted on one's tunic.

HONORARY CHAPLAIN TO THE QUEEN

29. Subject to the royal prerogative, a Chaplain General (Chap Gen) from any SFT may be appointed as an Honorary Chaplain to the Queen (QHC). A request for such appointment is

submitted through the Commander Military Personnel Command for royal consideration by Her Majesty, in accordance with CFAO 3-4, *Honorary appointments and honorary ranks*.

30. If appointed QHC, the Chap Gen shall be authorized to wear the royal cyphers and aiguillettes, as detailed in the *Canadian Forces (CF) Dress Instructions, Royal and Honorary Appointments and Ranks (2-1-7).*

31. QHC appointees are authorized to wear a bronze Honorary Chaplain relief badge, consisting of the royal cypher and crown within an oval wreath. This badge is worn below the medals (or undressed ribbons) on the left side of the chaplain scarf.