



USCG Strategic Plan for Religious Ministry within the Coast Guard

2018-2022

Version 1.0

01 December 2018



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1. Operationalize to Support Ministry in Combat

1.1 Develop Operational Mindset:

- Focus USCG Chaplains on skills required to transition to an operational and contingency mindset.
- Prepare USCG Chaplains to work in joint/combines/coalition environments.
- Prepare for extended period of operational and contingency environments.

1.2 Improve Agility of Religious Ministry Delivery:

- Make necessary adjustments to ministry delivery models, to include recruit and make use of Auxiliary Clergy Support religious ministry professionals and ready every USCG Chaplain for operational and deployable ministry on short notice.
- Work with Budget Submission Officers to create and/or reassign USCG Chaplain billets as deployable and in support of operational forces.

1.3 Operationalize Training and Education:

- At the HQ, AREA, and District levels, teach and train USCG Chaplains to the unique ministry activities within the USCG, such as emergency preparedness and response, and within each phase of contingencies, to include the role and responsibilities of chaplains in the Incident Command System.

1.4 Delineate Scope and Levels of Responsibility:

- Emphasize the relationship and responsibilities in various echelons and command and control structures.

- 1.1.1 All USCG Chaplains participate in ICS planning meetings/rehearsals.
- 1.1.2 Ensure all USCG Chaplains have family readiness/family care plans (to include pets).
- 1.1.3 Ensure all USCG Chaplains have go-kits.

- 1.2.1 Update current MOA between USN and USCG.
- 1.2.2 Update TFMMS regarding all details regarding USCG billets, to include security clearance and government passport requirements.
- 1.2.3 Complete required staff work to stand up four (4) new USCG Chaplain billets in support of cutter forces.
- 1.2.4 Ensure all USCG Chaplains have government travel cards and blanket travel orders.

- 1.3.1 Perform monthly Readiness Inspections to ensure personnel rosters are current with names, ranks, work and cell numbers, work and home emails.

- 1.4.1 Continue updates to COMDINST 1730.4 (series) and incorporate anticipated changes in SECNAVINST 1730.7E.



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2. Sharpen Core Capabilities

2.1 *Emphasize Personal Support of Divine Services:*

- USCG Chaplains will lead by example, regularly seeking personal opportunities to support divine services in designated locations for CG personnel and authorized users. Chaplains will provide worship by the manner and forms of their religious organization, and advertise accordingly.

2.2 *Explore the Administrative and Management Functions of RMTs as a Core Capability:*

- Evaluate current capabilities and study how best to capture, standardize, and communicate the administrative and management functions of RMTs.

2.3 *Identify and Disseminate Ministry Best Practices:*

- Assess the need and options for organized collection, storage, and dissemination of best practices to sharpen delivery of religious ministry.
- Collect and analyze templates for CRPs at all levels (Air Station, Region, Sector, TRACEN, District, Area, HQ).

2.4 *Deepen Professional Understanding and Application of Command Advisement:*

- Articulate the parameters, and develop training, regarding the role of chaplains as proactive advisors to their commanders, particularly at higher echelons.

2.5 *Improve the Process for Identifying Religious Requirements:*

- Assess the process, and develop a representative, comprehensive, consistent, standardized religious needs assessment.

2.1.1 TRACEN and base visits to include attendance at Divine Services or other chaplain-led RMT activities, as possible.

2.1.2 Model positive participation, where/as appropriate.

2.1.3 All USCG Chaplains share reports of how Divine Services support operational mission.

2.3.1 Complete required staff work to publish Hurricane Operations SOP.

2.3.2 Complete required staff work to publish Auxiliary Clergy Support SOP.

2.3.3 Review USN/USMC lessons learned; forward relevant best practices to USCG Chaplains.

2.4.1 Develop training on Public Theology as a model of internal advisement.

2.4.2 Draw connection between Goal 1 and effective advisement.

2.5.1 Develop web-based “best practices” for use by CG Chaplains (active, reserve, auxiliary)

2.5.2 Disseminate best practices (cf. 2.3.3).

2.5.3 Be aware of resources for meeting identified needs.



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3. Develop Chaplain Corps Leaders Intentionally

3.1 Assess PNC Structures and Processes:

- USCG Chaplain Leadership will assess the processes, procedures, and administrative structures of Professional Naval Chaplaincy to determine how well they are aligned to the DON Religious Ministry Strategic Plan and leader development approach.
- Processes to be assessed will include detailing to USCG assignments and leadership development within the domain.

3.2 Expand the Circle of Leadership:

- Expand, organize, and develop USCG Chaplain leadership through working groups, advisory groups, Professional Development Training Workshops, Professional Development Training Courses, CRRT, and other mechanisms. Emphasis will be placed on further developing *lieutenants* and *lieutenant commanders* to enhance their participation in community leadership by offering opportunities to contribute at their present ranks.

3.3 Enhance Skill Development:

- Further identify and develop necessary technical skills for USCG ministry.
- Identify opportunities for staff skills development.
- Encourage personal initiative in skills development.

3.4 Identify Domain Leader Requirements:

- Identify and train to the added responsibilities of rank and the unique requirements of USCG ministry.

3.5 Utilize Data Analytics:

- Improve leaders' understanding and use of metrics. Fully utilize the Command Religious Program - Analytics Tool to better understand and address the needs of USCG personnel through responsive CRPs.
- Contribute to the data analytics efforts of the DHS and DON.

3.6 Strengthen the Individual and Collective Character of our Profession:

- Supervise, coach and mentor USCG Chaplains and ACS religious professionals in character development, collaboration, support across command lines, and area training.
- Articulate in policy, doctrine, training, and practice the importance of character in ministry.

3.1.1 Standardize PNC areas and train to standards; address weaknesses; train to core capabilities and strengths; collaborate for success.

3.2.1 Focus on empowerment and delegation.

3.2.2 Focus on follow-through.

3.3.1 Create CGQO AQD.

3.3.1 Task for and to growth.

3.4.1 Develop practice/policy regarding detailing (e.g., Sector → District → Area)

3.4.2 Work with CHC Detailer to ensure USCG Inclusivity and Diversity initiatives and strategy.

3.5.1 2019 CRP-AT training provided at 2019 CRRT to empower all CG chaplains to use tool most effectively in their AO.

3.5.2 All USCG Chaplains provide COs monthly data with snapshot of "what's going on" within their command.

3.5.3 USCG Chaplain Leadership develop practices to surge to deficiencies or identified challenges.

3.6.1 All USCG Chaplains provide training on character development.

3.6.2 Ensure ethics training across USCG.

3.6.3 USCG Chaplain Leadership provide PNC training to all USCG Chaplains.



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4. Communicate the Importance of Religious Ministry for the Sea Services

4.1 Focus Messaging on the Importance of Religion:

- Research and publicize religious trends and the importance of religion in the US and to the USCG personnel and leadership.
- Better articulate how CRPs demonstrate the DON's support of the rights of service members.

4.2 Develop an Internal Communication Plan for PNC:

- Communicate how Professional Naval Chaplaincy establishes and upholds the professional standards necessary for the delivery of religious ministry, to include models and standards for DHS partner chaplaincies.

4.3 Develop a Comprehensive Communication Plan for Spiritual Fitness:

- Articulate further the concept of spiritual fitness within the USCG.
- Develop a lexicon for communicating spiritual fitness.
- Translate religious language to communicate the relevance of human factors.

4.4 Respond to Cultural Trends:

- Understand the changing culture out of which service members come to better communicate to them how the command religious program can better serve their needs.

4.5 Using Media:

- Review different media (digital, social, print, imagery, etc.) to determine the most effective means of communicating the various CHC messages.
- Improve messaging through use of appropriate media.
- Increase USCG Chaplain exposure to internal and external outlets and stakeholders.

4.6 Talking about Religion and Character:

- Communicate how religion develops and strengthens character.

- 4.1.1 Share with Commandant Advisory Group (CAG) summaries of information papers from the organizations such as Council on Foreign Relations, Pew Charitable Trust, Lily Foundation, etc.
- 4.1.2 Highlight statistics how CRP increase resiliency.
- 4.1.3 Incorporate Religious Accommodation ALCOAST 047/14 into updated COMDINST 1730.4 (series).

- 4.2.1 All USCG Chaplains check MilSuite weekly to keep up to date on PNC.

- 4.3.1 Prepare "Spiritual Fitness" messaging for use on CG social media platforms.

- 4.4.1 Continue participation in CHC Religion and Culture COI.

- 4.5.1 All USCG Chaplains build relationship with PAO. Provide active, vetted dissemination of PNC/CRP activities.
- 4.5.2 Participate in Public Affairs and Social Media training offered by/through USCG HQ PAO.

- 4.6.1 Provide core competency training SMEs to all echelons (HQ, Area, District, Sector, TRACEN)?
- 4.6.2 Emphasize vital role of religion/spiritual practice to resiliency.
- 4.6.3 Participate in development of DHS Mindfulness Program for possible use within USCG.
- 4.6.4 Provide CG leadership and front office bi-monthly articles on the importance of religion in character development.



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READY

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RESPONSIVE

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- 2.5.2 Be aware of resources for meeting identified needs.
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RELEVANT

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