

Army Chief of Chaplains
Engagement Requests
User Guide



Office of the Army Chief of Chaplains
20 March 2026

This guide provides the official framework and instructions for requesting a strategic engagement with the U.S. Army Chief of Chaplains (CCH). It is designed to help requesting organizations understand the principles of a strategic engagement and to coach them through the submission process. Following this guide is the most effective way to craft a request that clearly demonstrates strategic value, meets the high standards for approval by the Director of the Army Staff (DAS), and results in an impactful, well-executed event.

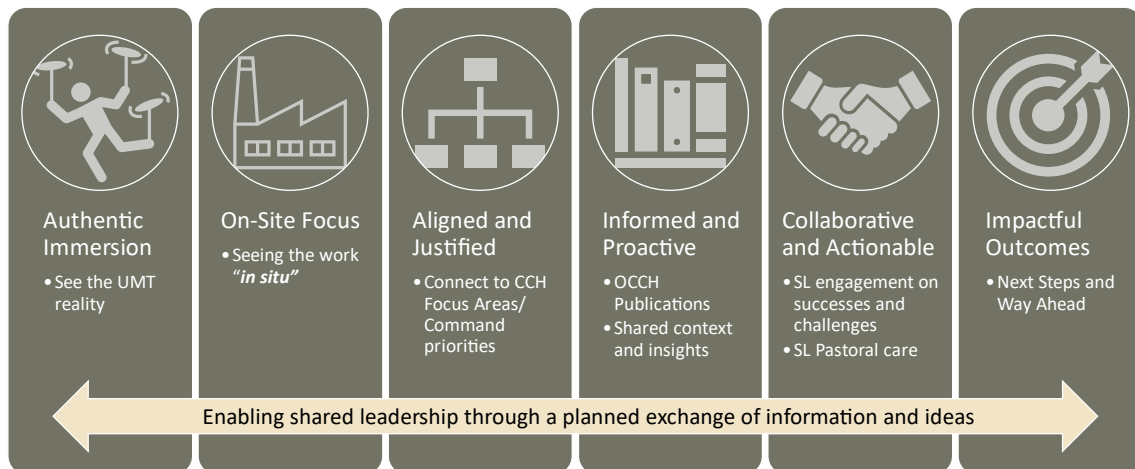
I. The Chief of Chaplain’s Strategic Engagements – Core Principles

Engagements with the Chief of Chaplains (CCH) are high-value opportunities to inform senior leaders, build critical connections, and advocate for the Chaplain Corps. They are not ceremonial events. To that end, every request must be built upon a foundation of six core principles. These principles, designed primarily for our Army partners, transform a simple calendar visit into a strategic interaction with lasting impact. Before submitting a request, review these principles to ensure your proposed event meets this high standard.

Please also note: On almost all strategic engagements, the Chaplain Corps Regimental Sergeant Major (RSM) will accompany the Chief of Chaplains. While the formal request is for the CCH, your planning must account for the RSM's participation. As you build your itinerary, please incorporate the following considerations:

1. The RSM will almost always desire to engage the Religious Affairs Specialists at the location.
2. When the CCH meets with a General Officer, the RSM will almost always desire to engage that officer's Senior Enlisted Counterpart.
3. The RSM will sometimes "tag team" presentations or speaking portions with the CCH. Please be prepared for her to be a part of all presentations unless a member of the OCCH team communicates differently.

Building Strategic Engagements – Core Concepts



1. Authentic Immersion

The core purpose of a strategic visit is for the CCH to gain an authentic understanding of where members of the Chaplain Corps work, live, and worship. This is not a training event. The goal is to see your operational reality - the good, the better, and the indifferent. A successful engagement allows them to witness ministry in its natural habitat, which is far more valuable than any rehearsed briefing.

2. On-Site Focus

Strategic value is found where ministry happens, not in a hotel conference room. Your planning must prioritize providing the CCH access to your UMT's real operational environments - the motor pools, the hospital wards, and the field sites. A vital component of this principle is time. Ensure your itinerary consciously includes dedicated time for the CCH to provide pastoral care.

3. Aligned & Justified

Every strategic engagement must be justified to the Director of the Army Staff (DAS). Your request must clearly document how the visit aligns with your command's strategic goals and reinforces the cultural shifts occurring within the Chaplain Corps. The real-world challenges and successes from your UMT provide the essential data the CCH need to demonstrate the value of their visits.

4. Informed & Proactive

Demonstrate that you are connected to the broader strategic conversation by showing familiarity with publications from the Office of the Chief of Chaplains (OCCH). Be proactive by providing relevant context, data, and insights in your request. This preparation allows the CCH to arrive ready for deeper discussions.

5. Collaborative & Actionable

The CCH is your advocate. Your engagement plan should provide three things:

- **Challenges:** Articulate the obstacles your UMT faces for discussion with your senior leaders.
- **Successes:** Provide specific examples of positive impacts and innovations.
- **HQDA Support Needs:** Clearly state where support from the HQDA level is needed.

6. Impactful Outcomes

A strategic engagement concludes with clarity. Before the visit ends, be prepared to summarize key takeaways, decisions, and clear next steps. Defining responsibilities and timelines ensures accountability and transforms a visit into a productive interaction that produces results.

A Note for External (Non-DoD) Organizations

While the principles above are framed for an Army audience, the underlying intent is universal. If you are a civilian or non-profit organization, your justification should translate these concepts into your own context. A successful external request will demonstrate how the proposed engagement:

- **Provides Authentic Context:** Immerse the CCH in the lived realities of your community, institution, or worship setting. Help them understand your unique environment and the people you serve.
- **Aligns with Chaplain Corps Values:** Show how your event or organization's mission contributes to mutual understanding, advocacy, and support for Soldiers, Families, and their faith communities.
- **Offers Actionable Outcomes:** Propose more than just a speech. Suggest opportunities for partnership, collaborative projects, or the sharing of best practices that can inform both your organization and the Army Chaplain Corps

Ultimately, your request should make a clear case for why this engagement is a valuable strategic interaction that will build bridges and foster mutual support between the military and civilian communities.

II. Engagement Request Form Instructions

The Army Chief of Chaplains Strategic Engagement Request Form is used to initiate a request for an engagement with the Army Chief of Chaplains. This form should be submitted **180 days prior to the engagement date**. Requests received within 180 days of the requested date are more likely to be declined due to competing requirements. **Submission of the form does not constitute approval of the engagement by the Chief of Chaplains.** The Office of the Chief of Chaplains will contact your organization to begin the staffing approval process.

To complete the request for <https://forms.osi.apps.mil/r/X8ANdbezkz> you will need detailed information about your engagement/event to include:

- Dates and locations
- Planned Activities
- Senior Leaders/Distinguished Visitors
- Themes and Topics for Remarks

You should have this information available **before you begin** the form.

If you need assistance in completing this form, please contact the Office of the Chief of Chaplains at:

USARMY Pentagon HQDA OCCH Mailbox OCCH DACH Front Office
usarmy.pentagon.hqda-occh.mbx.occh-dach-front-office@army.mil

How to Complete the Form: Block-by-Block Guidance

The tables below explain the *why* for each question and *how* to answer it well. Please use the guidance below. The request form is designed to efficiently process your request. Please complete the form with the relevant information requested. **Do not use “TBD”, “Unknown” or “See email.”** The OCCH staff will do an initial review of the request and connect with the POC to collect CONOPS, maps, info/issue papers, and other documents etc.

Question	How to Answer It Well
1. Title	This is a unique identifier used in planning calendars and official documents. Be descriptive and professional. "CCH Visit" is a poor title. "Fort Hood Religious Support Symposium 2026" is a strong title. For recurring events, ensure the title distinguishes between iterations of the event. For example: "XYZ Course 2026-7."
This is the single most important factor for scheduling. Do not include travel dates, only the dates on your itinerary where the CCH is engaged with your organization. For example, if the event is a three- day symposium and the request is for the CCH to deliver closing remarks and have an office call on the last day, only include the ONE day he will be engaged with your event. We request alternate dates to increase flexibility in incorporating the event into the CCH's calendar. Enter "None" to signal an immovable event.	
2. Start Date	Please enter the date of the first activity on the itinerary, do not consider travel dates. (date picker)
3. End Date	Please enter the last date of the activity on the itinerary, do not include travel days. (date picker)

4. Alternate Dates	Please provide an alternate date for your event. If no alternate date is available for your engagement, please put NA. (single line of text)
5. Host	An event host acts as the primary facilitator and face of a gathering, responsible for shaping the atmosphere and ensuring a seamless experience for guests. They manage the program flow by introducing speakers, making key announcements, and navigating the schedule, while simultaneously serving as the point of contact for hospitality and logistics.
6. Host Institution	For example, University, Military Appreciation Group, NGO
7. Principal	Who is being requested for the engagement. CCH, RGSM, DCCH or other. (multiple selection) (single line of text)
Location: This information is essential for all logistical planning, from travel and TDY cost estimates to geographical deconfliction with other events. Be specific. Instead of just a city, provide the installation name or the full address of the venue (e.g., "Main Post Chapel, Fort Cavazos, TX" or "Harvard Kennedy School, 79 JFK St, Cambridge, MA")	
8. Location: Base/City	Enter the location of the engagement for the base or city. For example, Ft. Hood or Dallas. (single line of text)
9. Location: State/Country	Enter the location of the engagement for the state or country. For example, TX or Germany (single line of text)
10. Summary	This is your "elevator pitch." It's the first thing the OCCH staff will read to understand your intent. Be brief and clearly state what you want the CCH to do. Use the example on the form as your model: <i>"Request the CCH deliver closing remarks to 350 soldiers and family members for X Command's Gold Star Family Symposium. Social to follow and office call with CG and CSM, ## Corps."</i>
11. Details	This shows the engagement has a well-considered plan and addresses the principles strategic engagements. An itinerary with only one or two vague entries requires extensive follow-up and significantly delays processing the request. Provide as much detail as possible. List every planned activity, even if times are TBD. It shows the visit will be a rich and full experience, not just a single event. A good entry looks like: <i>"1400-1445: Office Call with CG, 1st Armored Division."</i> A bad entry is <i>"Afternoon: Office Calls."</i>
12. Remarks required	Are remarks required? Yes / No. This is used to trigger the notification for support staff to assist in researching and drafting remarks for the principal. (yes/no)
13. Themes, Remarks Topics and Talking Points	Your input is critical to the speechwriting team. Vague information can lead to delays or remarks that don't meet your event's needs. Include: <ul style="list-style-type: none"> • Format: Specify the type of remarks required (e.g., keynote address, invocation, panel discussion participant, opening/closing remarks). • Theme: Provide a specific, focused theme, not a broad topic. Instead of "Leadership," suggest a tailored one like, "Discussing spiritual readiness challenges for junior NCOs." • Connection: Briefly explain how the theme connects to your command's priorities or the event's overall purpose.

14. Senior Leaders	This aids protocol preparations. The CCH must be prepared for who they meet. This also helps weigh the strategic importance of the event. Please provide full names, ranks, and titles.
15. Senior Leader Bios	Please send Senior Leader Biographies to usarmy.pentagon.hqda-occh.mbx.occh-dach-front-office@army.mil in the naming convention of the Bio's please put the engagement title.
16. Does this engagement include a Foreign Visitor?	Engagements with recognized foreign governments or labor unions as required by law, international agreement, or Volume 1231 of DoDI 1400.25, "DoD Civilian Management System: Employment of Foreign Nationals."
17. External Participants	<i>Who else is affiliated with the engagement? Please include sponsors/co-sponsors and significant organizers/speakers/moderators/attendees, as appropriate.</i> "External engagements" are broadly defined as including any event hosted by a non-Federal entity (NFE) (see definition for "NFE" in Volume 1 of Department of Defense Instruction (DoDI) 5410.19).
18. Legal Review Required	Not every speaking engagement requires a formal legal review, several situations, particularly those involving fundraising, legal agreements, and events with a potential for controversy or misinterpretation, necessitate consultation with legal counsel to ensure compliance with DoW regulations and to protect both the individual and the Department. The primary guidance for these matters is outlined in DoD Instruction (DoDI) 5410.19, which covers community outreach activities.
19. Non-DoW Conference Attendance	An event is considered a "non-DoD conference" or a "non-DoD-hosted conference" if it is organized, funded, and managed by an entity outside of the Department of Defense. These entities can include: <ul style="list-style-type: none"> • Professional associations • Educational institutions • Scientific or technical organizations • Other private or commercial entities
20. Level of Involvement	<i>Are they attending, speaking, serving on a panel, or participating in another capacity? Please provide details.</i>
21. Is the engagement open to the public?	The core concept is that the event must be genuinely accessible to any member of the public and serve a broad community interest.
22. Is the engagement classified?	<i>If the event is classified Secret or above, no approval is required. Please discontinue this request and proceed with your event.</i>
23. Does the engagement follow Chatham House Rules?	Media: this can include if media will be present, if the event is on-or off-the-record, if the event follows Chatham House rules, and if the event is being recorded. The Chatham House Rule is a convention used in meetings to facilitate open discussion on sensitive topics by allowing participants to use information shared, while strictly prohibiting the disclosure of the speaker's identity or affiliation.
24. Disclosure and Broad Audience	<i>Principles of Disclosure and Broad Audience Engagements must reach a broad spectrum of society, including groups with far-ranging viewpoints, to</i>

	<p><i>avoid bias.</i> Is the external engagement open to the public? If yes, describe the expected audience, if known, and how the external engagement advances the Department's priorities. Would this external engagement allow DoW personnel to reach new audiences? If so, how? Would this external engagement allow DoW personnel to hear and learn from a broad range of perspectives? If so, how?</p>
25. Disclosure and Broad Audience Explanation.	<p>If yes, describe the expected audience, if known, and how the external engagement advances the Department's priorities. Would this external engagement allow DoW personnel to reach new audiences? If so, how? Would this external engagement allow DoW personnel to hear and learn from a broad range of perspectives? If so, how?</p>
26. Accuracy	<p><i>Communications must consistently reflect official DoW policy and leadership decisions, maintaining credibility with domestic and international stakeholders.</i> Would this external engagement improve the Department's ability to deliver information and positions effectively, accurately, and widely?</p> <p>If so, how? Please be specific about the information that would be conveyed by Do W personnel at this external engagement.</p> <p>If not, why is it still in DoW's interest to participate in this external engagement?</p>
27. Professionalism	<p><i>DoW will only engage with organizations that demonstrate respectful and informed conduct, even in disagreement.</i> Have the host and the host's representatives (as applicable) upheld standards of respectful and professional engagements, including demonstrated adherence to handling disagreements in an informed, fair, honest, and respectful manner? <i>In accordance with Volumes 1 and 2 of DoDI 5410.19, DoW must not provide support to events or programs where the real or apparent purpose is to stage controversy or confrontation. This provision does not prevent DoW participation when the event is for fair and equitable exchange of diverse opinion.</i></p> <p>If not, why is it still in Do W's interest to participate in this external engagement?</p>
28. Cost Efficiency	<p><i>Participation must be justified by public interest and avoid unnecessary travel or duplication of effort, ensuring responsible use of taxpayer funds.</i> How would participation in this external engagement serve to ensure proper stewardship of U.S. tax dollars? Are there any contracts obligated, meaning money that the Department would lose if the event were disapproved or if the Department pulled out of the event?</p>
29. Funds Obligated	<p>How much will it cost the Department if this request is not approved? Are there any contracts obligated, meaning money that the Department would lose if the event were disapproved or if the Department pulled out of the event? Please enter a number if no funds were obligated, please put 0.</p>
<p>Requester/POC Information This section identifies the single person the OCCH Front Office (FO) will contact to coordinate all details, from initial questions to last-minute changes. Please ensure this is person is both available/responsive and informed about the engagement. Please enter the information below for the person who will be the</p>	

primary POC for this engagement.	
30. Organization	
31. Org. POC	
32. Org POC Position	
33. Email Address	
34. Contact Number	
35. If you are completing this form on behalf of a senior official...	<p>Use this field to identify the senior leader sponsoring the event.</p> <ul style="list-style-type: none"> • If you are submitting on behalf of your supervisor or other senior official (e.g., CG, Director): Enter their name and email. • If you are the event originator: Enter NA
<p>Strategic Justification. All requests for engagements with the Chief of Chaplains (CCH) must be submitted for approval through the Director of the Army Staff (DAS) and the Army Communications and Outreach Office (ACO). Therefore, it is essential that each request clearly demonstrates the strategic nature and enduring value of the proposed event. Submissions should highlight how the engagement advances Army priorities, supports Chaplain Corps initiatives, and provides meaningful outcomes that justify senior leader participation.</p>	
36. My organization is:	An U.S. Army organization or DoD organization; A private sector or non-profit organization or other. This routes you to the correct set of justification criteria. Select your organization type.
37. Justification (Army ROI)	<p>When justifying an engagement as a Department of Defense or Army organization, your rationale must clearly articulate the event's direct alignment with a legitimate military purpose and command objective. The justification should specify how the engagement supports the Army's mission, such as enhancing Soldier and Family readiness, facilitating leader development, or fulfilling a specific community relations or strategic communications goal outlined in AR 360-1. It is essential to identify the intended military audience, confirm the responsible use of government resources, and verify that the event complies with all relevant ethics and public affairs regulations. This ensures the engagement is not only beneficial but also fully authorized and defensible as an official Army activity.</p> <ul style="list-style-type: none"> • Enable authentic immersion into your Unit Ministry Team's (UMT) operational environment, offering senior leaders an unfiltered view of ministry as it is lived and practiced. • Prioritize on-site ministry focus by facilitating access to real-world contexts and incorporating opportunities for pastoral care, rather than relying on staged or off-site settings. • Demonstrate alignment with command strategy and Chaplain Corps values and priorities and contribute meaningfully to the broader strategic dialogue. • Offer collaborative and actionable insights, including critical challenges, notable successes, and specific areas where Headquarters, Department of the Army (HQDA) support is required. <p>You answer should address as many of the criteria that apply to your engagement. Structure your answer to address each relevant bullet.</p> <p>For example:</p> <ul style="list-style-type: none"> • For "<i>Enable authentic immersion</i>": Describe how the CCH will see

	<p>ministry <i>in action</i>, not just in a briefing. "The CCH will visit the 1-7 CAV motor pool during maintenance to speak with UMTs and Soldiers in their environment."</p> <ul style="list-style-type: none"> • For "<i>Demonstrate alignment</i>": Connect the visit to your CG's strategy. "This visit supports the III Corps 'People First' LOE by allowing the CCH to address Soldier spiritual readiness."
<p>38. Justification (External ROI)</p>	<p>As a private sector organization, the justification for your proposed engagement must focus on its unique relevance and the specific value it adds to the Chaplain Corps, the Army, and the broader DoD community. Your explanation should clearly detail how your organization's resources, expertise, or programs address a critical need within the force, such as bolstering Soldier resilience, providing specialized marriage and family counseling, or offering spiritual readiness tools that complement existing military programs. It is crucial to demonstrate that your engagement directly supports the Army's "People First" priority and enhances overall readiness. Furthermore, you must affirm that the event is non-partisan, respects the diversity of the military community, and is offered without any fundraising, commercial endorsement, or expectation of preferential treatment, ensuring the partnership serves the well-being of Soldiers and their Families above all else.</p> <p>Advance authentic engagement by immersing senior leaders in the lived realities of your community, institution, or worship setting.</p> <p>Highlight the ministry, academic, or spiritual context in which your organization operates, ensuring the visit reflects genuine mission and pastoral priorities.</p> <p>Demonstrate alignment with Chaplain Corps values and priorities, showing how the engagement contributes to mutual understanding, advocacy, and support for Soldiers, Families, and faith communities.</p> <p>Reflect an informed and proactive posture, showing awareness of the broader role of the Chaplain Corps and offering insights that contribute to the ongoing strategic dialogue.</p> <p>Provide collaborative and actionable outcomes such as opportunities for partnership, lessons learned, or best practices that can inform both your organization and the Chaplain Corps.</p> <p>This response shows the event has relevance and value to the Chaplain Corps. Structure your answer to address each relevant bullet point.</p> <p>For example:</p> <ul style="list-style-type: none"> • For "Advance authentic engagement": Explain how the CCH will interact with your community, not just speak at them. "The CCH will participate in a roundtable discussion with 20 local interfaith leaders to discuss support to military families..." • For "Provide collaborative and actionable outcomes": State what will be different after the visit. "This engagement will establish a partnership between the Army Chaplain Corps and our seminary to create a new internship program for chaplain candidates."

III. Processing Engagements Flow

Please review the guidance below about the timeline for processing requests. This information will set expectations regarding processing timelines.

The OCCH follows a disciplined and collaborative process across time and teams. The graphic below outlines how we move from an initial idea to a fully executed strategic engagement. It is more than a timeline - it is a choreography of decisions, inputs, and shared accountability between the Office of the Chief of Chaplains (OCCH) and our hosts

Processing Engagements – A Collaboration						
Days to Event Start	>180	180 - 120	120 - 90	90 - 60	60 - 30	30 - 0
Phase	Ideate	Plan	Seek Decision	Refine	Review	Execute
Actions and Inputs Required	<ul style="list-style-type: none"> > Initial 5Ws information to begin tracking and development <input type="checkbox"/> Title <input type="checkbox"/> DTG/Duration <input type="checkbox"/> Type of Event <input type="checkbox"/> Principal <input type="checkbox"/> Location(s) <input type="checkbox"/> Source/ Requestor 	<ul style="list-style-type: none"> > Requestor submits form with level itinerary > What do you want to CCH to do / see? > Align to CCH and CMD objectives <input type="checkbox"/> SL Engagement <input type="checkbox"/> Work site visits <input type="checkbox"/> Larger audience engagements <input type="checkbox"/> Remarks required (Speechwriter engaged) 	<ul style="list-style-type: none"> > Developed itinerary with all supporting documentation and no "TBDs" > Confirmed <input type="checkbox"/> Events for each day of itinerary <input type="checkbox"/> Theme <input type="checkbox"/> Remarks Topic > CCH Decision ___ Accept ___ Decline ___ Other 	<ul style="list-style-type: none"> > OCCH Staff / Requestor refine itinerary <input type="checkbox"/> CCH requested changes <input type="checkbox"/> Changes required for transportation or logistics. > Speechwriter requests <input type="checkbox"/> Proposed TPs for SL Engagement and/or Keynote <input type="checkbox"/> Proposed Q&A <input type="checkbox"/> SL Bios 	<ul style="list-style-type: none"> > OTJAG completes necessary legal reviews > ACOO completes external engagement review, if required > OCCH and Host make any required changes 	<ul style="list-style-type: none"> > Only OCCH Front Office staff may change itinerary > Speechwriter finalizes remarks > Itinerary executed
Phase Complete Status	Notional	<div style="background-color: #FFD700; padding: 2px; text-align: center;">Proposed <small>(Field/External)</small></div> <div style="background-color: #FFA500; padding: 2px; text-align: center;">Planned <small>(OCCH Matrix)</small></div>	<div style="background-color: #00B0F0; padding: 2px; text-align: center;">CCH Approved</div> <div style="background-color: #FF0000; padding: 2px; text-align: center;">Declined</div> <div style="background-color: #FFFFFF; padding: 2px; text-align: center;">No Change</div>	OTJAG/ACOO Review	Execute	Complete

The process is best understood by reading each column from top to bottom: at each time-based milestone, the engagement is in a particular Phase. As the required Host Inputs and OCCH Actions are completed, the engagement achieves the corresponding Status at the bottom of the column.

Here is a walk-through of how your request will evolve:

>180 Days Out: Ideate Phase

This is the conceptual starting point. You, as the requestor, begin shaping the engagement by defining the essential "5Ws"—the Who, What, When, Where, and Why.

180–120 Days Out: Plan Phase

This phase begins when you, the requestor, submit a complete and detailed request form at the 180-day mark. This formal submission provides the initial, comprehensive plan for the engagement. Your role as the requestor is most vital here. Your request must provide a high level of detail, including a firm itinerary shape, outlined strategic themes, and objectives aligned with both your command's goals and the CCH's priorities. Upon receipt, the Front Office staff reviews and connects with your POC to confirm the information submitted and request any additional documents or information needed. The request status is then updated to "Proposed."

120–90 Days Out: Seek Decision Phase

This is the most critical phase of the process, culminating in a formal brief to the CCH. Once the requesting organization's POC supplies any requested additional documents or information, the package is considered decision-ready. A plan with "TBDs," especially for Senior Leader engagements, is a barrier

to a successful brief and cannot be scheduled. Incomplete packages will not be briefed, as the outcome is invariably an action item to gather more information and rebrief.

Only when a package is complete will it be briefed to the CCH. Based on his decision, the request status will be updated to "CCH Approved" or "Declined." If the CCH requests additional information during the brief, the status will remain "Proposed," and the FO staff will seek the required information from your POC and rebrief the CCH.

90–60 Days Out: Refine Phase

Following a "CCH Approved" decision, the Refine Phase begins. The primary focus is implementing any changes the CCH requested during the decision brief, which the OCCH Front Office will coordinate directly with your POC. Concurrently, detailed logistical planning is completed, adjusting itinerary start and stop times based on confirmed transportation availability.

During this phase, the OCCH speechwriter engages your team to ensure that Proposed Talking Points for all remarks and meetings have been received. If the event includes a Q&A component, you will submit the question list for review. Biographies of all Senior Leaders and other distinguished visitors are also solicited from your POC. Once all of this content has been received and compiled, the FO staff will route the complete package for Office of The Judge Advocate General (OTJAG) and Army Communications and Outreach Office (ACOO) review.

60–30 Days Out: Review Phase

During this period, the Office of the Judge Advocate General (OTJAG) conducts a thorough legal review of the entire engagement package. This is a standard and essential step to ensure all activities meet Army standards. OCCH, in coordination with you as the host, will make any required adjustments to the plan.

30–0 Days Out: Execute Phase

In the final month, primary responsibility shifts fully to the OCCH Front Office. Remarks are finalized, and all logistics are locked for a smooth delivery. During this phase, only OCCH can authorize any changes to the schedule or plan, ensuring a perfectly synchronized execution of the strategic engagement.

Process Map:

