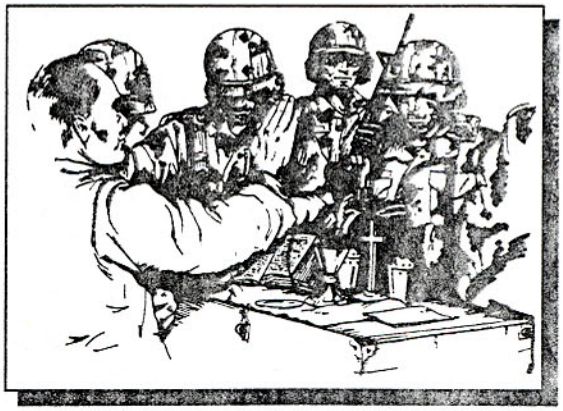
FM 16-1

RELIGIOUS SUPPORT



MAY 1995

DISTRIBUTION RESTRICTION:
Approved for public release; distribution is unlimited.

HEADQUARTERS,
DEPARTMENT OF THE ARMY

Field Manual
No. 16-1

Headquarters
Department of the Army
Washington, D. C., 26 May 1995

RELIGIOUS SUPPORT

TABLE OF CONTENTS

PREFACE v
INTRODUCTION viii

PART ONE: RELIGIOUS SUPPORT

CHAPTER 1. RELIGIOUS SUPPORT FUNDAMENTALS 1-1
Roles and Responsibilities 1-2
Commander 1-2
Chaplain 1-2
Chaplain Assistant 1-3
Organizations 1-4
Unit Ministry Team 1-4
Installation Ministry Team 1-5
Religious Activities 1-6
Worship 1-6
Pastoral Care 1-6
Religious Education 1-8
Spritual Fitness Training 1-8
Funerals and Memorials 1-9
Funerals 1-9
Memorials 1-9

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

* This publication supersedes FM 16-1, 27 November 1989.

CHAPTER 2. RELIGIOUS SUPPORT ENVIRONMENT 2-1
Threat 2-1
The Human Dimension 2-1
Army Operations 2-2
Power Projection 2-2
Force Projection 2-2
Range of Military Operations 2-3
Joint, Combined, and Interagency Operations 2-4
The Total Force 2-4

CHAPTER 3. UNIT MINISTRY TEAM OPERATIONS 3-1
Planning 3-1
Religious Support Estimate 3-1
Religious Support Annex 3-4
Preparation 3-4
Individual Preparation 3-5
Team Preparation 3-5
Execution 3-7
Staff Supervision 3-7
Advising 3-7
Administration 3-8
Logistics 3-9

PART TWO: RELIGIOUS SUPPORT OF FORCE PROJECTION

CHAPTER 4. RELIGIOUS SUPPORT DURING PEACETIME 4-1
Unit Religious Support 4-1
Training 4-1
Spiritual Fitness 4-2
Deployment Planning and Preparation 4-2
Mobilization Planning and Preparation 4-2
Family Support 4-2
Installation Religious Support 4-3
Deployment Planning and Support 4-3
Mobilization Phase I: Planning 4-3
Training 4-5
Family Support 4-6
Casualty Notification 4-7

CHAPTER 5. RELIGIOUS SUPPORT DURING MOBILIZATION AND DEPLOYMENT 5-1
Unit Religious Support During Mobilization 5-1
Mobilization Phase II: Alert 5-1
Mobilization Phase III: Home Station 5-2

Mobilization Phase IV: Mobilization Station 5-2
Unit Religious Support During Deployment 5-3
Deployment Phase I: Predeployment Activities 5-3
Deployment Phase II: Movement to the Port of Embarkation 5-4
Deployment Phase III: Strategic Lift 5-5
Deployment Phase IV: Force Reception 5-5
Deployment Phase V: Onward Movement 5-5
Installation Religious Support 5-7
Mobilization Support 5-7
Deployment Support 5-7
CONUS Replacement Centers (CRC) 5-8

CHAPTER 6. RELIGIOUS SUPPORT OF OPERATIONS OTHER THAN WAR 6-1
Domestic Support Operations 6-1
Disaster Assistance 6-1
Environmental Assistance 6-2
Support of Law Enforcement Agencies 6-3
Community Assistance 6-4
Peace Operations 6-4
Support to Diplomacy 6-4
Peacekeeping 6-6
Peace Enforcement 6-6
Humanitarian Assistance 6-6

CHAPTER 7. RELIGIOUS SUPPORT OF OFFENSIVE OPERATIONS 7-1
Sequence of Attack 7-2
Infantry or Armor Battalion/Task Force 7-2
Brigade 7-5
Division Cavalry Squadron 7-7
Division 7-7
Corps 7-8
Army Service Component Command 7-8
Combat Support Units 7-8
Combat Service Support Units 7-9
Forward Supprt Battalion 7-9
Division Support Command 7-9
Corps Support Command 7-9
Corps Support Group 7-9

CHAPTER 8. RELIGIOUS SUPPORT OF DEFENSIVE OPERATIONS 8-1
Infantry or Armor Battalion/Task Force 8-1
Brigade 8-3

Division Cavalry Squadron 8-3
Division 8-3
Combat Support Units 8-3
Combat Service Support Units 8-4

CHAPTER 9. RELIGIOUS SUPPORT IN REAR AREAS 9-1
Rear Operations 9-1
Religious Support Coordination in Rear Areas 9-3
Special Religious Support Requirements in Rear Areas 9-5
Reception 9-5
Reconstitution 9-5
Mortuary Affairs 9-6

CHAPTER 10. RELIGIOUS SUPPORT OF SPECIAL OPERATIONS 10-1
US Army Special Operations Command 10-1
Special Forces 10-2
Rangers 10-5
Army Special Operations Aviation 10-6
Psychological Operations 10-7
Civil Affairs 10-8

CHAPTER 11. RELIGIOUS SUPPORT OF REDEPLOYMENT AND DEMOBILIZATION 11-1
Unit Religious Support 11-2
Religious Support Operations During Demobilization 11-4
Installation Religious Support 11-5

APPENDIX A. Religious Support Estimate Format A-1

APPENDIX B Religious Support Estimate Worksheet B-1

APPENDIX C. Religious Support Annex C-1

APPENDIX D. Command and Staff Interaction Table D-1

APPENDIX E. Indigenous Religions E-1

APPENDIX F. Combat Stress Control F-1

APPENDIX G. Chaplain Support Teams G-1

GLOSSARY Glossary-1

REFERENCES References-1

INDEX Index-1

PREFACE

This publication sets forth the Army's doctrine on religious support. It provides guidance for commanders, staffs, chaplains, chaplain assistants, soldiers, and Department of the Army civilians for religious support to America's Army. The manual defines the missions, roles, responsibilities, and duties of those offering religious support. It identifies the environment of religious support and describes religious support in the context of the stages of force projection.

Field Manual 16-1 is based on US Army doctrine as described in its keystone manual, FM 100-5, *Operations*, and other capstone and combined arms field manuals. Staff procedures are based on FM 101-5, *Command and Control for Commanders and Staffs*. In addition to doctrinal principles, this manual details tactics, techniques, and procedures gleaned from lessons learned during training at the Combat Training Centers and in recent world wide deployments.

SCOPE AND APPLICABILITY

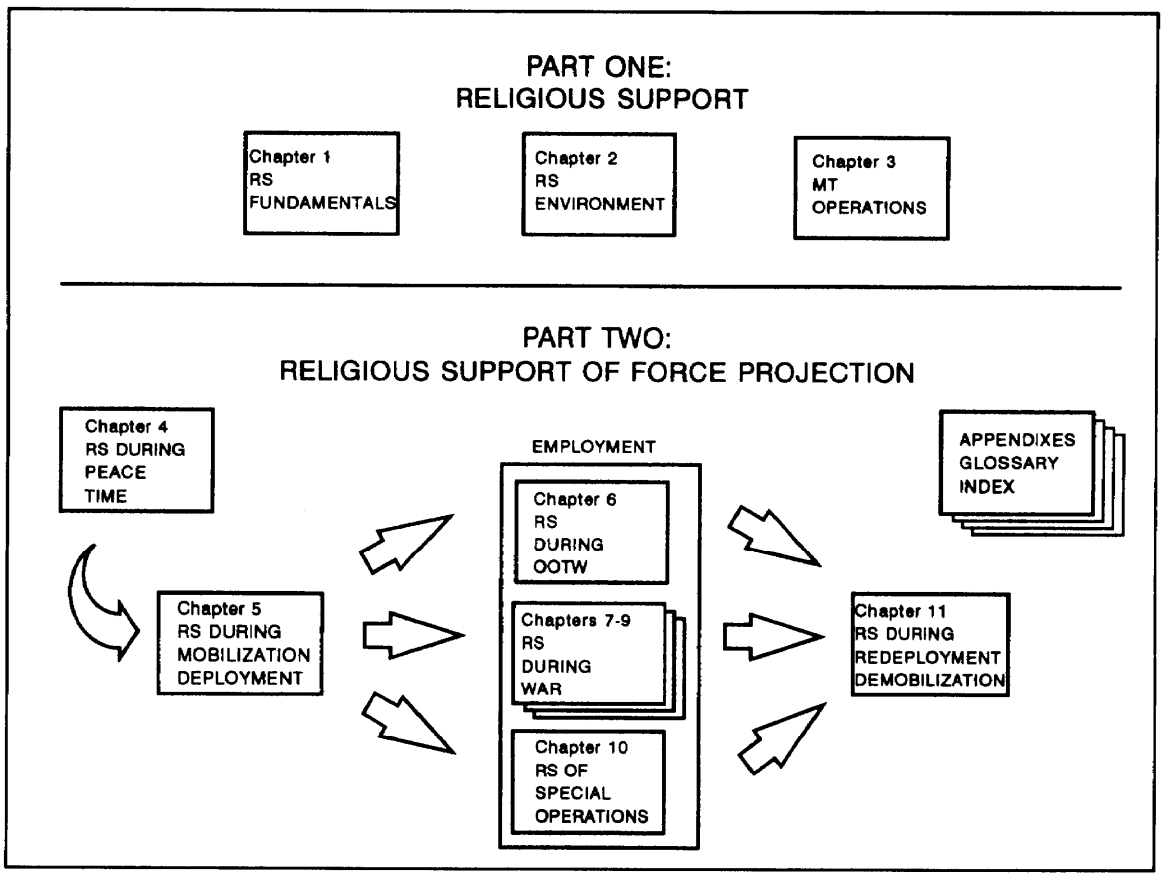
This doctrine applies to those who plan, prepare, and provide religious support to Active Army, US Army Reserve, and Army National Guard. For overseas theaters, this doctrine applies to US unilateral operations only, subject to applicable host nation laws and agreements.

USER INFORMATION

The proponent for this publication is the Directorate of Combat Developments, US Army Chaplain Center and School. Send comments and recommendations on DA Form 2028 (Recommended Change to Publications and Blank Forms) to Commandant, US Army Chaplain Center and School, ATTN: ATSC-DCD, Fort Jackson, SC 29207

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

FIELD MANUAL 16-1, RELIGIOUS SUPPORT



INTRODUCTION

Those functioning as chaplains have accompanied troops into battle since ancient times. In the armies of Egypt, for example, priests traveled in front of troops into battle to invoke divine favor. Through the years, ministry to combat soldiers has come to be the primary reason for clergy in uniform. Ministry to troops in combat continues as a fundamental reason for military chaplains.

The roots of the modern chaplaincy can be traced to Christian sources in early medieval Europe. In 742, a council of bishops meeting in Ratisbon, a town in what is now southern Germany, officially authorized chaplains for service in the military. At the same meeting, the bishops prohibited "these servants of God" from bearing arms. The word *chaplain* dates from before this period and is associated with St. Martin of Tours. The use of military chaplains became common in later medieval and renaissance Europe. The 16th Century Spanish "Tercio," a 3000-man infantry unit, had thirteen chaplains attached to it. In 17th Century England, the role of the chaplain in Cromwell's "New Model Army" expanded into areas of political influence.

The concept of a military chaplain came from Europe to North America in the 17th Century as a part of the European colonization. During the Pequot War of 1637, the Reverend Samuel Stone of the Church of Christ, Hartford, Connecticut, became the first military chaplain to begin active field service in English America. Influence and prestige marked the position of the chaplain in the militia of colonial America.

In 1690, during King William's War (1689-1697), five chaplains served with the 2500-man militia force under Sir William Phips in an unsuccessful attack on Quebec, the first large-scale American colonial expedition. On 29 July 1775, when the Second Continental Congress first authorized the employment of chaplains for its new army, fifteen were already on duty with General George Washington's militia forces surrounding the town of Boston. After the American Revolution the chaplaincy was dissolved and not reestablished until 1791 when a chaplain was appointed to serve the small United States Army, newly created under the Constitution.

Since the Revolution, the size and composition of the chaplaincy have reflected the history and the changing sociological composition of the country. By the time of the Civil War, the Army chaplaincy mirrored the religious, ethnic, and racial changes in the country itself. An estimated 3,000 chaplains served in the Union Army in the War Between the States; another 1,000 chaplains served in the Confederate Army. Their ranks contained Roman Catholic priests, Jewish rabbis, and a wide range of Protestant ministers.

The War Department General Orders No. 253, published on 28 December 1909, recognized the functions of a "chaplain assistant." The first paragraph ordered the authorization of one enlisted soldier to serve with each chaplain. In the National Defense Act of 1920 the chaplaincy was

organized into a true branch of the Army under the Office of the Chief of Chaplains. The branch attained its greatest strength during World War II when almost 9,000 chaplains served in the Army. In World War II and in the armed conflicts that have followed, both chaplains and chaplain assistants have selflessly served the soldier in combat and at home station. As witness to this presence in combat, twenty-one chaplains and chaplain assistants died during the Vietnam War. Two Army chaplains were awarded the Medal of Honor.

Reform and modernization characterized the Army after Vietnam. The chaplaincy designed ministries to meet the leadership needs of the period. The years between 1973 and 1993 saw the development of Forward Thrust Doctrine which positioned the chaplain and chaplain assistant in maneuver battalions. Army 86 expanded the role of the chaplain assistant. The Chaplain Development Plan and Clinical Pastoral Education linked the chaplaincy with current developments in sociology and psychology for providing comprehensive pastoral care to soldiers.

The chaplaincy met operational demands of deployments and service in Grenada (1983), Panama (1989) and in Operations DESERT STORM/DESERT SHIELD (1990-91). The One Army concept put 164 Reserve and National Guard chaplains among the approximately 570 chaplains and 535 chaplain assistants who served in Southwest Asia. Most recently Unit Ministry Teams have provided religious support in Operations Other Than War (OOTW) at home following Hurricane Andrew, and abroad in Somalia, Macedonia, Rwanda, Haiti and Guantanamo Bay.

Recent changes in international politics, reduction in the size of the force, and technological advances have produced doctrinal and organizational changes within the Chaplain Corps. Today the chaplaincy continues to mirror the social and cultural diversity of the nation and continues to provide religious support - encouragement, forgiveness, and compassion - to America's Army.

CHAPTER 1

RELIGIOUS SUPPORT FUNDAMENTALS

The First Amendment of the United States Constitution guarantees every American the right to the free exercise of religion. When the mission allows, this right is exercised by soldiers in the Army in a number of ways. These include:

- Worshiping according to one's faith.
- Seeking religious guidance, care, and counsel.
- Keeping holy days and observances.
- Participating in rites, sacraments, and ordinances.
- Practicing dietary laws.
- Receiving medical treatment according to one's religious belief.
- Wearing religious garments and maintaining religious appearance requirements.

United States Code, Title 10, Sections 3073, 3547, and 3581 establishes the position of Chaplain in the Army. The US Code and Army regulations prescribe the duties of chaplains, and require commanders to provide for the religious needs of soldiers.

The War Department established the position of Chaplain Assistant by General Orders Number 253, published on 28 December 1909:

> One enlisted man will be detailed on special duty by the commanding officer of any organization to which a chaplain is assigned for duty, for the purpose of assisting the chaplain in the performance of his official duties.

The commander provides religious support through a Ministry Team (MT) which consists of at least one chaplain and one chaplain assistant. The MT helps soldiers, families, and authorized civilians exercise their religious beliefs and practices. The MT is central to the organization and functioning of the chaplaincy and organic to units in the Army.

A ministry team consists of at least one chaplain and one chaplain assistant.

Religious activities of the MT include *worship* (services, rites, ceremonies, sacraments, and ordinances), *pastoral care* (visitation, ministry of presence, counseling, family life support, and the care of wounded and dying soldiers), *religious education,* and *spiritual fitness training.*

Religious activities of the MT include worship, pastoral care, religious education, and spiritual fitness training.

Ministry in the Army is unique and has no civilian equivalent. Soldiers in an Army unit come from a multitude of faith groups, some of which are different from the chaplain's own faith group. Under the Constitution's provision for the "free exercise of religion," the MT provides religious support for all soldiers in the unit.

To ensure the free exercise of religion, all chaplains provide religious support to soldiers, their family members, and authorized civilians. Chaplains provide support according to the tenets of their faith group. If unable to provide support because of faith restrictions, chaplains seek the required support from other chaplain sources.

ROLES AND RESPONSIBILITIES

Commanders, chaplains, and chaplain assistants have distinct roles and responsibilities when providing religious support to soldiers and their family members.

The commander is responsible for ensuring that soldiers and their families have the opportunity for the free exercise of religion.

Commander

The commander is responsible for ensuring that soldiers and their families have the opportunity for the free exercise of religion. The commander enables soldiers to practice their faith through the Command Master Religious Plan (CMRP). The CMRP is intentionally broad, ensuring support and accommodation for soldiers and their families.

> It is the Army's policy to approve requests for accommodation of religious practices when they will not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline, or otherwise interfere with the performance of the soldier's military duties. However, accommodation of a soldier's religious practices cannot be guaranteed at all times, but must depend on military necessity. (AR 600-20, para 5-6 and DA Pam 600-75.)

From the force projection platform through the combat zone, the commander supports the MT's efforts to enhance soldier-to-soldier ministry.

The chaplain must possess the technical and tactical skills to perform effectively on the battlefield.

Chaplain

The chaplain is a soldier who must possess the technical and tactical skills to perform effectively on the battlefield. As a commissioned officer, the unit chaplain is a special staff officer responsible to the commander for religious support. As a religious leader, the chaplain is responsible to the endorsing faith group. The chaplain's call, ministry, and ecclesiastical authority come from the religious organization which endorses the chaplain for military service. The chaplain develops and implements religious programs and activities, and advises the commander on matters of religion, morals, and morale.

The policy of the Chief of Chaplains forbids chaplains from bearing arms.

Religious Leader

The chaplain leads worship, preaches, and teaches according to the beliefs and practices of the endorsing faith group. The chaplain performs ecclesiastical rites and ceremonies, and administers the sacraments and ordinances of the endorsing faith community. The chaplain gives pastoral care to soldiers and their families. If unable personally to provide religious support, the chaplain will seek support from other chaplain sources.

Chaplain and soldiers offer worship.

The Geneva and Hague Conventions give the chaplain noncombatant status, and the policy of the Chief of Chaplains forbids chaplains to bear arms. If captured, the chaplain is not a prisoner of war, but a "detained person" for the purpose of ministering to prisoners of war.

As a staff officer, the chaplain advises the commander and staff on matters of religion, morals, and morale.

Staff Officer

The chaplain serves on the special staff with direct access to the commander. The commander may choose to include the chaplain on the personal staff. As a staff officer, the chaplain advises the commander and staff on matters of religion, morals, and morale. This advice includes not only the religious needs of soldiers, but also the moral, ethical, and humanitarian aspects of command policies. The chaplain has the staff authority to plan, coordinate, and control religious support within the commander's area of responsibility (AOR). The chaplain also implements the commander's moral leadership training program. Operating under the supervision of the executive officer, the chaplain coordinates religious support primarily with the S1.

The chaplain has the staff authority to plan, coordinate, and control religious support within the commander's area of responsibility.

Chaplain Assistant

The chaplain assistant is a soldier trained to assist the chaplain in religious support and is essential to the religious support mission. Under the direction of the chaplain, the chaplain assistant coordinates Ministry Team operations.

To accomplish the mission, the chaplain assistant accompanies the chaplain in the area of operations. As a combatant, the chaplain assistant carries a weapon and provides security for the team on the battlefield.

The chaplain assistant is a combatant, carries a weapon, and is essential for the survival of the team on the battlefield.

In combat, the chaplain assistant assists with battle fatigue prevention, identification, intervention and care. The chaplain assistant assists with casualty care and provides emergency religious support for wounded and dying soldiers on the battlefield. In addition,

the chaplain assistant advises the chaplain on matters of soldier morale; serves as a link with enlisted soldiers; and performs administration and logistics tasks to support the religious support mission.

During operations, the chaplain assistant performs many staff functions. At the chaplain's direction, the chaplain assistant attends briefings, monitors the tactical situation at the tactical operations center (TOC), helps prepare the religious support estimate, plan, and annex, and coordinates religious activities.

The MT Non-commissioned Officer (NCO) mentors and trains chaplain assistants in subordinate units. The MT NCO participates in staff planning and execution, procures contracts for goods and services, and coordinates and tracks the CMRP. The MT NCO provides training in suicide prevention awareness, battle fatigue identification and intervention, stress management, and counseling. At senior levels, NCOs plan, brief, and perform operational training with other staff NCOs, coordinate enlisted taskings, and recommend the assignment of replacement enlisted personnel to the G1.

The MT NCO mentors and trains chaplain assistants in subordinate units.

ORGANIZATIONS

The ministry team (MT), under the direction of the chaplain, provides religious support to soldiers and their families, members of other services, and authorized civilians. There are two kinds of ministry teams: the Unit Ministry Team (UMT) and the Installation Ministry Team (IMT).

Unit Ministry Team

The UMT is assigned to units organized according to a Table of Organization and Equipment (TOE). It deploys with its unit and provides religious support for all units in the commander's area of responsibility during each stage of force projection.

At echelons above brigade, the senior chaplain is listed in the command section of the Modified Table of Organization and Equipment (MTOE). Additional chaplains, chaplain assistants, and UMT equipment are listed in a separate section of the MTOE.

The mission of the MT is to provide religious support to soldiers and their families, members of other services, and authorized civilians.

Comprehensive religious support requires the assignment and deployment of UMTs in combat, combat support, and combat service support units at all echelons beginning at the battalion, The UMT deploys with the unit to provide religious support to all elements of the task force. When tactically feasible, based on an assessment of the situation, battalion UMTs move forward to provide religious support to all elements of the battalion: companies, platoons, squads, and teams.

When tactically feasible, battalion UMTs move forward to provide religious support to all elements of the battalion: companies, platoons, squads, and teams.

As lethality and intensity increase, religious support becomes more important to the soldier. Religious support demands greatly increase in situations of mass casualties, hasty burials, battle fatigue, and capture. UMTs

provide encouragement, compassion, faith and hope to soldiers experiencing shock, isolation, fear, and death. In the chaos and uncertainty of conflict and war, the chaplain is a reminder of the presence of God. The chaplain serves "to bring God to soldiers and soldiers to God."

When planning religious support, the chaplain assigns priorities according to the following types of support:

Unit support: support given to the unit of assignment and to all those attached to the unit. The team normally gives first priority to this mission.

Area support: support given to soldiers, members of other services, and authorized civilians who are not a part of the team's unit, but who are operating within the same area of operations (AO) without organic or available religious support.

Denominational support: support given to soldiers and other authorized persons of the chaplain's own denomination for the exercise of their religion. Limited assets and availability determine denominational support. Denominational support is often provided on an area basis. (See DOD Directive 1304.19, paragraph c.)

The UMT extends opportunities for soldiers to serve and grow by recruiting, training, and supervising them as volunteers in worship, religious education, and service to the unit. Under the supervision of the unit chaplain, some soldiers may serve members of their own faith groups as Denominational Service Leaders (DSL). Denominational certification and the commander's approval are required before a soldier may serve as a DSL. (See AR 165-1.)

Installation Ministry Team

The Installation Ministry Team (IMT) is assigned to the garrison headquarters of an Army installation. It is organized and equipped according to a Table of Distribution and Allowances (TDA). The installation chaplain is responsible for the entire religious support program on the installation. As part of the force projection platform, the IMT supports the force projection mission.

The IMT provides religious support programs for worship, religious education, pastoral care, and spiritual fitness training. This ministry extends to soldiers of assigned and tenant units, members of other services, families, and authorized civilians. Other responsibilities include:

The installation chaplain is responsible for the entire religious support program on the installation.

- Providing professional development and training for MT members and laity.
- Certifying Denominational Service Leaders (DSL).
- Supervising a Chaplain Family Life Center (CFLC) on designated installations.
- Supervising religious support personnel.
- Planning, programming, and resourcing the Command Master Religious Plan (CMRP).
- Supporting mobilized RC chaplaincy assets.
- Providing religious support for deploying UMTs, units, and their families.
- Working with the installation staff on the spiritual portion of the installation's core competencies.
- Advising the installation and garrison commanders and their staffs.

RELIGIOUS ACTIVITIES

Religious activities meet the religious needs of soldiers, their families, and authorized civilians. Religious activities include worship, pastoral care, religious education, and spiritual fitness training.

Worship

Commanders provide for worship services in the field and in garrison in accordance with applicable public law and Army regulations. The chaplain provides rites, sacraments, and ordinances in garrison, during training, and in deployment.

Gathering soldiers for worship always depends on the mission, the enemy, the troops, terrain and weather, and time available (METT-T).

Whenever the Army has deployed, UMTs have brought an encouraging word to soldiers in the field. In combat, worship meets the deepest religious needs of soldiers. It facilitates the growth of faith and hope, and strengthens the will by providing a word of faith for those who are fighting. Gathering soldiers for worship always depends on the mission, the enemy, the troops, terrain and weather, and time available (METT-T). Following battle, soldiers need the opportunity to give thanks and to offer prayer for fallen comrades.

In the religiously diverse environment of the unit, chaplains extend the traditional care of the prophet, priest, and pastor to all soldiers.

Pastoral Care

Chaplains bring the traditional care of the prophet, priest, and pastor to the Army. Providing pastoral care, chaplains help soldiers cope with the stress and trauma of combat. Chaplains enhance morale and strengthen spiritual well-being. In the religiously diverse environment of the unit, chaplains extend pastoral care to all soldiers.

Visitation

Visiting soldiers demonstrates interest in their life and welfare. Effective UMTs deal with the doubts and faith of soldiers by establishing relationships before the fighting begins. These relationships can be forged only through an intentional program of visitation. Soldiers in combat may question what they have previously affirmed as faith or express a newly-found faith in the context of battle. The

The UMT carefully monitors the tactical situation to ensure its movements are coordinated with tactical requirements.

UMTs ministry of presence provides a sign and an assurance of hope for soldiers. Chaplains and chaplain assistants assigned to combat units make support to soldiers in the fight their highest priority. In addition to the battlefield, assembly areas, support areas, casualty treatment facilities, resupply points, and correctional facilities are other areas where the UMT ministers to soldiers during an operation. When visiting soldiers, the UMT carefully monitors the tactical situation to ensure that its movements do not compromise the security of the unit.

Counseling

Chaplains provide pastoral counseling in accordance with their faith group training and experience. Some chaplains have specialized training in substance abuse, family counseling, or group process. Chaplain assistants are trained in basic counseling techniques for screening and referring soldiers.

Information shared with a chaplain as a spiritual adviser is considered to be of a special character. Categories of information revealed during counseling include *privileged* and *sensitive communication.* (See AR 165-1 and The Military Rules of Evidence 503, Uniform Code of Military Justice.)

Casualty Care

Pastoral care to wounded soldiers contributes to their well-being and recovery. Prayers, scripture readings, rites, ceremonies, and sacraments constitute religious support for wounded or dying soldiers. While the chaplain gives care to individual casualties, the chaplain assistant moves among the other soldiers to identify those in greatest need and to provide care.

While the chaplain gives care to individual casualties, the chaplain assistant moves among the other soldiers to identify those in greatest need and to provide care.

During combat operations, maneuver battalion UMTs will usually locate with the battalion aid station. When the medical platoon divides the aid station into two or more treatment teams, the UMT considers locating where the most casualties are expected. The UMT may split for a short time to maintain contact with both treatment teams.

When the medical platoon divides the aid station into two or more treatment teams, the UMT considers locating where the most casualties are expected.

The UMT considers the physical condition of the casualties and gives care first to the most seriously injured. The following categories help the team determine priorities for care:

Medical Category - Expectant: casualties with very serious injuries and low chance of survival. *The UMT provides pastoral care for the dying as first priority.*

Medical Category - Immediate: casualties with a high chance of survival if medical measures are accomplished quickly.

Medical Category - Delayed: casualties needing major surgery, but who are able to tolerate a delay in surgical treatment.

Medical Category - Minimal: casualties with relatively minor injuries that can be treated with self-care.

Religious Support to Caregivers

Religious support to caregivers is a necessary part of the UMT's mission. Often the gravity of the situation, the need to give aid quickly, and the absorbing engagement of the moment carry caregivers through the crisis. When the pressure is relieved, however, the impact of what has happened may strike the caregivers suddenly and dramatically. Medical personnel and mortuary affairs personnel may be in particular need of religious support.

Religious Support to Combat Survivors

Religious support to survivors of a military operation is critical. Often combat survivors are stunned and immobilized by the loss of fellow soldiers. The emotional and spiritual impact of combat losses requires the finest skills of the UMT to deal with guilt and to facilitate the continuation of life and service. Some pastoral techniques include:

- Initiate active conversation. Be aggressive in starting conversations with soldiers. Ask them to talk about their experiences. Encourage them to express feelings. (See Appendix F-1, "Critical Event Debriefings.")
- Seek close friends of the wounded and dead. These friends often set the tone and direction of bereavement for the unit.
- Encourage spontaneous "grief groups" in assembly areas, work and living areas, or in informal gatherings places of soldiers.
- Tell survivors about the pastoral care provided to their buddies. This knowledge gives comfort and encourages the grieving to move on with their lives.

- **Initiate active conversation.**
- **Seek close friends of the wounded and dead.**
- **Encourage spontaneous "grief groups."**
- **Tell the story.**

Religious Education

Faith formation and sustainment continue wherever soldiers serve. Religious instruction and education, like worship and counseling, continue when soldiers move to an operational theater. The unit's mission and location within the theater determine the instruction which can be provided. Conducting Bible studies or informal discussion groups, and providing religious literature are some effective ways to offer instruction and to strengthen soldiers spiritually.

Soldiers must be physically fit.

Soldiers must be spiritually fit.

Spiritual Fitness Training

The soldier must be physically fit, and the soldier must be spiritually fit. As physical fitness is accomplished through a discipline of diet and exercises, so spiritual fitness is trained and achieved by a discipline of reading and study, by the practice of reflection and prayer, and by honoring the demands of a moral life. Spiritual fitness training strengthens the soldier's faith, will, and hope.

Moral Leadership Training

Moral courage includes a spiritual dimension. The spiritual dimension of courage is derived from religious values that acknowledge an ultimate right and wrong. (See FM 100-1.)

The moral leadership training program is the commander's primary resource for addressing the moral, ethical, spiritual, and social questions which affect the command climate and its soldiers. The chaplain is the responsible staff officer for this program.

Objectives:

- To enhance soldier values and virtues within the command.
- To instill the values of responsible citizenship and service to country.
- To develop section and unit cohesion by strengthening common moral and ethical standards.
- To provide moral leadership material for the command.

Topics:

- America's moral and religious heritage.
- Family relationships and responsibilities.
- Personal morality.
- Integrity and responsibility.
- Consideration for others.
- Trust and morality in team development.
- Safety and its moral dimensions.
- Moral dimensions of decision-making and actions in combat.
- Social, organizational, and individual values.
- Suicide prevention.
- Drug and alcohol abuse prevention.
- Loss, separation, disappointment, illness, and death.
- Acquired Immune Deficiency Syndrome (AIDS) as a medical, social, and moral problem.

The content of a memorial service is sensitive to the deceased soldier's faith group and to the spiritual needs of the soldiers attending.

FUNERALS AND MEMORIALS

Funerals

Funeral services are religious services of worship, normally with the body of the deceased present. Funeral services reinforce the relationship between the divine and human, ritualize the grief process, and restore the community. A chaplain will rarely conduct a funeral during a military operation. Normally, the remains of the deceased will be returned to the United States for burial.

Memorial Occasions

Memorial Services

A memorial service is a religious service. The chaplain ensures that the content is sensitive to the deceased soldier's faith group and to the needs of the soldiers attending. If possible, a chaplain of the deceased soldier's faith group participates in the service. Because of its religious nature, commanders can encourage units and soldiers to attend a memorial service but cannot make attendance mandatory.

Memorial Ceremonies

A memorial ceremony is a command program to honor deceased soldiers. When planning and conducting a memorial ceremony, the command considers the life and service of the deceased, the soldiers' needs, and the unit's morale. Because it is a command ceremony, commanders can make attendance mandatory. Although the ceremony may include religious aspects, such as scripture reading and prayer, or a message given by the chaplain, the major focus is on military tributes and honors.

CHAPTER 2

THE RELIGIOUS SUPPORT ENVIRONMENT

The Ministry Team (MT) provides religious support to America's Army. The mission and operational environment determine the shape of religious support. The team conducts religious support effectively with an clear understanding of the unique context of the Army.

The fall of the Berlin Wall in 1989 changed the world and the mission of the US Army. With the dissolution of the former Soviet Union, the Army moved from a *forward deployed* Army based overseas to a *force projection* Army based in the United States.

THE THREAT

Regional challenges confront the US Army with adversaries whose religions and systems of belief may interpret differently such fundamental ideas as right and wrong, the value of human life, and the concepts of victory and defeat. What appears to be fanatical to US forces may be understood as rational by an opponent. Understanding cultural differences is important if US forces are to establish the military conditions necessary to achieve strategic goals. Unlike the Cold War era, when threats were measurable and predictable, Army forces today are likely to encounter conditions of greater ambiguity and uncertainty. The US Army must be prepared to respond to worldwide strategic challenges as part of a joint and combined team.

The individual soldier is at the center of the Army's warfighting ability and is the focus of religious support.

THE HUMAN DIMENSION

The soldier is at the center of the Army's warfighting ability and the focus of religious support. The soldier's training, initiative, resilience, understanding, and response to the demands of the environment are central and vital to mission success.

Although technology is rapidly advancing, the fundamental needs of soldiers have remained constant through the years. Soldiers are now, as always, susceptible to the rigors of combat. Regardless of the Army's increasing technological sophistication, soldiers continue to worry about themselves and their families. Fears about combat and survivability also remain. Soldiers suffer from fatigue and stress. Harsh weather, difficult terrain, and primitive living conditions reduce the ability to perform even simple tasks. The fears and stressors of combat cause a deterioration in the mental and spiritual condition of soldiers.

The UMT provides religious support to encourage and strengthen soldiers and to help them deal with fear and guilt. Religious support strengthens the soldier's mind, will, and spirit.

ARMY OPERATIONS

Power Projection

The Army performs its mission within the context of national security and military strategies. Responding to crises with *power projection is* a key strategic principle of national policy. Power projection is the application of the elements of national power-political, economic, information, and military-anywhere in the world.

Credible power projection depends on the capability of the United States to deploy forces rapidly and to perform missions spanning the whole range of military operations.

Force Projection

The military aspect of power projection is *force projection.* Force projection is the rapid deployment of forces to perform missions spanning the whole range of military operations anywhere in the world. Force projection applies to the entire Army, active and reserve components. A force projection operation usually begins as a contingency operation - a

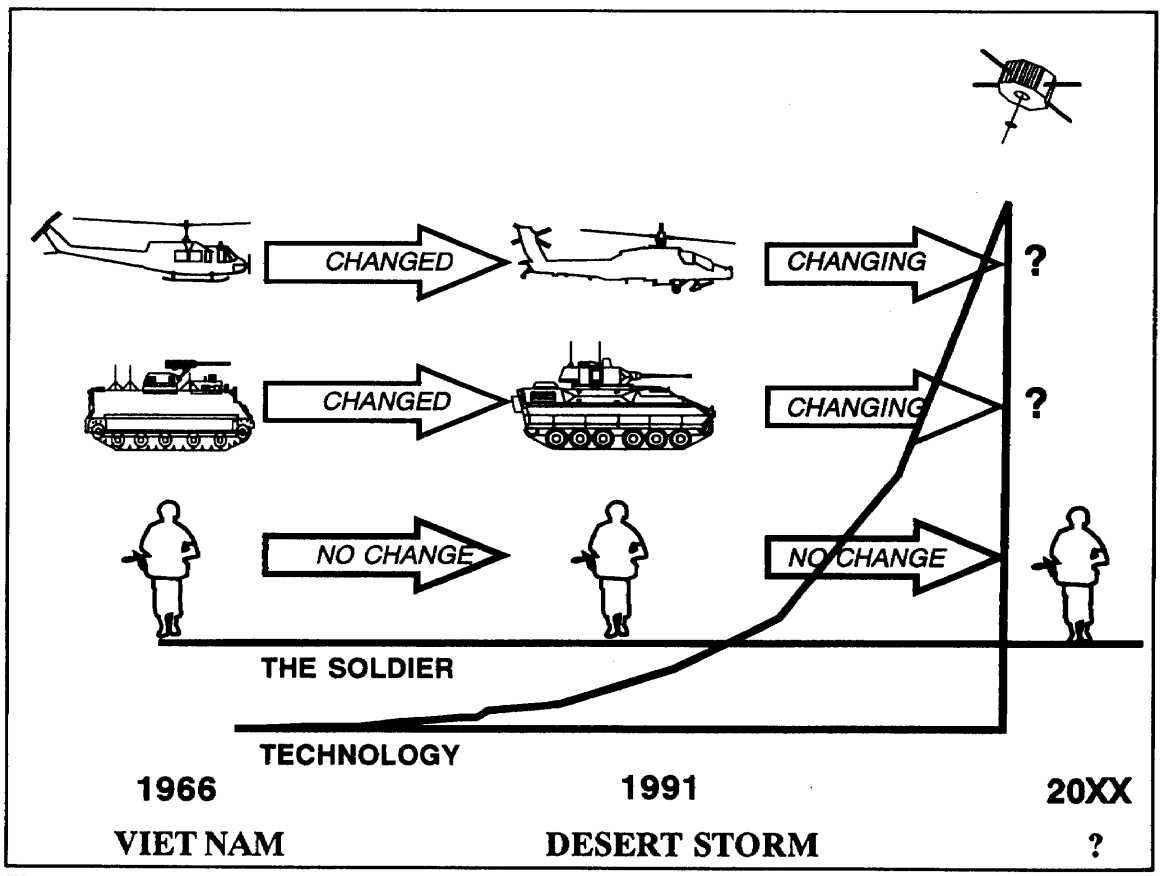


Figure 2-1. The Soldier on the Technological Battlefield

STATES OF THE ENVIRONMENT	GOAL	MILITARY OPERATIONS			EXAMPLES
WAR	Fight and Win	WAR	COMBAT	NONCOMBAT	- Large-scale combat operations - Attack - Defend - Strikes and Raids
CONFLICT	Deter War and Resolve Conflict	OTHER THAN WAR			- Peace Enforcement - Support to Diplomacy - Antiterrorism - Peace Keeping - NEO - Counterdrug
PEACETIME	Promote Peace	OTHER THAN WAR			- Disaster Assistance - Domestic Support - Peace Building - Nation assistance

* The states of peacetime, conflict, and war could all exist at once in the theater commander's strategic environment. Noncombat operations might occur during war; some operations other than war might require combat.

Figure 2-2. The Range of Military Operations..

rapid response to a crisis. A unit may deploy with little or no notice, causing tremendous stress on soldiers and systems.

Although the stages often overlap in space and time, force projection operations follow a general sequence. The stages are: mobilization, deployment, employment, cessation of hostilities, redeployment and demobilization. Each stage has unique religious support requirements.

The Range of Military Operations

The President of the United States may order the Army to conduct a number of different operations. They range from peacetime missions to general war. The Army classifies its activities during peacetime and conflict as Operations Other Than War (OOTW). During peacetime, the US attempts to influence world events through diplomatic means, and the Army may be tasked to support these diplomatic efforts. Conflict is characterized by hostilities to secures trategic objectives when diplomatic means have failed or are at risk of failing. War is the use of military force in combat operations against an armed enemy.

Often the Army will operate in the three environments of peacetime, conflict, and war at the same time. Whenever operations in these environments occur simultaneously, the Army integrates and coordinates the effects to

accomplish strategic objectives.

Joint, Combined, and Interagency Operations

The Army rarely operates alone. Army units deploy with other military services and agencies of the US government. Increasingly, the US Army operates with other countries as well. This is true, not only when the military effort is the prime strategic option, as in war, but also when other strategies are the preferred option.

The Total Force

To meet mission requirements with limited resources, US Army conducts operations as a total force. The total force includes Active Component (AC), Reserve Components (RC), and Department of the Army civilians, acting in concert with other services and allies. To support total force operations, chaplains and chaplain assistants, from both the active and reserve components, deploy with their units to provide religious support to soldiers.

Types of Forces

The Army recognizes three general types of combat forces: armored forces, light forces, and special operations forces (SOF). With their appropriate combat support (CS) and combat service support (CSS) units, the Army provides a balanced and versatile force mix.

Combined arms warfare is the simultaneous application of combat, CS, and CSS toward a common objective. Combat units are infantry (light, mechanized, airborne, and air assault), armor, cavalry, and army attack aviation. Combat support units consist of field artillery, general aviation, air defense artillery, engineers, signal, military intelligence, and military police. Combat service support units are those engaged in logistics: manning, arming, fueling, fixing, moving, and sustaining soldiers and systems. CSS units include transportation, quartermaster, ordnance, personnel service support, field maintenance, and medical. UMTs can be assigned to all these types of units.

Battlefield Framework

A battlefield framework helps commanders and their staffs visualize how to employ forces and to conduct operations. The battlefield framework relates friendly forces to one another and to the enemy in terms of time, space, resources, control, and purposes.

The concept of a battlefield framework is not new. The changing nature of warfare with increasingly sophisticated technology has caused the concept of the battlefield framework to evolve. Today it can be linear or nonlinear. A theater commander designates single or multiple theaters of operation. A theater of operations may be further divided into single or multiple areas of operation (AO). At the tactical level, the battlefield framework is made up of three interrelated concepts: area of operations, battlespace, and battlefield organization (close, deep, and rear). (See FM 100-5.)

Phasing

Normally, operations are divided into phases that focus on major changes in the mission, such as shifting from defense to offense, or from the assault phase to the consolidation phase. Each phase lays the

groundwork for the next until the final objective is reached. At the tactical level, religious support planning is specific to each phase of an operation.

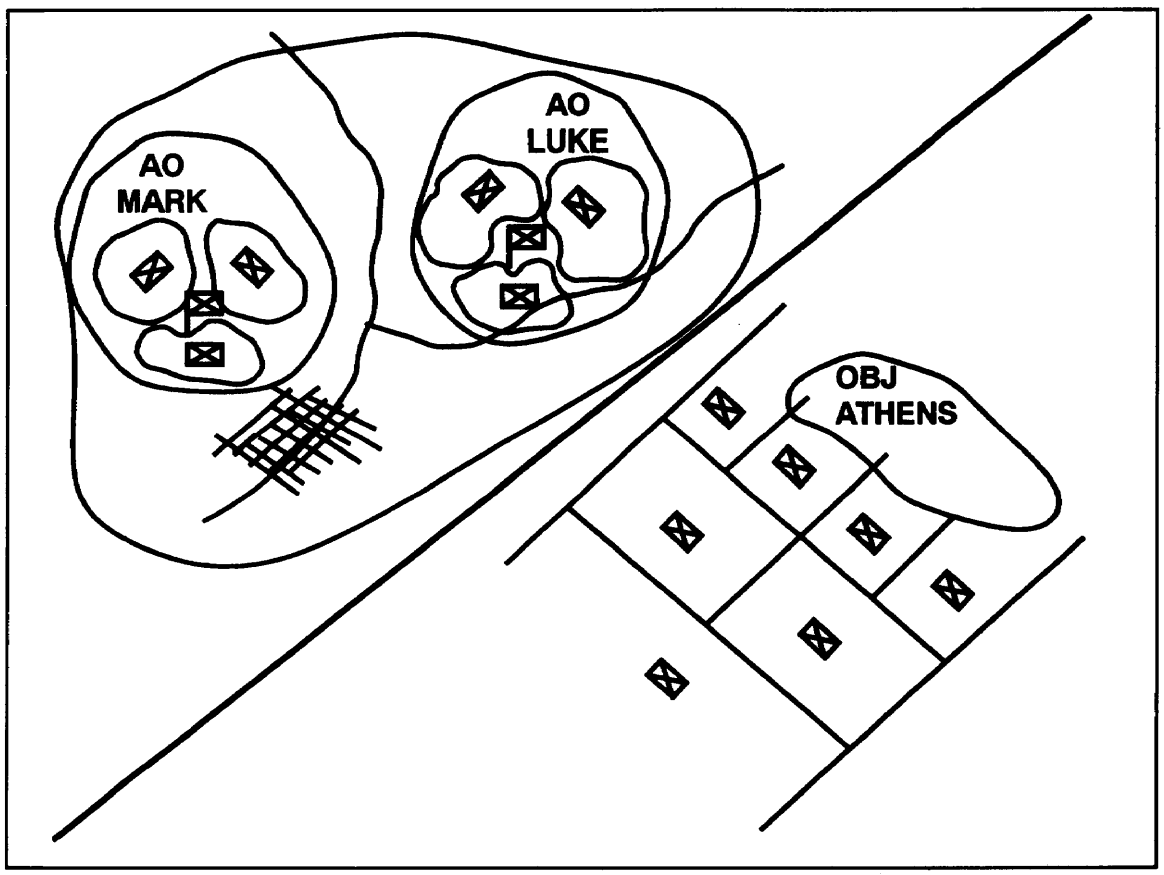


Figure 2-3. Non Linear / Linear Battlefields.

Branches and Sequels

Branches are contingency phases which change the disposition and orientation of units, or the direction of movement. Sequels are subsequent phases which occur after a battle and are based on possible outcomes: victory, defeat, or stalemate. At the tactical level, exploitations and pursuits are examples of sequels to an operation. UMTs include all phases of an operation in their planning. Religious support planning takes into account the possibility of branches and sequels. The UMT must consider multiple contingencies.

Simultaneous Operations

Within a theater many different operations are conducted simultaneously. Deployment may continue well after conflict begins. US forces may conduct tactical combat

Religious support planning at all echelons takes into account the variety of military operations taking place.

operations in one part of a theater while conducting OOTW in another. Defensive and offensive operations are always related. Religious support planning at all echelons takes into account the variety of military operations.

TASK ORGANIZATION

Commanders organize for combat by attaching and detaching subordinate units to accomplish the mission in the best way. At the battalion-level, the commander shifts mechanized infantry and armor companies to give the main attack force the needed firepower. When companies are attached or detached, UMTs in these units must exchange religious preference data to plan and provide adequate religious support.

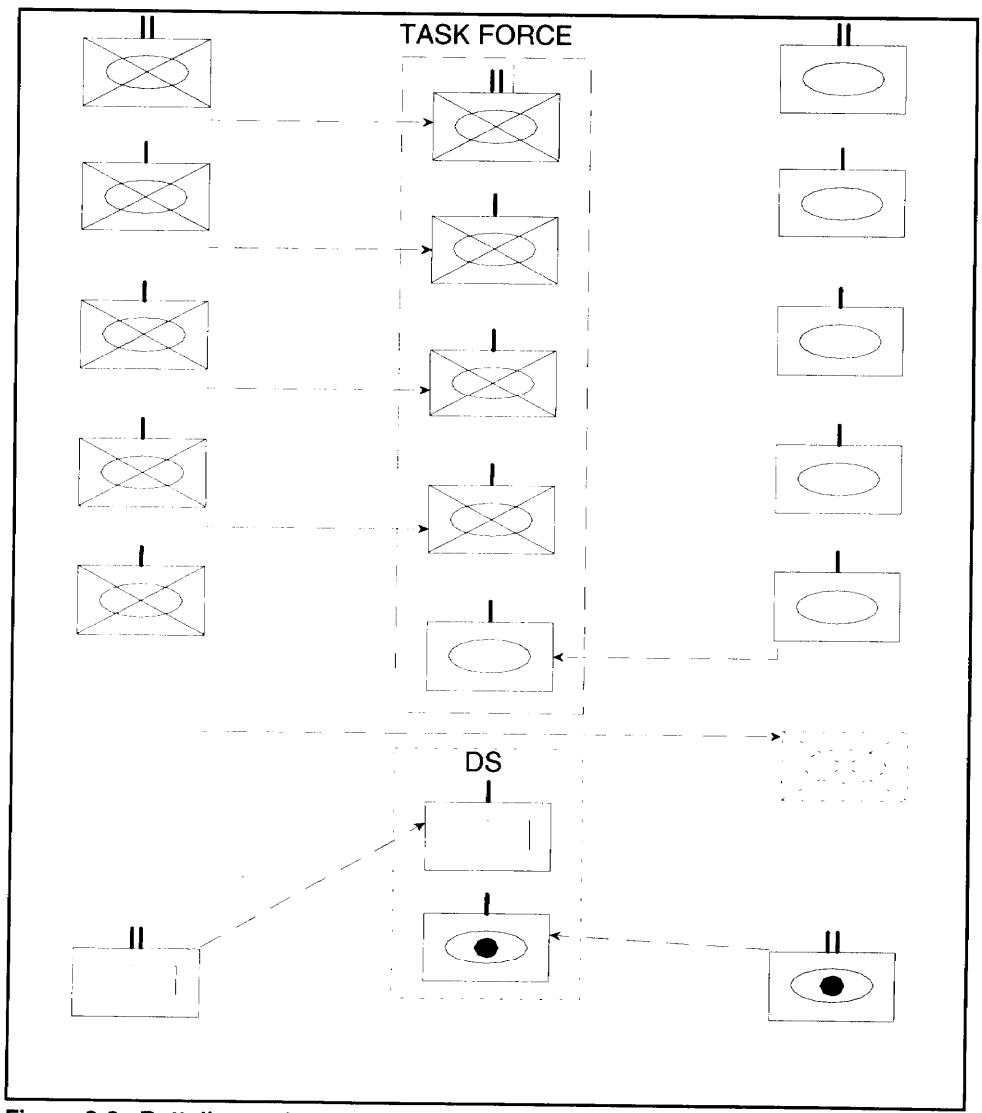


Figure 2-3. Battalion task organization.

CHAPTER 3

UNIT MINISTRY TEAM OPERATIONS

To meet the religious needs of soldiers on the battlefield, the Unit Ministry Team plans, prepares, and delivers religious support. The UMT participates in planning with the rest of the staff, advises the commander, and engages in other actions necessary to accomplish the religious support mission.

PLANNING

Tactical planning centers on preparing for combat. Such planning can be relatively deliberate, such as before beginning an offensive maneuver; or it might be more rapid, such as when done simultaneously with the conduct of the offense.

FM 100-5

Religious support planning is continuous, detailed, and systematic. It examines all factors relating to the religious support of an operation. The planning builds on the religious support annex to the unit's *tactical standing operating procedures* (TSOP). It becomes specific to an operation through the preparation of a *religious support estimate* (RSE). The product of this planning is a *religious support annex* (RSA) to the operations plan or operations order (OPLAN/OPORD). The RSA guides the work of the UMT. Changes in METT-T will change the RSE and may indicate a change to the RSA.

The preparation of the estimate follows a logical, continuous, and methodical process to provide religious support for the commander's selected course of action (COA).

RELIGIOUS SUPPORT ESTIMATE

The RSE ensures the careful and intentional planning of religious support. The preparation of the estimate follows a logical, continuous, and methodical process to provide the appropriate religious support for the commander's selected course of action (COA). (See FM 101-5.) With the rest of the staff, the UMT prepares the RSE using the following steps:

1. Gathers facts and assumptions.
2. Analyzes the mission.
3. Develops courses of action.

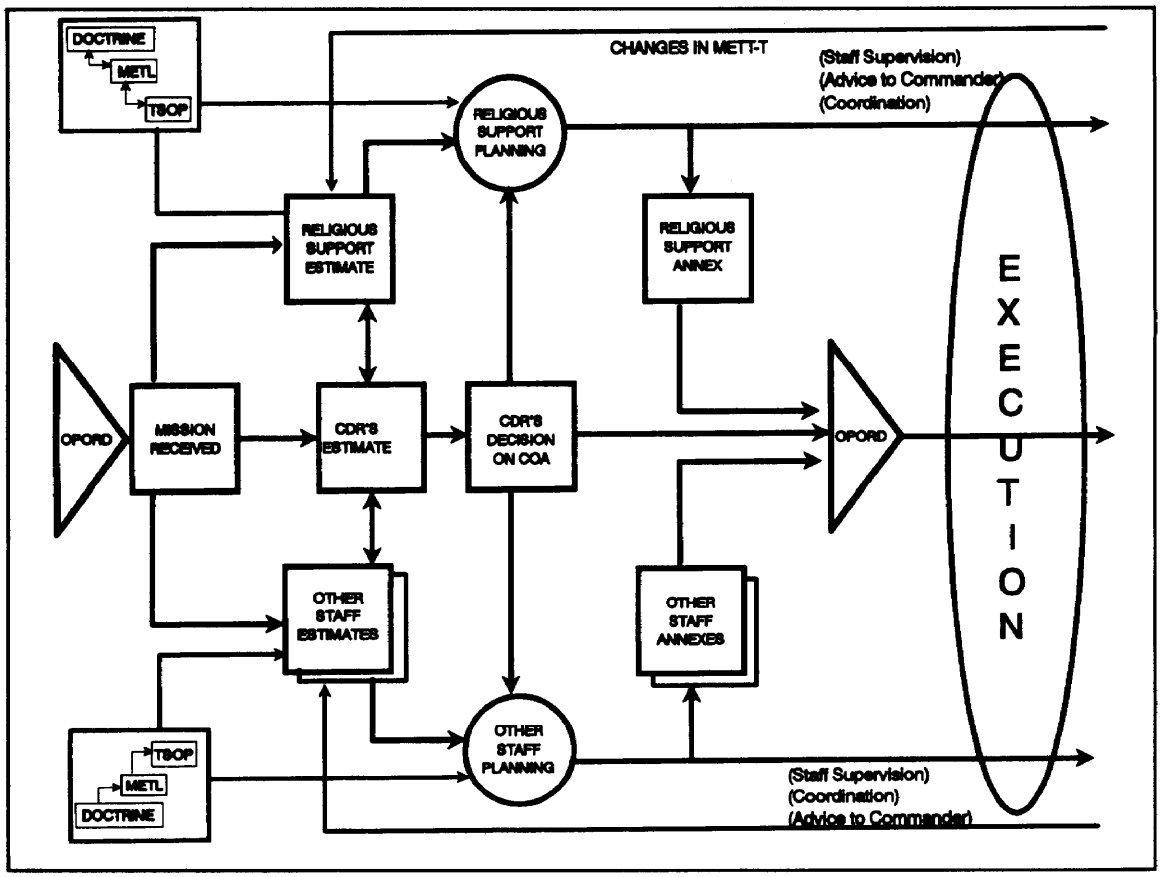


Figure 3-1. Religious Support Planning Process.

4. Analyzes and compares courses of action.
5. Makes a recommendation.

Step 1: Gather Facts and Assumptions

The UMT gathers information concerning the assigned mission in two categories: facts and assumptions. Facts are statements of known data concerning the situation, including characteristics of the area of operations, enemy and friendly dispositions, available troops, unit strengths, and materiel readiness. The mission and the commander's intent are key facts. (See Appendix A.)

Special religious requirements of the soldiers in the unit are key facts for the religious support estimate. The team develops a Religious Preference Profile (RPP) using data from a SIDPERS *ad hoc* query. (See DA PAM 680-29 for religious preference codes.) The report is a statistical analysis of the unit's religious demographics. The RPP provides the religious preference of soldiers and other useful

The UMT gathers information concerning the assigned mission in two categories: facts and assumptions.

The UMT develops a Religious Preference Profile (RPP) using data from a SIDPERS *ad hoc* query.

information for the provision of comprehensive religious support.

The team makes assumptions when facts are not available. An assumption is a supposition on the current or future situation, assumed to be true in the absence of positive proof. In the absence of facts, assumptions are used to fill gaps in what is known about a situation. As new information becomes available, some assumptions become facts and some are modified or discarded. As assumptions change, the team reassesses its support of the commander's selected course of action (COA). It must be remembered that replacement of assumptions by facts when possible is foremost.

Mission, Enemy, Terrain and Weather, Troops, and Time (METT-T)

- **Mission:** What is the tactical mission? Offense or defense? What is the commander's intent? The UMT identifies specified or implied religious support tasks from the higher headquarter's OPLAN or OPORD. For example, a requirement to provide area religious support may be implied but not specified by a higher headquarter's task organization.
- **Enemy:** What enemy activity is expected? When is it anticipated to begin? In this part of mission analysis, the team identifies the enemy's threat to religious support mission accomplishment, For example, enemy activity in rear areas, may restrict team travel and necessitate additional area support requirements.
- **Terrain and Weather:** What effect does the terrain have on the religious support mission? What are the effects of the military aspects of the terrain? (OCOKA: Observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach.) The UMT assesses the terrain and weather in the AO. Trafficability, weather extremes, and the amount of daylight are factors which will affect the religious support mission.
- **Troops:** Religious support is geared to soldiers. What soldiers are doing often determines their availability for religious support. If soldiers are involved in pre-combat inspections, trying to get rest, or rehearsing for the next operation, the UMT adjusts its plan to match the soldiers' schedule and to meet their needs. The UMT must also assess the level of anxiety and fatigue among the troops to properly shape its ministry to the soldiers.
- **Time Available:** The UMT assesses the time required for planning and the time available for executing the religious support mission. The amount of planning time determines the detail of the plan. The team also considers:
  - The travel time to each unit.
  - Preparation time.
  - Available light.

Step 2: Analyze the Mission

Mission analysis begins with a review of the OPLAN/OPORD from the higher headquarters. From this review, the commander and staff derive the specific tasks which the unit must perform to accomplish the mission. The UMT participates with the rest of the staff in mission analysis by identifying specified and implied religious support tasks. A tentative list of essential tasks are identified and presented to the commander for approval. After the staffs analysis, the commander provides the staff with a restated mission.

Step 3: Develop Courses of Action

Course of action (COA) development is based on mission analysis and on the facts and assumptions developed earlier. After receiving the commander's guidance, the staff, led by the executive officer, develops COAs which identify ways to accomplish the mission. As the staff begins to develop COAs, the chaplain considers the religious and moral implications of each proposed COA and how to provide religious support. While the S3 formulates the tactical possibilities, the chaplain and other staff officers consider how to integrate their functional areas into each COA.

As the staff begins to develop COAs, the UMT considers the religious and moral implications of each COA, as well as how to provide religious support.

Step 4: Analyze and Compare Courses of Action

After the staff develops several COAs, it analyzes each of them. The COA analysis consists of two parts: war-gaming and COA comparison. With this analysis the staff identifies the best COA to recommend to the commander. (See FM 101-5, Appendix J.)

The UMT uses plans prepared during the estimate process to prepare the Religious Support Annex.

Step 5: Make a Recommendation

After choosing the best COA, the staff briefs the commander. The commander may agree with the staffs recommendation, modify it, or select another. Once the commander decides on a COA, the UMT uses the plans developed during the Religious Support Estimate process to prepare the Religious Support Annex.

RELIGIOUS SUPPORT ANNEX

Based on the selected COA, the team completes the details of its plan and prepares an annex to the OPLAN/OPORD. The Religious Support Annex assigns religious support responsibilities, defines area support requirements, and authorizes coordination between subordinate units. The annex is written from headquarters to headquarters rather than from team to team.

PREPARATION

Preparation is the link between planning and execution. As the commander and staff finish the planning process, the unit prepares for the operation based on a warning order issued earlier by the commander. After making its individual and team preparation, the UMT begins to provide religious support while the soldiers complete their preparation for the operation.

INDIVIDUAL PREPARATION

The chaplain and chaplain assistant prepare themselves for combat like the other soldiers of the unit. This preparation must be both physical and spiritual. The press of time and mission requirements may tempt the team to omit the spiritual preparation of prayer and devotion.

The chaplain and chaplain assistant prepare themselves both physically and spiritually for combat.

Map reconnaisance before departure.

TEAM PREPARATION

Team preparation includes pre-combat inspections, updating information, map reconnaissance, travel planning, rehearsals, and mission coordination. The UMT preparation also includes gathering such things as worship aids, devotional literature, music, and liturgical items.

Pre-Combat Inspections and Preparation

The UMT conducts a pre-combat inspection according to the unit TSOP. This inspection ensures sufficient supplies and equipment to operate in case the team is unable to return to its operational base. On every mission, the team must carry survival equipment (additional clothing for extreme weather and sleeping bags), food and water. The chaplain assistant prepares and updates a team load list to ensure carrying the necessary supplies and equipment.

Information Update

The tactical situation changes rapidly on the battlefield. The UMT updates mission information regularly and especially before departing from its operational base. The team checks the situation map, situation reports (SITREPS), logistics reports, and the latest fragmentary orders (FRAGO) or warning orders. If there are significant changes in the situation, the team modifies its plan accordingly.

Travel Plans

The UMT must conduct a map reconnaissance before departing the operational base. The team develops a travel plan by considering the following:

- Priorities of unit visitation.
- Travel time.
- Available routes.
- Obstacles and mine fields (clear or

unclear).

- Landmarks and critical points along the route.
- Convoy start and release points.

Before departing the operational base, the UMT leaves a copy of its travel plan in the Command Post (CP) or Tactical Operations Center (TOC). The chaplain designates a point of contact in the S1 section to receive messages and requests for religious support.

On every mission, the UMT carries survival equipment, food and water.

Rehearsals

Units conduct rehearsals during preparation for combat. In addition to maneuver rehearsals, units conduct CSS and casualty evacuation rehearsals. Rehearsals provide an opportunity to refine the plan for religious support.

Rehearsals provide an opportunity to refine the plan for religious support.

Mission Coordination

The size of the AO and unit dispersion tax the UMT's ability to coordinate. Early planning and coordination will help to eliminate potential problems. Coordination is both internal and external. Assigned communications equipment is necessary for timely and effective coordination.

Appendix D describes staff proponency, functions, and support relationships.

Internal Coordination

The UMT coordinates religious support within its headquarters primarily with the S1. The team coordinates with all staff sections for the exchange of information. See Appendix D describes staff proponency, functions, and support relationships.

External Coordination

Coordination for area support is difficult on the battlefield. Although religious support execution is decentralized, UMTs must coordinate with other UMTs in higher, lower, and adjacent units. More importantly, teams must coordinate with the units they support. Establishing coordination procedures with company commanders and first sergeants before deployment reduces the communication challenge for the UMT on the battlefield.

Military communication channels streamline information distribution on the battlefield. The team uses command, staff, and technical channels for communication, guidance, and coordination.

Command: The command channel is the official link between headquarters for passing orders, instructions, and taskings to subordinate units. Command channels are from commander to commander. Within the authority granted them, staff officers use command channels when acting for the commander.

Staff: The staff channel is the staff-to-staff link between headquarters. It is the primary channel the UMT uses for planning and coordinating religious support. Through this channel, the team transmits and coordinates planning information and provides staff supervision of religious support in subordinate units.

Technical: The technical channel is used to transmit technical instructions and guidance. Chaplains use this channel to communicate with UMTs of other units about the technical aspects and details of religious support. It is not used to send official reports, to request religious support, or to send routine information between teams. This information is communicated through command or staff channels.

Establishing coordination procedures with company commanders and first sergeants before deployment reduces the communication challenge for the UMT on the battlefield.

EXECUTION

The execution of the religious support mission on the battlefield is decentralized and performed by UMTs at all levels. UMTs are interrelated for the purposes of coordination, staff supervision, and technical guidance.

STAFF SUPERVISION

Once planning and preparation are completed, the staff assists the commander in the execution of the mission by supervising their functional areas. This is done to be sure that subordinate units carry out the commander's decisions and intent. Chaplains at brigade-level and higher provide staff supervision of religious support by visiting subordinate units, monitoring the tactical situation, and revising estimates and plans based on changes in METT-T. If required, they recommend changes to the religious support annex and ensure subordinate units receive and execute the changes which are issued as FRAGOs.

Chaplains supervise religious support by visiting subordinate units, monitoring the tactical situation, and revising estimates and plans based on changes in METT-T.

A staff officer does not have the authority to order a subordinate unit to execute directives or orders. Staff officers make recommendations to subordinate commanders. These recommendations may be accepted or rejected. A staff chaplain contacts a subordinate UMT in the commander's name to transmit orders or instructions, provide advice and recommendations, offer assistance, or exchange information.

Chaplains often serve as the "conscience of the command."

ADVISING

Chaplains advise the commander on religion, morals, ethics, and morale. Advice extends to concerns such as the quality of life for soldiers and families, indigenous religions, and the allocation of resources. Commanders rely on the advice of the UMT to help them sense the unit climate. At division-level and

higher, the chaplain advises the commander on the assignment of chaplains and chaplain assistants.

The chaplain's direct access to the commander allows for face-to-face communication and is the most effective means for giving advice. At the battalion-level, chaplains advise company commanders.

Religion, Morals, Ethics, and Morale

Chaplains often serve as the "conscience of the command." Chaplains advise the commander on the moral and ethical nature of command policies, programs, and actions. Their advice to the commander concerns the impact of command policies on soldiers. They advise the commander on the following:

- Religious and ethical issues as they bear on mission accomplishment and morale.
- Relations between religious groups within the command.
- Accommodation of special religious needs and requirements.
- Quality of life issues.
- Unit command climate.

Indigenous Religions

The UMT advises the commander and staff on the beliefs, practices, and customs of religious groups in the area of operations (AO)). This advice is based on information developed at division and higher echelons and is coordinated with the G5 and civil/military officer (CMO). Common concerns include:

- Religious organizations and doctrines.
- Religious practices and customs.
- Places of worship, shrines, and holy places.

(See Appendix E.)

Restrictions and Constraints

The political and military factors of an operation may require the commander to limit the use of military force. These limiting factors may dictate how the commander uses resources to achieve an objective. The commander states these limiting factors in the form of restrictions and constraints in the rules of engagement (ROE).

Chaplains at every echelon help the commander apply the ROE.

Chaplains at every echelon help the commander apply the ROE by advising on the moral implications of proposed COAs. Senior-level chaplains consider the restrictions and constraints of the ROE when recommending religious support policy to the commander. For example, the ROE may impose limited access to civilians and preclude independent humanitarian activities.

ADMINISTRATION

Administrative actions continue in the tactical environment. UMTs adjust their procedures and level of activity to METT-T. They comply with unit TSOPs and appropriate regulations and doctrine.

UMTs adjust administrative procedures and level of activity to METT-T.

Correspondence

Battlefield conditions complicate the preparation of correspondence. Prior to deployment, UMTs must consider how to adapt their procedures to field conditions. The team must prepare required reports and correspondence despite equipment limitations or the tactical situation.

Records Management

Army regulations and the unit TSOP determine the procedures for managing and maintaining records. The UMT may need to maintain the following records:

- Baptisms and other sacramental acts.
- Services of worship and attendance.
- Ministration to casualties.
- Memorial services or ceremonies.
- Staff journal (DA Form 1594).
- After Action Reports.

Publications

Prior to deploying, UMTs review the list of publications in the reference section of this manual to determine which to carry. As a minimum, the team carries this manual, AR 165-1, and the "go to war" publications of the unit. The chaplain assistant requisitions missing publications.

Journal and Workbooks

The UMT maintains a staff journal using DA FORM 1594 (Daily Staff Journal or Duty Officer's Log) covering each 24-hour period.

The UMT maintains a staff journal covering each 24-hour period.

The staff journal is a chronological record of events and serves as a permanent record for operational reviews, training issues, and historical research. The team's journal entries should provide enough detail to describe its activities adequately and to fix the time and place of significant religious support events. Typical entries include:

- Summaries of plans and orders.
- Religious support activities.
- Reports sent and received.
- Reports of contact with other UMTs, missionaries, and humanitarian agencies.

The UMT may choose to keep a "battle book" with extracts of frequently used reference material.

A UMT may choose to keep a staff section workbook, also known as a "battle book." It is an informal, indexed collection of references and information taken from written and oral orders, messages, journal entries, and meetings. The battle book may include extracts from doctrinal manuals, forms, and other information. It has no specific format and is not a permanent record. (See FM 101-5.)

LOGISTICS

Logistic support is essential to religious support in combat. Because support requirements are more difficult to meet in combat, commanders must ensure that UMTs

The chaplain is responsible for all team equipment; the chaplain assistant is accountable for its proper use, security, and operational readiness.

are integrated into the logistics system.

The Modified Table of Organization and Equipment (MTOE) is the authorization document for ordering equipment. The chaplain is responsible for all team equipment; the chaplain assistant is accountable for its proper use, security, and operational readiness. As the team identifies needed MTOE adjustments, it recommends changes through the chain of command using DA Form 2028 (Recommended Changes To Publications and Blank Forms.)

Supplies

The chaplain assistant monitors supply levels, conducts inventories, and requisitions supplies through unit supply channels to ensure timely replacement of standard expendable items. The team reports its supply requirements to the supply section by nomenclature, amount, and projected usage rates.

The chaplain assistant monitors supply levels, conducts inventories, and requisitions supplies through unit supply channels.

Unit Ministry Teams should deploy with at least 60 days of ecclesiastical supplies. Normally the unit establishes stockage levels, expressed as "Days of Supply" (DOS). A team deploying to an immature theater with limited logistical support may not have resupply available for 90-120 days. The team adjusts the amount of supplies carried to avoid depletion.

UMTs at division-level and higher monitor the work of commodity managers in the Material Management Centers (MMC) to ensure a steady flow of Chaplain Resupply Kits and other religious support supplies to subordinate teams.

Maintenance

Maintenance is critical in a combat environment. The team is responsible for the maintenance of its assigned vehicle and other equipment. An effective maintenance program is essential to ensure the UMT's ability to perform religious support. Operator maintenance focuses on preventive maintenance checks and services (PMCS).

Transportation

A UMT assigned to a heavy or mounted unit needs a dedicated vehicle to reach the different elements of its unit. The vehicle must be able to transport the team to ail unit locations within the AO. At times the team travels on foot to avoid compromising the unit's location or fighting positions.

Both the chaplain and the chaplain assistant must be able to operate and maintain the vehicle.

Both the chaplain and the chaplain assistant must be able to operate and maintain the vehicle. These skills must be acquired and practiced before deployment. METT-T will determine who drives the vehicle. The practice of the chaplain driving in hostile areas ensures that the assistant, who is a combatant, can provide security. When not providing security for the team, the chaplain assistant operates the vehicle.

The UMT should take full advantage of unit convoys. It must be thoroughly familiar with convoy procedures, unit policy regarding movements, and vehicle densities.

Communication

As the UMT travels on the battlefield, it must maintain communications with its operational base to keep the unit informed of its status, location, and travel plans. At the same time, the team receives and transmits SITREPs. The commander provides the team with dedicated communication equipment that is compatible with the unit's secure communication equipment. The team uses a variety of other communication means available within the unit. The team must be flexible and creative to maintain communications.

The UMT maintains communications with its operational base while moving on the battlefield.

CHAPTER 4

RELIGIOUS SUPPORT DURING PEACETIME

During peacetime, the Army plans and trains for the full range of military operations - from peacetime missions to war. The Army is designed, equipped, and trained for force projection operations. Ministry teams have a two-fold focus during peacetime. One focus is the spiritual preparation of soldiers and their families for future deployments and the demands of combat. The other is their own training and preparation for mobilization and deployment.

UNIT RELIGIOUS SUPPORT

TRAINING

The Army's mission is to deter war; or if failing in that mission, to reestablish peace through victory in combat. To accomplish the mission, the Army's primary activity during peacetime is realistic, battle-focused training oriented on the unit's mission essential task list (METL). The training objective is operational readiness - units and soldiers that are tactically and technically proficient.

A UMT must know the unit's doctrine, tactics, techniques, and procedures.

Tactical proficiency is a demonstrated understanding of the Army's warfighting doctrine and tactics. To provide effective religious support in combat, the UMT must know its unit's doctrine, tactics, techniques, and procedures. The team must participate fully in unit training to achieve tactical proficiency.

Technical proficiency is gained from religious support training with other UMTs.

Technical proficiency is the demonstrated ability to perform all tasks related to one's functional area. Technical proficiency is gained from religious support training with other UMTs. In addition to developing tactical and technical proficiency, the UMT develops cohesion with other soldiers in the unit by undergoing the same rigorous training.

Assessment of UMT Readiness

As the commander's special staff officer for religious support, chaplains at brigade-level and higher are responsible for assessing the technical proficiency of UMTs in subordinate units. They conduct assessments with the unit during field training exercises (FTX), Battle Command Training Program (BCTP) events, external Army Training and Evaluation Program (ARTEP) events, Combat Training Center (CTC) rotations, unit training, and

Command Inspections.

Chaplains at brigade-level and higher are responsible for assessing the readiness of UMTs.

SPIRITUAL FITNESS

Chaplains and chaplain assistants in tactical units participate in the installation's Command Master Religious Plan (CMRP) to help soldiers develop the personal spiritual fitness needed to sustain them during combat and to sustain their families while the unit is deployed. As part of the installation's CMRP, the UMT conducts worship services, offers religious education, and provides spiritual fitness training and other activities in installation chapels and facilities.

An encouraging Word.

DEPLOYMENT PLANNING AND PREPARATION

During peacetime UMTs plan and prepare religious support for deployment. They carefully prepare tactical SOPs which anticipate the tasks necessary to deploy. Their planning includes all the stages of force projection.

UMTs prepare TSOPs prior to deployment.

MOBILIZATION PLANNING AND PREPARATION

Planning, the first phase of mobilization, begins long before a unit is mobilized. During peacetime, Active (AC) and Reserve Component (RC) UMTs coordinate with IMTs for their mobilization planning. This planning takes into account operational and training requirements, equipment status, and readiness. It also includes the impact of mobilization on soldiers, their families, and communities.

The primary planning tool for mobilization is the Standardized Ministry Team Mobilization Systems Planbook (MOB Planbook). The MOB Planbook integrates all phases and levels of mobilization, and it provides a detailed guide for integrating mobilization planning.

FAMILY SUPPORT

The Army is committed to supporting families during deployment. Command sponsored family support groups (FSG), a vital link to soldiers and their families, are led by volunteer family members. Chaplains and

Chaplains and chaplain assistants advise and assist family support groups.

chaplain assistants advise and assist these groups.

INSTALLATION RELIGIOUS SUPPORT

Army installations function as force projection platforms, providing support for deployed tactical units throughout all stages of force projection. As mobilization stations, installations process, validate, and deploy mobilized units and individual replacements.

The IMT is responsible for all religious support on the installation.

The installation chaplain is responsible for all religious support on the installation. The installation chaplain coordinates with tenant units to implement the CMRP. The IMT provides a broad religious support program for units, soldiers, and their families. Worship services, pastoral care, religious education, and chaplain family life programs are offered in installation chapel facilities.

DEPLOYMENT PLANNING AND SUPPORT

During peacetime, the IMT and the senior UMTs of the tenant TOE units develop plans for religious support during deployment. Planning considerations include the care of families; procedures for consolidating chapel programs; the close-out of chapels (if necessary); the accounting, turning-in, or securing of unit and installation property; and survivor and casualty assistance. FORSCOM Reg 500-3-2 (FORMDEPS II), Deployment Guide, provides guidance and assigns responsibilities for support of the deployment of units.

UMTs of nondeployed units are included in installation plans to support deploying units. They assist with religious support to families until the deployed forces return.

A thorough understanding and appreciation for the transfer of authority (TOA) of deploying units to the theater commander is critical to the installation chaplain's mission. At a time designated in the deployment order, the chain of command shifts to the gaining unit, usually the theater commander. When that TOA occurs, the relationship of the deploying UMTs to the IMT changes. This new relationship remains in effect until the unit redeploys. The sending installation does not burden deploying UMTs with requirements and reports.

MOBILIZATION PHASE I: PLANNING

Installation, CONUSA, STARC, and MUSARC chaplains are key to RC UMT mobilization. Each maintains a copy of the MT Mobilization Systems Planbook (MOB Planbook). Organizational MOB Planbooks contain the same basic information, but each is tailored for the particular headquarters. The MOB Planbook specifies what must be accomplished during each phase of mobilization. While many of the tasks in the MOB Planbooks are unique, they are designed to integrate the mobilization process. There are five phases in mobilization. (See Chapter 5 for Phases II through V.)

A unit's success is directly related to the quality of its planning, the first phase of Mobilization. A representative listing of the mobilization planning responsibilities for Installation, CONUSA, STARC, and MUSARC chaplains follows:

Installation Chaplain

The installation chaplain becomes the mobilization station chaplain and assumes a key role in mobilizing RC UMTs. Before mobilization, the installation chaplain designates a mobilization planner who does the following:

- Updates and maintains the installation's MT MOB Planbook.
- Updates the religious support portion of the installation MOB PLAN.
- Identifies positions to be filled by IMAs or retirees.
- Clarifies cross-leveling responsibilities and coordinates with the G1/DPCA.
- Develops a mobilization training plan for chaplains and chaplain assistants.
- Prepares UMTs for deployment.
- Prepares for and participates in installation mobilization exercises (MOBEX) and activities.
- Plans for demobilization activities.

Continental US Army Chaplain

The CONUSA chaplain coordinates between the US Army Forces Command (FORSCOM) chaplain and RC UMTs within its region. Mobilization responsibilities include planning and training to ensure the broadest possible religious support within the CONUSA. CONUSA chaplains redistribute chaplains to match anticipated faith group requirements.

CONUSA chaplains may redistribute chaplains to match anticipated faith group requirements.

The CONUSA chaplain coordinates with the Commandant of the United States Army Chaplain Center and School (USACHCS) for the training of RC chaplains who have not completed the Chaplain Officer Basic Course. They coordinate with United States Army Reserve Command (USARC) for soldiers working in chaplain assistant positions who need to complete the Chaplain Assistant Reclassification Course.

State Area Command Chaplains

In peacetime, the State Area Command (STARC) is in the chain of command of Army National Guard (ARNG) units. Therefore the STARC chaplain is part of the mobilization planning process for all ARNG UMTs. STARC mobilization plans and SOPS resource training and Mobilization Tables of Distribution and Allowances (MOBTDA) personnel to provide religious support to families at Family Assistance Centers (FAC). Important considerations include identifying the religious support requirements of the FACs and developing MOBTDAs with sufficient religious support personnel.

The STARC chaplain is part of the mobilization planning process for all ARNG UMTs.

USARC and MUSARC Chaplains

In peacetime, USARC commands and controls all the USAR Troop Program Units (TPU). The USARC's mission is to command, control, support and ensure wartime readiness of USAR forces in the United States, excluding Special Operations Command units. USARC prepares units for commitment to wartime and to other missions as required by the supported theater commander and as directed by FORSCOM. During mobilization USARC prepares and redistributes personnel and equipment within USARC until transfer of authority.

MUSARC chaplains maintain profiles to monitor the training status of USAR UMTs.

Major US Army Reserve Command (MUSARC) chaplains are responsible to USARC for ensuring that subordinate USAR UMTs are ready for mobilization. They maintain profiles to monitor the training status of these UMTs. Additionally, they transmit information about the home station family religious support requirements to the appropriate STARC.

TRAINING

Active Component

Installation chaplains, through their training managers, and in coordination with unit S3s, ensure that UMTs have adequate technical training for deployment and combat. Battle-focused training is based on the unit's METL. The METL provides the context for technical training in religious support. Tactical training for the UMT remains a responsibility of the unit.

Tactical training for the UMT is the responsibility of the unit.

Family life chaplains, chaplains trained in Clinical Pastoral Education (CPE), and Directors of Religious Education (DRE) provide supplemental training as part of a comprehensive training plan for chaplains and chaplain assistants. Training and continuing education conferences, functional courses offered by USACHCS, and courses offered through the NCO Education System (NCOES) supplement the installation religious support training program.

The IMT balances religious support training for combat and for garrison.

The IMT must balance religious support training for combat and for garrison. If training for either combat or garrison operations is neglected, ministry teams will not be prepared to provide comprehensive religious support to soldiers and their families. Training for conducting a battlefield worship service is as important as training in the preparation of the CMRP - both tasks are critical.

A few ammo boxes for a make-shift altar.

Reserve Component

Mobilization can be a chaotic time. Thorough planning and realistic training reduces confusion. Mobilization training gives UMTs an opportunity to practice their mobilization religious support missions and an opportunity to assess the adequacy of mobilization plans. Installations assist with the following RC UMT training events:

- Annual training (AT).
- The Individual Mobilization Augmentee (IMA) training.
- Individual training events, Individual Ready Reserve (IRR), and chaplain candidate training.
- AC/RC Sustainment Training.

FAMILY SUPPORT

Commanders employ the full range of installation resources to support families. One of these resources is the family life ministry of chaplains. Family life ministry consists of three major elements: enrichment, prevention, and intervention. These elements are expressed through educational programs, family wellness development programs, and marriage and family counseling.

Chaplain Family Life Centers

The Family Life Chaplain's primary mission is to train MTs and to direct the Chaplain Family Life Center (CFLC). Each Family Life Chaplain tailors the training program to meet the needs of the installation and the mission of the tactical units. The Family Life Chaplain consults with senior chaplains to determine the specific training needs for subordinate units.

The Family Life Chaplain supports the MTs on the installation by providing technical assistance, educational resources, and training for UMTs. In addition, the Family Life Chaplain helps UMTs prepare families for the stress of mobilization and deployment. This support is directly related to the installation's mission as the force projection platform. The Family Life Chaplain also provides support to nondeploying UMTs who are giving religious support to families of deployed soldiers.

A healthy home environment directly influences the soldier's performance of duty.

A healthy home environment directly influences the soldier's performance of duty. With its support of the family, the family life ministry program sustains the soldier's spiritual fitness in peacetime and during combat.

Hospital Chaplains

Army hospitals and the Medical Corps preserve the fighting strength of the Army, maintain the health of soldiers, and support family members with medical services.

The hospital chaplain is uniquely equipped to assist people with fear, loneliness, anger, failure, and loss of faith.

Chaplains and chaplain assistants assigned to hospitals help patients and families deal with medical problems and crises. Hospital chaplains at all levels have special training and skills which equip them to do the following:

- Assist people with feelings of fear, loneliness, anger, failure, and loss of faith.

- Provide pastoral ministry for those suffering from critical or chronic illnesses or injuries.
- Prepare religious support contingency plans for mass casualty situations.
- Facilitate support groups for patients, their families, and staff.
- Serve as members of interdisciplinary case management teams and hospital committees.
- Provide pastoral care to hospital staff.
- Provide training for staff members, IMTs, and UMTs.

CASUALTY NOTIFICATION

Notification of the next of kin (NOK) is the commander's responsibility. Chaplains are not notification officers, but they may be a part of the team which makes the notification. In the event of a disaster or mass casualty situation, they may serve on the Casualty Assistance Team. Religious support to grieving families is a priority for the IMT.

CHAPTER 5

RELIGIOUS SUPPORT DURING MOBILIZATION AND DEPLOYMENT

United States military strategy stands on the ability to deploy forces rapidly. Mobilization, the activation and federalization of the Reserve Components, provides commanders with forces, manpower, facilities, and logistics. It expands the Army's capability to respond to a crisis. Deployment is the movement of those forces into a theater of operation in response to a military crisis or natural disaster.

MOBILIZATION

Mobilization is conducted in five phases:

Phase I:	Planning. (See Chapter 4.)
Phase II:	Alert.
Phase III:	Home Station.
Phase IV:	Mobilization Station.
Phase V:	Port of Embarkation.

DEPLOYMENT

Deployment is conducted in five phases:

Phase I:	Pre-deployment activities.
Phase II:	Movement to ports.
Phase III:	Strategic lift.
Phase IV:	Force reception.
Phase V:	Onward movement.

UNIT RELIGIOUS SUPPORT DURING MOBILIZATION

With the initiation of mobilization, the focus of the RC UMT shifts from peacetime and reserve status to active duty. The UMT Mobilization Planbook (MOB Planbook), developed during Phase I: Planning, guides the UMT during the subsequent phases of mobilization.

MOBILIZATION PHASE II: ALERT

The Alert Phase begins with the official alert notice. The UMT reports immediately to its home station and the unit conducts its final screening of soldiers and cross-leveling. The Alert Phase ends on the effective date of the unit's mobilization.

Planning Considerations:

- Religious support and personal equipment required for mobilization.
- Actions required to close out civilian responsibilities.
- Coordination with denomination or faith group for religious coverage during mobilization.

On Alert, the UMT reports with its equipment and MOB Planbook to its home station.

MOBILIZATION PHASE III: HOME STATION

Phase III begins on the effective date of the unit's mobilization. During this phase the unit begins its transition to active duty. At home station the unit inventories property, dispatches an advance party, and moves to the mobilization station (MS). This phase ends when the unit arrives at the MS.

The RC UMT must balance it own preparation for deployment with providing religious support to soldiers and families.

Planning for religious support during the home station phase is done before the unit is alerted. The RC UMT must balance its own preparation for deployment with providing religious support to soldiers and families.

Planning Considerations:

- Does the home station or alternate site require special planning or preparation?
- Where is the home station in relation to support resources?
- How does the UMT provide family support briefings?
- How will the UMT provide required religious support if some parts of the unit remain at home station for a extended period of time, while others elements are sent forward to the mobilization station?
- Does the UMT go forward with the advance party or with the main body of the unit?
- How does confinement, movement, or separation influence soldier morale?
- What religious support activities could address morale problems in the unit?

MOBILIZATION PHASE IV: MOBILIZATION STATION

Phase IV begins when the unit arrives at the MS or mobilization site. Activities at the MS include processing personnel and equipment, accessioning the unit into the active structure, cross-leveling, and soldier readiness processing. The UMT, along with the unit, engages in individual and collective training and validation exercises for survival on the battlefield. The MS phase ends when the unit arrives at the port of embarkation (POE). (Note: The unit's line of authority shifts during this phase from the CONUSA to the MS commander.)

The UMT participates in individual and collective training critical to survival on the battlefield.

Planning Considerations:

- What supplies are required for religious support?
- What religious support is required as the unit transitions to war?

UNIT RELIGIOUS SUPPORT DURING DEPLOYMENT

DEPLOYMENT PHASE I: PREDEPLOYMENT ACTIVITIES

Predeloyment activities begin when a unit receives a deployment notification. These activities include mission briefings and planning, family predeployment briefings, equipment loading, chapel close-out, and the transfer of property accountability.

Mission Planning

The commander and staff begin the deliberate decision-making process as soon as possible after they receive the deployment notification and they review contingency plans for completeness and accuracy. As the unit gathers data on the deployment, it conducts a series of mission briefings.

The UMT, along with the rest of the staff, begins to prepare an estimate of the situation. The team uses information gained from the mission briefings to update RSE. The team balances planning and preparation with providing religious support.

While the deploying UMT reviews and refines the RSE and its plans, religious support planners at higher echelons integrate the broader scheme of the operation into the planning process. They assess lines of authority, task organization, and faith group needs to determine the required number and mix of UMTs. Senior planners monitor the tailoring of the deploying force: joint task force (JTF) and Army forces (ARFOR). When a JTF or ARFOR commander begins to form an *ad hoc* headquarters, senior chaplains must monitor its composition to ensure the inclusion of a senior chaplain on the staff.

The theater chaplain identifies a senior chaplain to be responsible for coordinating religious support in theater during each stage of the deployment.

If the theater chaplain is not scheduled to deploy immediately, he designates a senior chaplain to be responsible for coordinating religious support in theater during each stage of the deployment before his arrival.

Chapel Transitions

The installation chaplain is responsible for all religious support facilities on the installation. Deploying UMTs coordinate chapel transition

---

UMTs transfer property accountability to the installation chaplain before departure.

---

with the installation chaplain who decides whether to continue or to combine chapel programs and services. The UMTs transfer property accountability to the installation chaplain before departure. Deploying UMTs provide transition activities for soldiers and their families. Special services and events, such as volunteer recognition, are helpful.

The UMT must determine what equipment and supplies to ship and what to carry.

Load Lists and Plans

Some UMT supplies (communion bread, wine or grape juice) are consumable and cannot be pre-positioned with other war stocks. Sacred scriptures, religious literature, rosaries, crosses and medals can be pre-positioned. In some deployments much of the equipment will travel unaccompanied. The UMT must determine what to ship and what to carry. Equipment and supplies may not be available in theater for a considerable time. Unaccompanied equipment and palletized supplies may not arrive in the theater in time to be used. The TSOP includes load lists and load plans.

Family Support Activities

Predeployment Briefings

As information about the deployment becomes available, the unit provides predeployment briefings to families. The information given will be constrained by operational security requirements. Predeployment briefings include information on the advantages and disadvantages for family members to remain in the military community or to return to their community of origin. UMTs participate in predeployment briefings to provide religious support information to families.

UMTs participate in predeployment briefings to provide religious support information to families.

Care and comfort

UMT involvement with soldiers and their families directly contributes to the success of mobilization and deployment. Religious support fosters family wellness, a substantial factor in soldier readiness. Lessons learned from previous deployments and other research establish that soldiers deploying while anxious about personal and family problems are more vulnerable to combat stress. They are likely to experience panic, poor judgment, battle fatigue, and the loss of the will to fight.

Deploying UMTs balance the needs of soldiers and families with their own preparation for departure requirements.

A lack of sufficient information, concern for coping without a spouse or parent, and the trauma brought on by a soldier's rapid departure can generate additional stress within the family. Because families need religious support during this period, many will turn to the UMT. The team must balance the needs of soldiers and families with its own preparation for departure. The IMT must assume much of the religious support responsibility to assist the UMT's preparation for departure.

DEPLOYMENT PHASE II: MOVEMENT TO THE PORT OF EMBARKATION

When a unit is ready for deployment, it begins moving to the ports. Units traveling outside of the United States (OCONUS) use both sea and air ports of embarkation (SPOE/APOE). Heavy equipment, and the soldiers required to operate it, travel by ship to the theater of operations. The rest of the unit usually travels by air. Splitting the unit presents a challenge for the UMT. Since the UMT will normally travel by air, the soldiers traveling by ship will require special planning and coordination for religious support.

Holding Areas

While the unit waits for transportation to the SPOE/APOE, it is normally confined to a holding area. Holding areas are generally spartan. Depending upon the size of the deployment, the wait can be long and boring. If the holding area is on the installation, this can be a frustrating time for soldiers because families are near but out of reach. Careful planning will enable UMTs to provide appropriate religious support to soldiers in the holding area.

DEPLOYMENT PHASE III: STRATEGIC LIFT

Strategic lift begins with departure from the POE and ends with the arrival in theater. Transportation Component Commands are responsible for the strategic transportation of forces and their support. Religious support during this phase is restricted to soldiers traveling with the UMT to the theater of operations.

DEPLOYMENT PHASE IV: FORCE RECEPTION

Force reception begins when the unit arrives at the port of debarkation (POD) in theater and ends when the unit departs the POD to begin the onward movement phase. The theater chaplain is responsible for religious support in the ports of debarkation. Except in the case of opposed entry, CSS units may arrive early in the deployment to process combat units through the POD and establish logistical support systems. In the CSS units operating the port, religious support resources are limited. To prepare for operations, units are moved out of the PODs as rapidly as possible, through marshaling or staging areas, and into assembly areas (AA) or logistics bases.

The theater chaplain is responsible for religious support in the ports of debarkation.

Assembly Areas

When units are in AAs, UMTs are able to provide religious support to soldiers with little interference or risk. While in the AA, the unit may task organize the force, develop and issue tactical plans and orders, coordinate with other units, conduct reconnaissance, training, and rehearsals. The UMT coordinates with the commander for a location that soldiers can find easily.

The UMT coordinates with the commander for a location that soldiers can find easily.

DEPLOYMENT PHASE V: ONWARD MOVEMENT

On ward movement begins with the personnel and equipment linkup, the reconfiguration of forces, sustainment, and receipt of prepositioned war reserve stocks at designated areas. This phase concludes with the unit's arrival at the gaining command's staging and tactical assembly areas.

Tactical Assembly Areas

Tactical assembly areas (TAA) are occupied by brigades, battalions, and companies forward of the rear area. Enemy contact is likely and the commitment of the unit directly

into combat is possible and often anticipated. TAAs are typically out of the range of enemy medium artillery fires and generally no closer than 15 kilometers from the line of contact (LC).

UMTs monitor changes in the task organization and adjust their plans accordingly.

Actions in the TAA

All actions in the TAA focus on preparing the unit for future operations. Common TAA activities include task organization, maintenance, personnel replacement, resupply, reorganization, rest, and planning for future operations. UMTs monitor changes in the task organization and adjust their plans accordingly. TAAs offer good opportunities for religious services.

Trains

As a maneuver battalion prepares to move out of a TAA, it usually forms its CSS elements into three echelons: company, combat, and field trains. The company trains normally operate 500 to 1000 meters (or one terrain feature) to the rear of the company team. It provides recovery, medical aid, and maintenance.

The combat trains provide immediate support for combat operations. It includes the combat trains command post (CTCP), the medical platoon and battalion aid station, decontamination assets, fuel and ammunition vehicles, and elements of the communications platoon.

The maneuver battalion UMT normally travels with the combat trains.

The combat trains move frequently to remain within supporting distance of the combat elements. A maneuver battalion UMT normally travels with the combat trains. The S4 controls the combat trains, assisted by the S1, from the CTCP.

The field trains are normally in the brigade support area (BSA). They are under the control of the headquarters company commander who coordinates with the forward support battalion (FSB) commander for security and positioning. The field trains include the HHC command post, the personnel action center (PAC), the mess sections, the company supply sections, and the remaining elements of the maintenance and support platoons. Replacements arrive here from the division rear. When the maneuver battalion UMTs are forward, the FSB UMT provides religious support to soldiers in the field trains.

The brigade rear command post is located in the BSA with the FSB and the maneuver and combat support battalion field trains. CSS assets in the BSA may include elements from the FSB, maneuver and combat support units, and selected division and corps resources.

The maneuver battalion UMT NCO coordinates with the S4 or NCOIC for the team's role in the combat trains defense.

Security

When the battalion trains are echeloned, the battalion S4 is responsible for security in the combat trains; and the HHC commander is responsible for security in the field trains. They prepare sector sketches, fire plans, and obstacle plans for the defense of the area. The maneuver battalion UMT NCO coordinates with the S4 or NCOIC for the team's role in the combat trains

defense. In the maneuver battalion, the chaplain assistant participates in the reaction force.

INSTALLATION RELIGIOUS SUPPORT

During the mobilization and deployment stages of force projection, the installation ministry team (IMT) engages in mobilization and deployment support.

MOBILIZATION SUPPORT

As RC units enter the Alert Phase, the Installation Chaplain initiates actions described in the Installation MOB Planbook. These actions are based on the mission and time phasing through MOB Phase V, Movement to the Port of Embarkation. Key IMT actions include:

- Review identified mobilizing units with installation mobilization office.
- Determine mobilizing RC UMT readiness.
- Determine required resources (personnel, facilities, funds).

Validation of UMT Operational Readiness

The mission of the MS commander is to validate mobilized units. Unit validation certifies that mobilized units have achieved the required level of readiness prior to deployment. The validation process includes assessments of each readiness area: personnel, materiel, and training. The validation standard is the ability to perform mission essential tasks. The commander completes unit validation in accordance with the Army Mobilization and Operations Planning and Execution System (AMOPES) and other command guidance.

The installation ministry team validates RC UMTs for operational readiness.

When RC UMTs arrive at the mobilization station, the IMT begins to validate their operational readiness. The installation chaplain assigns AC UMT observer/controllers (O/C) to the installation training and validation team. Experienced chaplains and chaplain assistants, acting as O/Cs, assess RC UMTs and provide feedback and coaching. The O/C UMT reports to the installation chaplain regarding the level of readiness of the RC UMTs.

Training

Prior to departure from the mobilization station, activated RC units undergo intensive individual and collective training. The installation helps to train the units for the specific theater of operation. During this training, RC UMTs gather data about indigenous religious groups and their influence on the politics of the theater.

DEPLOYMENT SUPPORT

As units prepare for departure, the IMT

Nondeploying UMTs provide religious support that deploying UMTs can no longer provide.

---

assumes functions which were previously assigned to the deploying UMTs. With coordination from the IMT, nondeploying UMTs provide religious support which deploying UMTs can no longer provide. The installation chaplain designates AC and RC UMTs or IMAs to backfill critical positions assuring continuity of support. Upon mobilization, all UMTs will be available to provide religious support in the MS. Installation chaplains may also use the following for support:

- Individual Mobilization Augmenters (IMA).
- Retirees subject to the Retiree Recall Program.

Personnel

Units should not deploy without a full UMT. The priority for assigning and cross-leveling chaplains is first to deploying units and then to training bases.

The installation chaplain ensures that all UMTs are at full strength by assigning or cross-leveling personnel to deploying units. The installation chaplain plans for an adequate faith group mix for the deploying force. When deploying units do not have an adequate faith group mix of chaplains, FORSCOM, CONUSA, USARC, STARC/MUSARC, and MS chaplains redistribute assets.

The installation chaplain plans for an adequate faith group mix for the deploying force.

The mobilization authority and priorities of the Chief of Chaplains for cross-leveling are found in the AMOPES, Annex P. Unit integrity is maintained in cross-leveling when possible. Mobilization planning identifies shortfalls and cross-leveling requirements.

Chaplain assistant assignments and cross-leveling are a responsibility of the G1. Although the IMT is not directly responsible for personnel assignment, it makes recommendations to the G1 to maintain unit integrity.

Chapel and Property Transfer

Deploying UMTs leave behind chapel programs and facilities that were formerly assigned to them by the Installation Chaplain. The Installation Chaplain decides if the chapels will close and assumes accountability for property and facilities.

Family Support

During mobilization and following unit deployment, the IMT focuses religious support on families. UMTs of nondeploying units become vital resources to the IMT. This link between the IMT and UMTs of nondeploying units is critical for spiritually sustaining deployed soldiers. Religious support to families after deployment assures soldiers that their families are being cared for. Such assurance improves morale and mitigates the soldiers' anxiety about their families.

The IMT focuses religious support on the families left behind during deployment.

CONUS REPLACEMENT CENTERS

Replacement centers within the continental US (CONUS) receive and certify

individuals for deployment to a combat theater. The CONUS Replacement Centers (CRC) process non-unit related personnel, AC soldiers (to include RC soldiers accessioned onto active duty), Department of the Army civilians, contract civilians, Red Cross workers, and other civilians. During demobilization, CRC battalions become CONUS Demobilization Centers (CDC) which receive, outprocess, and account for individuals returning from theater. Installation chaplains ensure CRC/CDC operations and support requirements are addressed in detail in mobilization planning. (See Chapter 11.)

CHAPTER 6

RELIGIOUS SUPPORT OF OPERATIONS OTHER THAN WAR

Operations Other Than War (OOTW) - Domestic Support Operations and Peace Operations - span the range of military operations from peacetime operations in the United States to combat during a period of peace enforcement abroad.

Operations Other Than War are often of long duration, undergo shifts in direction, and involve competing principles and ideologies. These operations range from counter-subversion to the use of armed force. Although OOTW are often localized, they have regional and global security implications.

DOMESTIC SUPPORT OPERATIONS

The Army conducts Domestic Support Operations (DSO) within the United States and its territories. The Secretary of the Army is the Department of Defense (DOD) executive agent for DSO. There are four DSO categories: *disaster assistance, environmental assistance, support to law enforcement agencies,* and *community assistance.*

DISASTER ASSISTANCE

Federal agencies respond to natural or manmade disasters that overwhelm the capabilities of local or state authorities. Hurricanes, earthquakes, floods, fires, and bombings are examples of disasters often requiring federal assistance. Federal assistance is used to augment state and local resources and to help relief agencies.

Each state has a disaster plan and an Office of Emergency Services responsible for coordinating relief efforts. Local emergency organizations provide initial assistance. State organizations, including the National Guard, are the next to respond. The National Guard, in state active duty status, has primary responsibility for military assistance. Federal agencies and other relief organizations are responsible for meeting the needs of the civilian population.

The mission of the UMT is religious support for soldiers of the unit.

Religious Support Planning Considerations:

- Priority of religious support to soldiers.
- Coordination with the CONUSA Chaplain.
- Early deployment of UMTs.
- Emotional impact of the disaster.

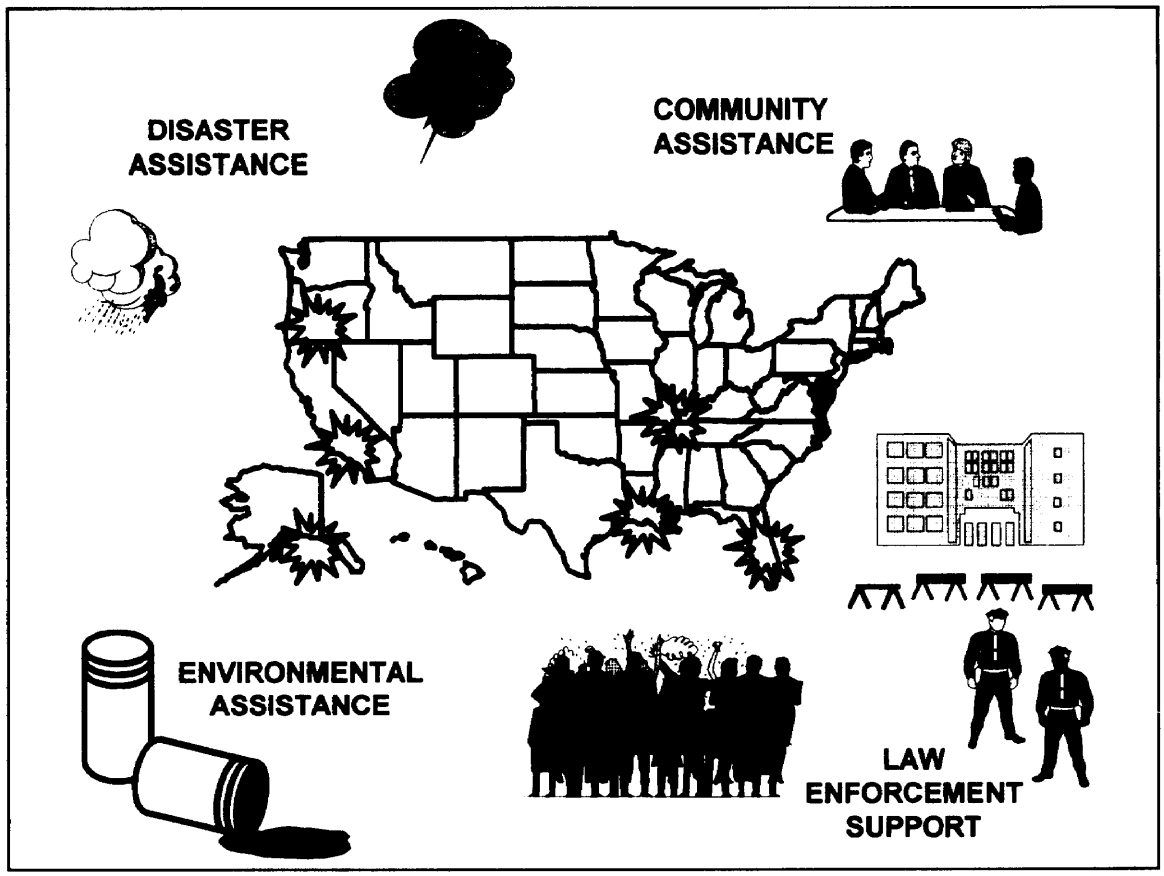


Figure 6-1. Domestic Support Operations.

- Availability of local resources.

Mass Immigration Emergency Support Operations

The DOD may support the Immigration and Naturalization Service when it is unable to handle a surge in immigration and refugee traffic. The DOD assists with the reception, processing, transportation, and detention of the immigrants and refugees. Detainees on DOD installations receive a full range of services.

Religious Support Planning Considerations:

- Perceptions of foreign nationals about the US military.
- Cultural, linguistic, and religious differences.
- Social, political, and religious reasons for the migrations.
- Indigenous religious structures and leaders.
- Impact on local population.

ENVIRONMENTAL ASSISTANCE

The Army's environmental assistance missions respond to disasters such as hazardous chemical spills, radiological accidents, forest fires, and massive electrical power disruptions.

Religious Support Planning Considerations:

- Priority of religious support to soldiers.
- Contamination issues.
- Long term effects on participants.
- Unit or area support.

SUPPORT TO LAW ENFORCEMENT AGENCIES

US forces may support local, state, or federal law enforcement agencies in missions which include counterdrug, civil disturbance, and counter-terrorism activities. UMTs may conduct training for members of these organizations on moral leadership, stress management, and suicide prevention.

Religious Support Planning Considerations:

- Demographics and terrain.
- Religious, ethnic, and cultural characteristics.
- Local population attitudes.
- Emotional and spiritual stress on soldiers and other agency personnel.

Counterdrug Operations

The Army's domestic counterdrug operations support the efforts of federal and state law enforcement agencies. The US Forces Command Joint Task Force-6 (JTF-6) in El Paso, Texas, plans and coordinates domestic counterdrug activities. This task force has tactical command of the units supporting law enforcement agencies in counterdrug operations. This JTF conducts more than 250 missions a year ranging in size from a detachment of a few individuals to a brigade-sized task force.

Religious Support Planning Considerations:

- Size of the operation.
- Isolation of soldiers.
- Degree of threat.

Civil Disturbance

The Army has historically dealt with civil disturbances in the context of mass acts of civil disobedience, mob violence, and riots. In the past, Army doctrine has emphasized the use of crowd-control techniques. More recently, Army doctrine has shifted to point, area, and VIP security missions. Soldiers on these missions are at risk when individual civilians or groups try to settle scores or protect their own interests.

Religious Support Planning Considerations:

- Religious support to soldiers is the priority.
- Attitude of the civilian population.
- Degree of threat.
- Security during movement.
- Commercial/military assets (such as: vehicles, cellular phones, maps, street guides, and directories).
- Stress reactions of soldiers.

Combating Terrorism

Combating terrorism has two major components: anti-terrorism and counter-terrorism. During peacetime, the Army combats terrorism primarily through anti-terrorism, the passive defensive measures taken to minimize vulnerability. Counter-terrorism complements anti-terrorism with a full range of offensive measures taken to prevent, deter, and respond to terrorism. Counter-terrorism occurs

in conflict and war; anti-terrorism occurs across the range of military operations. Army elements, such as Special Operations Forces (SOF), assist in this interagency effort by applying specialized capabilities to preclude, preempt, and resolve terrorist incidents at home and abroad.

The Federal Bureau of Investigation (FBI) is the lead agency for combating domestic terrorism, and the Department of State has the lead for combating terrorism abroad. The Federal Aviation Administration (FAA) combats terrorism related to aircraft in US airspace. The DOD supports the activities of each of these agencies.

Religious Support Planning Considerations:

- Security and vulnerability of soldiers.
- Lines of authority.
- Legal limitations.

COMMUNITY ASSISTANCE

Community assistance is a command activity which seeks to improve the lives of American citizens and fosters the values and purposes of democracy. By serving the local community, the Army develops public support for itself and an appreciation for its contribution to the nation. Community assistance increases mutual support and trust between the military and civilian communities.

In community assistance, MTs give invocations and benedictions at public events, speak at prayer breakfasts and other public gatherings, and participate in local groups of religious leaders.

Religious Support Planning Considerations:

- Coordination with public affairs office, protocol, G5/S5.
- Local culture.

PEACE OPERATIONS

The US Army conducts Peace Operations (PO) outside the United States and its territories. These operations occur throughout all phases of military operations and are meant to prevent the deterioration of relations which could lead to war. Peace operations include *support to diplomacy, peacekeeping,* and *peace enforcement.* The Army may conduct these operations alone; or jointly with other US services and agencies; or in United Nations or other multinational coalitions. An additional mission for the Army is the protection of *humanitarian assistance* operations.

SUPPORT TO DIPLOMACY

Military support to diplomacy furthers US interests abroad and includes peacemaking, preventive diplomacy, and peace building.

Peacemaking

Peacemaking includes diplomacy, mediation, and negotiation to resolve issues and disputes. Military operations include military-to-military relations, security assistance operations, and shows of force.

Preventive Diplomacy

Preventive diplomacy is a diplomatic action taken to prevent or limit an anticipated

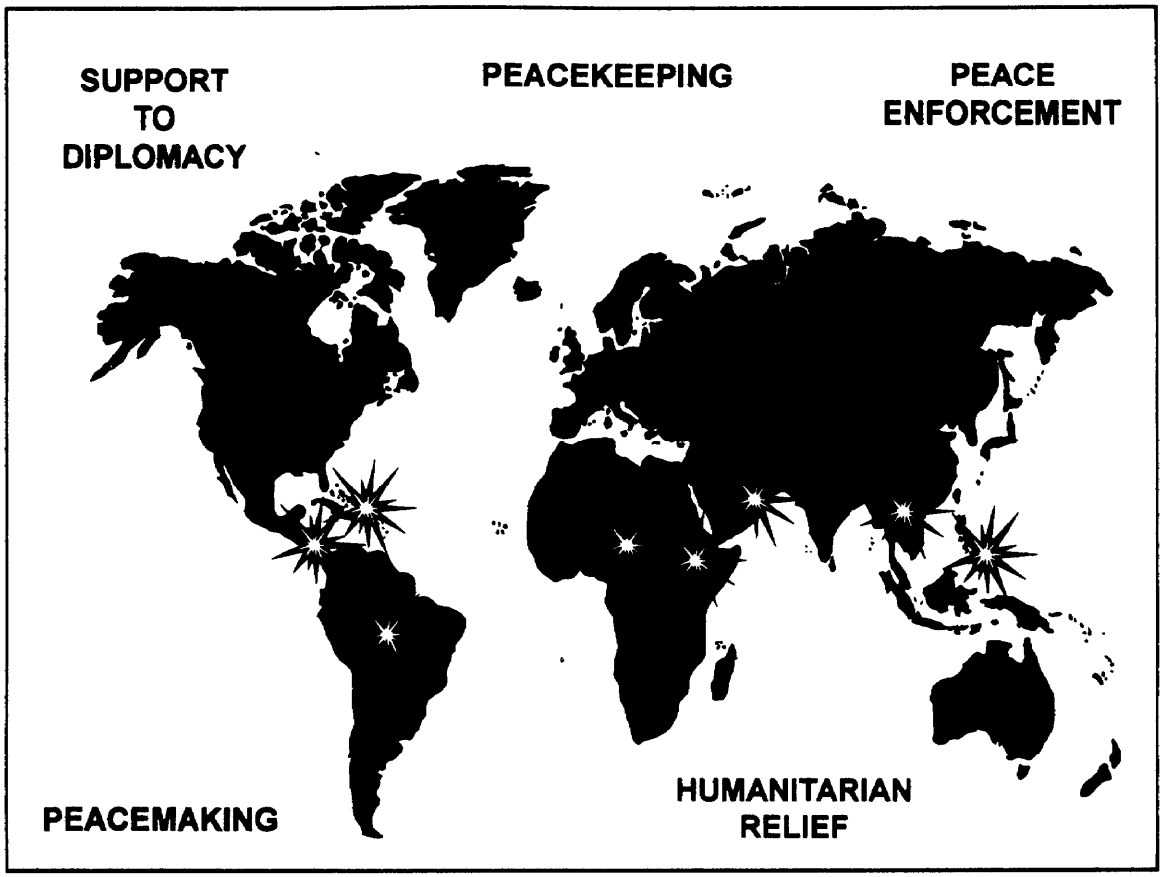


Figure 3-2. Peace Operations.

crisis. Military involvement may take the form of a show of force.

Peace Building

Peace building consists of post-conflict actions which restore order, and strengthen or rebuild civil infrastructure and institutions. Peace building may include restoring civil authority, rebuilding physical infrastructures, reestablishing commerce, health care, and education.

The Army may control prisoners, handle refugees, mark mine fields and destroy unexploded ordnance. In addition, it may provide emergency health service support, restore public utilities, and provide humanitarian assistance.

The post-conflict or peace building stage may be interrupted by the resumption of hostilities. In this case, most units will return to their primary warfighting mission. Force protection is a vital planning consideration in this context.

Religious Support Planning Considerations:

- Soldiers' anxiety about returning home.
- Morale assessment.
- Boredom.
- Attitudes toward EPWs.

PEACEKEEPING OPERATIONS

Peacekeeping operations are conducted by neutral military or paramilitary forces deployed with the consent of all major belligerents. These forces monitor and facilitate implementation of existing truce agreements and support diplomatic efforts to reach lasting political settlements.

The political objective is the primary military consideration in peacekeeping operations. US personnel may function as impartial observers, as part of an international peacekeeping force, or in supervisory and assistance roles. Peacekeeping forces are structured, trained, and equipped with the assumption that the use of force will not be required except for self-defense. Lightly armed and operating under restrictive ROE, they represent the international community which is their primary source of power.

Religious Support Planning Considerations:

- Sudden changes in mission.
- Impact of security conditions on travel.
- Rules of Engagement.
- Lines of authority.
- Liaison with civilian religious community.
- Local culture.
- Maintaining impartiality.
- Release of information to the news media must be coordinated and cleared with the Public Affairs Officer (PAO).

PEACE ENFORCEMENT OPERATIONS

In peacekeeping operations, force maybe used in self-defense only. In peace enforcement operations, force may be used to compel or coerce belligerents to comply with accepted international resolutions or sanctions. Peace enforcement is the application of military force or the threat of its use, normally pursuant to international authorization. It maintains or restores peace, supporting diplomatic efforts to reach long-term political settlements.

Peace enforcement operations include the forced separation of belligerents, restoration of order and stability, and enforcement of sanctions. Additionally, peace enforcement operations may establish and supervise protected zones, provide security for humanitarian assistance, and guarantee or deny freedom of movement.

HUMANITARIAN ASSISTANCE

Humanitarian assistance (HA) operations are conducted to relieve or reduce human suffering which results from natural or man-made disasters. These disasters involve conditions such as disease, hunger, or privation which present a serious threat to life or property. US forces supplement the efforts of the host nation, civil authorities, or agencies which have primary responsibility for providing HA.

While HA is not a part of peace operations, HA programs are likely to be conducted with every peace operation. HA projects will impact on peace operations as an influencing factor or as a tool available to achieve a political objective. Normally, US military forces are employed in a security role only.

The UMT will focus attention on the care of the soldiers of the unit. Other agencies and organizations, such as the Red Cross and other NGOs, are charged with the responsibility to care for the civilian population.

CHAPTER 7

RELIGIOUS SUPPORT OF OFFENSIVE OPERATIONS

The offense is the decisive form of war. The main purpose of the offense is to defeat, destroy, or neutralize the enemy force. While strategic, operational, or tactical considerations may require defending for a time, defeating the enemy requires shifting to the offense. Offensive operations are characterized by rapid movement over large areas.

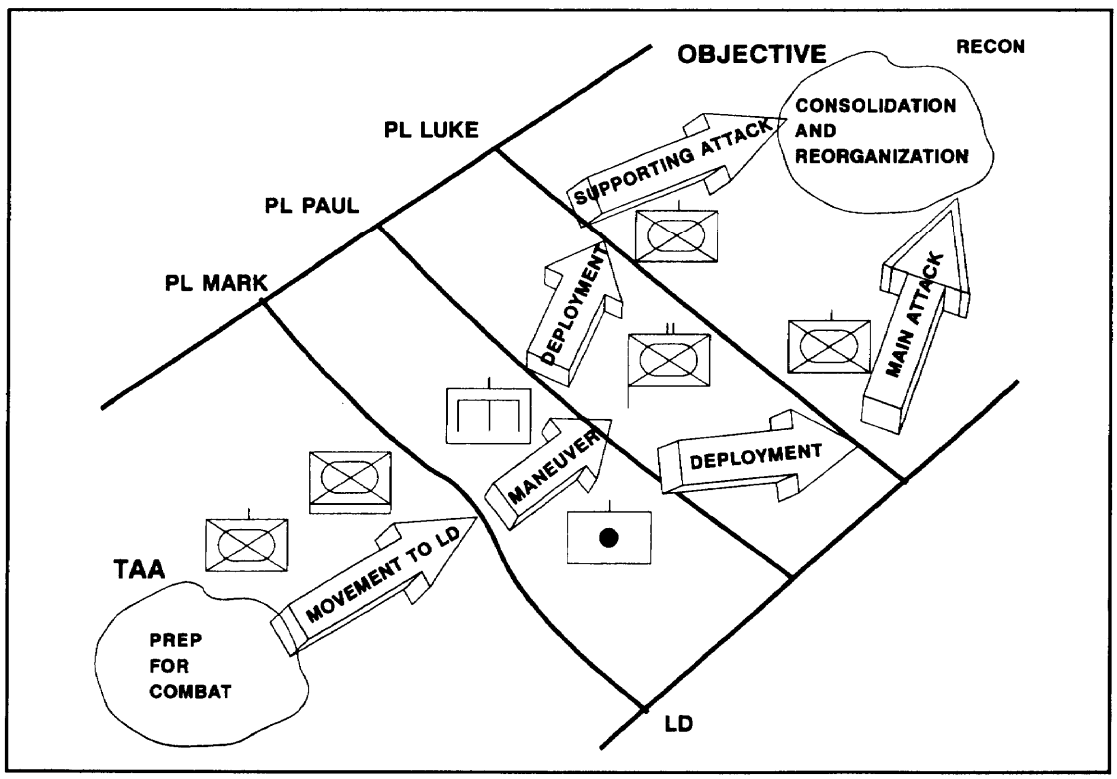


Figure 7-1. Sequence of the Attack

Offensive operations place great demands on UMTs. The constant movement of units and troops, and the operation tempo (OPTEMPO) of the battle limits the UMT's access to soldiers. The religious support focus will vary from mission to mission. Once an offensive operation begins, UMTs in combat combat units will provide ministry on a different scale and at different times from those in support and combat service support units.

SEQUENCE OF AN ATTACK

The UMT plans religious support for each phase of an operation. The sequence for an attack operation ordinarily follows this pattern:

PHASE I:	Reconnaissance.
PHASE II:	Movement to Line of Departure.
PHASE III:	Maneuver.
PHASE IV:	Deployment.
PHASE V:	Assault.
PHASE VI:	Consolidation and Reorganization or Continuation.

INFANTRY OR ARMOR BATTALION/TASK FORCE

Preparation for Combat

The Task Force (TF) UMT begins planning for religious support by considering METT-T. The mission and the time available will determine how the UMT provides religious support. With little time, the team plans and prepares quickly not to miss opportunities for religious support to soldiers. For example, time for religious support before a hasty attack is much less than the time available for religious support before a movement to contact or a deliberate attack.

The UMT carefully establishes religious support priorities. It considers the order of march, the units conducting the main and supporting attacks, and the severity and number of casualties in the previous missions. Priority is given to elements which have sustained the most casualties or to those which will be engaged at the earliest.

Pastoral care to casualties is always the priority. Therefore, the UMT coordinates with the medical platoon when casualty evacuation plans are formulated.

PHASE I: Reconnaissance

This phase begins as soon as possible after the unit receives a mission. Reconnaissance elements seeks to detect enemy activity and the physical characteristics of areas of interest to the commander.

The scout platoon is an early priority for religious support.

The TF scout platoon begins its reconnaissance and surveillance as soon as the mission is received from the brigade. It may leave as much as 24 hours before the main body crosses the line of departure (LD). The scout platoon is an early priority for religious support.

While the scout platoon conducts the reconnaissance, the rest of the unit continues preparation for combat. This preparation normally takes place in a tactical assembly area (TAA). Worship services, sacraments and ordinances, individual counseling, and visitation are possible and very important for soldiers during this phase. The UMT coordinates with company commanders for time and place for religious activities. An excellent opportunity for this coordination is the meeting at the logistics release point (LRP).

The UMT coordinates with company commanders and first sergeants for time and place of religious activities.

PHASE II: Movement to Line of Departure

When attacking from positions not in

contact with the enemy, units normally stage in a TAA. The TF does not move all at once. While the line companies move toward the LD, the main command post, the combat trains, battalion aid station (BAS), support elements of the tactical operations center (TOC), mortars, and other elements of the TF prepare for the operation. Religious support is given to each element of the TF before it begins movement. Soldiers who are preparing for the operation may not have time to gather for worship.

The Task Force UMT normally travels with the combat trains or with the BAS.

The TF UMT normally travels with the combat trains or with the BAS. If the team is visiting soldiers in other locations before movement, it must determine ahead of time which routes will be clear of obstacles, how long it will take to return to the BAS, and the location of link up points. The UMT times its movement to precede or coincide with the scheduled start time of the BAS. All movement is coordinated with the S4.

If the medical platoon intends to split the BAS, the team must plan support for more than one site. The UMT must know where the TF surgeon will locate; where most of the casualties are expected; and, if the UMT needs to separate, how it will maintain two operations.

The displacement of critical CSS elements, such as the combat trains, BAS, Unit Maintenance Collection Point (UMCP), Logistic Release Points (LRPs), and Casualty Collection Points (CCP) will be triggered by the TF crossing phase lines or by other control measures. This means of movement allows the CSS elements to remain responsive to the task force. The TF UMT monitors the tactical situation to know when the TF is approaching each phase line and thus when it may need to move or shift its religious support focus.

Because of distances and the OPTEMPO, most units will resupply on the move. The TF UMT plans accordingly for its own resupply.

As the TF moves, communication becomes difficult. The UMT will find it hard to monitor the tactical situation. Good planning, rehearsals, and the ability to adapt on the battlefield enable the UMT to provide comprehensive religious support despite the confusion and chaos of battle. Coordination with key staff members and the executive officer is critical.

Employing sleep plans and staggered shifts when necessary, the UMT must be fully capable of night operations.

Task force operations are continuous. The UMT must be fully capable of night operations, employing sleep plans and staggered shifts when necessary. If the TF moves during the hours of darkness, the TF UMT must maintain contact with other elements with which it is traveling.

PHASE III: Maneuver.

The attacking force moves to positions of advantage during this phase. The basic forms of maneuver are envelopment, penetration, frontal attack, turning movement, and infiltration.

In the maneuver phase, religious support may be restricted to small numbers of soldiers during halts in the movement, or at casualty collection points along the route of march.

PHASE IV: Deployment

The force deploys from its order of march to formations from which it attacks or fixes the enemy. Religious support during this phase is

similar to the maneuver phase.

PHASE V: Assault.

During the assault, casualties are likely to increase. The TF UMT will be heavily engaged with providing religious support to casualties and caregivers. If overwhelmed with casualties,

During a MASCAL the TF UMT requests additional support from the brigade unit ministry team.

the BAS declares a mass casualty situation (MASCAL). The TF UMT requests additional support during a MASCAL from the brigade UMT.

PHASE VI: Consolidation, Reorganization, or Continuation.

On reaching the objective, the unit eliminates remaining resistance, consolidates its gains, and reorganizes as needed. The unit may immediately continue the attack to a follow-on objective, or it may hold in place and set up a hasty defense.

The UMT ministers to survivors, paying attention to leaders and those who show signs of battle stress.

The time the TF spends in this phase will depend upon subsequent missions. If there is sufficient time, the UMT moves forward to maneuver elements. The UMT ministers to survivors, paying attention to leaders and those who show signs of battle stress. The team may also conduct memorial services.

A successful assault may develop into an exploitation or pursuit. The effectiveness of an exploitation or pursuit depends on rapid transition and vigorous execution. The UMT must be prepared to make the transition quickly with the least disruption to its operations.

Travel on the Battlefield

A UMT which travels to forward elements by itself is at great risk. Travel with the TF logistics package (LOGPAC) convoy reduces the security risk and the chances for getting lost. The LOGPAC moves from the field trains along the MSR to an LRP where the company first sergeants take control of their company LOGPACs.

The UMT meets with company first sergeants at the LRP.

Based on the scheme of maneuver, the TF S4 selects LRPs well forward. For security reasons, they are only used for short periods of time. The UMT finds LRP times and locations in the OPORD.

The S4 and company first sergeants meet at the LRP to discuss future logistical requirements. At this meeting, the UMT discusses the religious support needs of soldiers and coordinates for services and visits to the line companies with the first sergeants. The UMT then may go to one of the companies with the first sergeant and company LOGPAC.

When the company has completed its resupply, the first sergeant returns his portion of the LOGPAC convoy to the LRP. The TF support platoon leader reforms the convoy and leads it back to the field trains. The TF UMT follows the first sergeant to the LRP and returns to the combat trains or, if time permits, travels to the field trains.

Engineers The engineers provide an alternative to traveling with the LOGPAC. Because LOGPACs are often conducted during times of limited visibility, the UMT may find travel with elements of the engineer company more effective. The engineers travel to all the company locations to dig in hasty defensive positions, clear mines and obstacles, and prepare for the follow-on mission. The UMT coordinates with the S4 to link up with the engineers for travel to the companies.

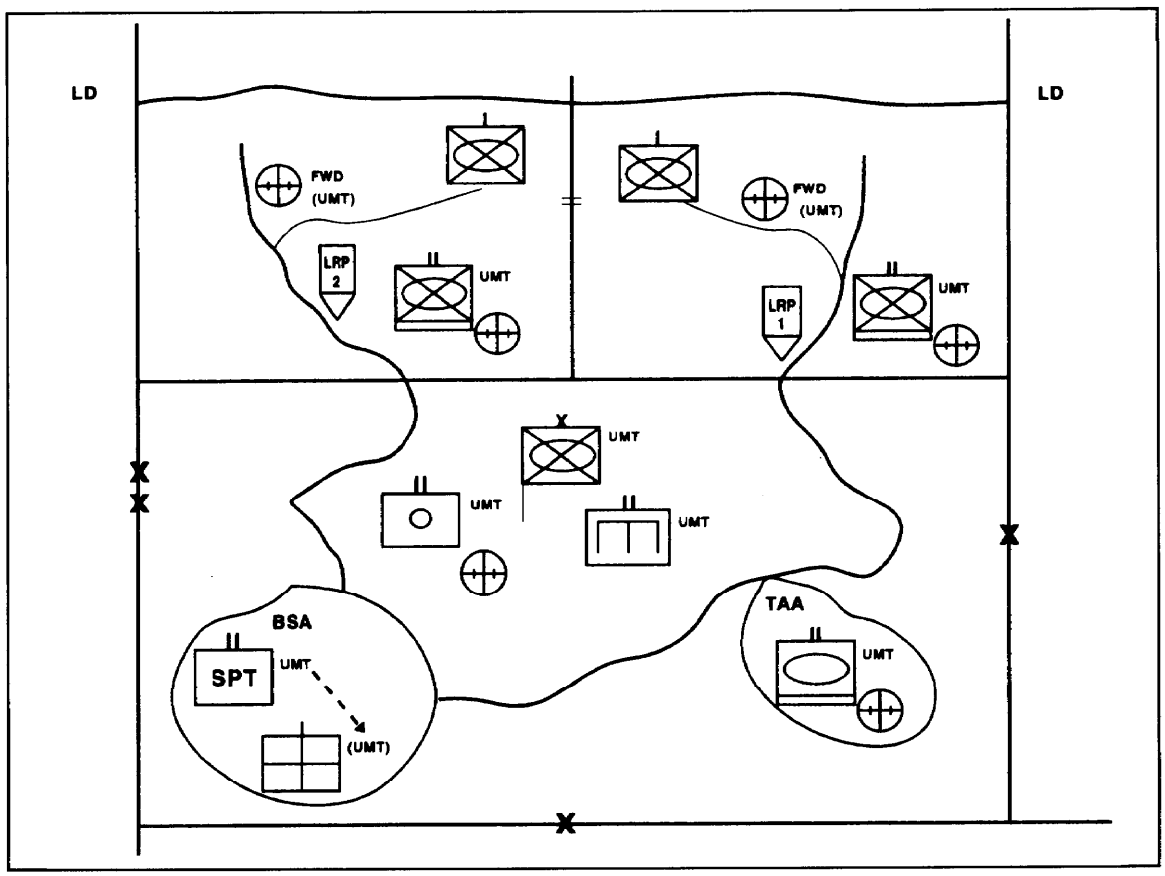


Figure 7-2. Travel on the Battlefield.

BRIGADE

The primary mission of the brigade UMT is to coordinate religious support for all soldiers in the brigade commander's area of operations (AO). They provide religious support to soldiers in the brigade headquarters and others in the AO without religious support assets.

Preparation for Combat

The brigade UMT uses the religious support estimate to plan religious support for all units in the brigade AO. It assesses the faith group needs of the battalions and requests additional support from the division UMT. The brigade UMT coordinates times and locations for forward link up points with the maneuver battalions.

The brigade UMT coordinates also with combat support and combat service support units in the brigade AO. Units with organic UMTs may need additional faith group support. Some UMTs may provide religious support for units without organic religious support or for units whose organic support is not available. Time, distance, and battlefield conditions may restrict the travel of the UMTs and make religious support difficult.

During offensive operations, the brigade support area (BSA) moves frequently. The brigade UMT may establish an operational base in the BSA, but it must know how to move its equipment if the BSA relocates. As an alternative, the team may choose to establish its operational base near the brigade TOC, where the majority of planning and communications are found. Regardless of location, the brigade UMT must be prepared to displace quickly.

The brigade UMT attends rehearsals to ensure religious support is fully integrated with the scheme of maneuver and the CSS plan.

During rehearsals, the brigade commander ensures the FSB commander has chosen

---

The brigade UMT monitors the tactical situation, the status of each battalion UMT, and plans for future operations.

---

adequate MSRs, future locations, LRPs, and refueling sites. The brigade UMT monitors this part of the rehearsal closely to integrate religious support with the scheme of maneuver and CSS plan.

Note: When moving independently among TF and slice units, the brigade UMT must be aware of the potential for being left behind.

PHASES I -V: Reconnaissance through the Assault

The brigade UMT monitors the tactical situation, the status of each battalion UMT, and plans for future operations. If changes in METT-T warrant adjustments in religious support, the brigade chaplain recommends changes to the brigade commander or executive officer. Reassigning a chaplain or chaplain assistant, or changing the mission of a battalion UMT, requires a FRAGO. The brigade UMT must be prepared to augment TF UMTs in the event of mass casualties.

PHASE VI: Consolidation, Reorganization, or Continuation

When the brigade reaches the objective, casualty evacuation increases. The brigade UMT again assesses the requirements for additional religious support in the AO. If the number of casualties is high, the team may choose to move to the forward support medical company in the BSA.

If the number of casualties is high, the brigade UMT may choose to move to the forward support medical company in the BSA.

If a TF UMT has not submitted a current SITREP, the brigade UMT NCO contacts the team to determine its status. When feasible, the brigade UMT moves forward to the TF UMTs to provide pastoral care. Priority goes to the TF executing the main attack.

- If the brigade continues the mission, time may be very limited. This phase may start with reconnaissance, or it may go directly into deployment for another assault.

Worship before the battle.

- The brigade UMT considers the spiritual condition of the soldiers in follow-on planning. The severity of the previous operation and the number of casualties suffered are key factors in planning.

If the brigade is operating as part of a division mission, the brigade UMT of the follow-and-support brigade establishes liaison with the UMT of the lead brigade to facilitate pastoral care to casualties and other religious support. The follow-and-support brigade may provide evacuation and treatment for casualties of the lead brigade so that the lead brigade can continue its tempo. This mission is of particular concern to the brigade UMT because of its complexity, intensity, and momentum.

DIVISION CAVALRY SQUADRON

The division cavalry squadron may operate across the entire division front or along one or both flanks. When the squadron operates forward of the brigades, the squadron UMT coordinates with the brigade UMTs for the care of casualties and for additional religious support.

When the squadron operates forward of the brigades, the squadron UMT coordinates with the brigade UMTs.

DIVISION

The division chaplain coordinates and supervises religious support for the comprehensive support of all soldiers and units in the division. Based on the religious support estimate, the division chaplain determines area support requirements and where to position the division UMT to best accomplish its mission.

Normally, the division chaplain monitors the tactical situation, plans religious support, and provides care for soldiers from the main CP. Prior to an operation, the division chaplain moves forward and provides pastoral care to brigade UMTs.

The division UMT also provides religious support to soldiers in the rear CP, monitors the volume of casualties, replacements, logistics, and coordinates religious support in the division rear area. This team coordinates with the DISCOM UMT for religious support in the division support area (DSA); with maneuver units in reserve, division combat support and combat service support units not located in the DSA; and with the Corps Support Group (CSG) UMT which directly supports the division.

Elements of the supporting CSG may be located in the division rear. Its UMTs may provide additional support to the division and to other corps elements operating in the division area. Other corps units may include the Armored Cavalry Regiment (ACR), artillery, signal, military intelligence, medical, air defense artillery (ADA), aviation, and engineers. Some elements of these corps units may be forward in brigade support areas.

The Division UMT coordinates with the CSG UMT for area and faith group support. The division RSA includes coordinating instructions authorizing brigade UMTs to coordinate with UMTs from corps units located in their AOs.

The Division UMT coordinates with the Corps UMT concerning area support of corps units in the division AO. The tactical situation may prevent corps UMTs from moving forward to their subordinate units. The teams may be separated from their forward elements by as much as 150 kilometers.

Area support is limited in light infantry divisions because of restricted transportation assets. Non-divisional UMTs with greater mobility may provide more area support in a light division than in a heavy division.

CORPS

The corps chaplain supports the corps commander's operational-level responsibilities and roles by engaging in three operational areas:

- Establishes *links* with joint, multinational, interagency, nongovernmental organizations (NGO), private voluntary organizations (PVO), and with religious leaders of the host nation.
- Plans and executes religious support for corps *operations.* Monitors religious support in major subordinate commands.
- Executes *support* operations to sustain subordinate Army forces. (See FM 100-7.)

From the main CP, the Corps UMT plans and synchronizes religious support in the corps area. The corps chaplain monitors the tactical situation and moves as far forward as possible to provide staff supervision.

The Corps UMT at the rear CP recommends chaplain and chaplain assistant assignments. It coordinates religious support for displaced persons and also plans religious support for reconstitution. It provides an on-call UMT for the Corps Reconstitution Task Force (RTF).

The Corps UMT normally passes responsibility for religious support in the corps support areas (CSA) to the COSCOM UMT.

Combat support units without organic UMTs receive religious support from the units they are supporting.

ARMY SERVICE COMPONENT COMMAND

The Army Service Component Command (ASCC) serves as the senior army echelon in a theater and is the service component command of a unified command. It includes the service component commander and all Army personnel, organizations, units, and installations. The ASCC chaplain is the senior Army chaplain in a theater of operations and provides staff supervision over all Army religious support in the theater. The ASCC chaplain is responsible for recommending religious support policy to the ASCC commander. This command assumes the functions formerly preformed by Theater Army or Echelons Above Corps (EAC).

COMBAT SUPPORT UNITS

Combat support units include field artillery, engineers, military intelligence, aviation, military police, signal, and air defense. Some of these units do not have organic UMTs and receive religious support from the units they are supporting.

UMTs with combat support units face unique challenges for providing religious

support to their soldiers. Normally, CS units are attached, OPCON, or in direct or general support of combat units. They are widely disbursed on the battlefield. This dispersion places an added responsibility on the UMT for coordination of religious support with the supported units.

COMBAT SERVICE SUPPORT UNITS

Tactical operations in support areas are the responsibility of CSS commanders. Their chaplains are responsible for all religious support coordination in those areas.

Forward Support Battalion

At the brigade-level, the FSB UMT provides religious support to soldiers in the TF field trains as well as its own line companies. This support continues until casualties begin arriving at the forward support medical company. Then the FSB UMT moves to the medical company to provide care for casualties.

The FSB provides continuous support to the maneuver force by frequently displacing support elements to meet current and future needs. The companies of the FSB are engaged with manning, arming, fueling, fixing, moving, sustaining, and supplying the forward elements of the brigade combat team. With this continuous activity, the FSB UMT is challenged to provide religious support to the soldiers of the FSB and BSA.

> The FSB UMT is challenged to provide religious support to all of the soldiers of the FSB and the BSA.

Division Support Command

In addition to providing unit support, the Division Support Command (DISCOM) UMT coordinates religious support in the division support area (DSA). It monitors unit and UMT locations and requests coordinates for religious support for units without organic UMTs in the DSA.

The DISCOM UMT includes reconstitution religious support in its planning. The DISCOM chaplain gives an on-call mission to a UMT in the BSA to join the Reconstitution Task Force.

The DISCOM UMT monitors the flow of religious support supplies through frequent contact with the commodity manager in the Materiel Management Center (MMC).

Corps Support Command

The Corps Support Command (COSCOM) UMT coordinates religious support in the corps support area (CSA). The potential expansion of the CSA, the dispersion of units in bases and base clusters, and the movement of small units make the coordination of religious support difficult. As a measure of the magnitude of possible expansion, during Operation DESERT SHIELD/DESERT STORM, one COSCOM grew to over 60 UMTs.

The COSCOM UMT works closely with the rear tactical operation center (RTOC) and rear area operation centers (RAOC) to track the locations and faith groups of the chaplains in the CSA.

The COSCOM UMT monitors the flow of religious support supplies with the Corps Material Management Center.

Corps Support Group

The COSCOM supports the corps with Corps Support Groups (CSG). CSGs are composed of multi-functional battalions which provide supply, services, and maintenance to supported units. Forward CSGs support the divisions and other corps units in their AOs. The Rear CSG supports the corps rear area, units in reserve, separate brigades, and units with special missions. The task organization of a CSG can change daily.

The Forward CSG UMTs monitor the rapidly changing situation through their assigned RAOCs. The tactical communication system found in the RAOC is the primary means of communication for the CSG UMTs. These teams are responsible for coordinating religious support throughout their AOs. They maintain a data base with the locations of all UMTs by unit and faith group to process requests for area and faith group religious support.

The Rear CSG UMT provides religious support to the largest unit in the corps support area which includes the corps and COSCOM headquarters. This UMT is often given the reconstitution mission.

CHAPTER 8

RELIGIOUS SUPPORT OF DEFENSIVE OPERATIONS

Army forces conduct defensive operations as part of major operations and campaigns in combination with offensive operations. The immediate purpose of defensive operations is to defeat an enemy attack. Military forces defend only until they gain sufficient strength to attack. Though the outcome of decisive combat derives from offensive operations, it is often necessary, even advisable, to defend.

INFANTRY OR ARMOR BATTALION/TASK FORCE

PHASE I: Occupation of Battle Positions

As soldiers prepare defensive positions, the TF executes the counter-reconnaissance mission. This mission is meant to deny the enemy information about friendly dispositions and friendly preparations for battle. The counter-recon force typically consists of the scout platoon, ground surveillance radars, and maneuver elements.

Starting as far forward as possible, the UMT makes brief visits to soldiers in fighting positions.

Throughout this phase soldiers are digging in and preparing fighting positions for the coming enemy attack. The UMT keeps movement to a minimum to avoid disclosing fighting positions, paying close attention to cover and concealment. Starting as far forward as possible, the team makes brief visits to soldiers infighting positions, working rearward towards the combat trains. The UMT coordinates its travel with the tactical operations center (TOC) and the combat trains command post (CTCP).

The UMT must carefully plan movement and religious support to avoid being caught in the confusion.

PHASE II: Passage of the Covering Force

The rearward passage of lines by the covering force causes considerable movement and confusion. The UMT must be cautious when planning movement and religious support to avoid being caught in the confusion. The UMT locates with the battalion aid station or LOGPAC, communicates its location to the TOC and CTCP, and deliberately avoids the passage lanes.

PHASE III: Enemy Reconnaissance and Preparatory Fires

Enemy artillery poses a significant threat to the safety of the UMT. The UMT must be near adequate overhead cover for protection.

Gathering soldiers for worship may involve undue risk.

If the enemy uses chemical or biological agents, the team will make adjustments in religious support. The team may need to postpone religious activities until the hazard is eliminated or reduced to a safe operating level. Several factors which the UMT considers include:

- Degree of engagement with enemy forces.
- Level of exposure and risk to soldiers and equipment.
- Priorities for religious support.
- Anticipated operations in response to enemy attack.

The chaplain offers sacraments and ordinances to soldiers before combat.

Sacraments and ordinances are not celebrated in contaminated areas. The UMT does not resume services until soldiers have moved to safe areas. Therefore, the chaplain takes advantage of every opportunity to administer the sacraments before soldiers engage in combat, or before soldiers are exposed to a contaminated environment.

PHASE IV: Enemy Approach

The UMT carefully coordinates movement around and through obstacles set in for the defense. Obstacles installed after the team has departed its base of operations can put the team at risk. The team should know the breach marking system and main supply route (MSR). To avoid obstacles, it carries a copy of the obstacle overlay.

The team carries a copy of the obstacle overlay when traveling.

Phase V: Enemy Assault

The UMT must be prepared to adapt to the changing tactical situation of a mobile defense which combines offensive, defensive, and retrograde actions. This combination results in a nonlinear front to create confusion for the attacking forces.

As the enemy begins the attack, the UMT shifts its attention to soldiers in the battalion aid station (BAS). From this point on, the UMT's main effort will be the care of casualties as they are brought to the BAS.

The UMT must be prepared to move on a moment's notice.

During the enemy attack, the BAS may move frequently, evacuation routes may be blocked by an enemy penetration, and defending elements may become temporarily encircled or bypassed by enemy forces. Rapidly moving enemy units may threaten or overrun the BAS. The UMT must be prepared to move on a moment's notice. Equipment and supplies not required immediately should be stowed in the team's vehicle. The vehicle should be parked in a manner which allows for rapid departure if the BAS is threatened.

PHASE VI: Consolidation and Reorganization

As the TF consolidates and reorganizes after the battle, the companies evacuate the remaining casualties to the aid station. Once the UMT has ministered to the casualties, it assesses METT-T to determine its next actions.

If the unit is planning a counterattack, the UMT prepares to move with the unit. If not, the team moves forward to units on the forward line of own troops (FLOT) to visit soldiers.

BRIGADE

In the mobile defense, battalions engaged in offensive, defensive, and retrograde actions present a challenge for the brigade UMT. The UMT plans religious support for each of the units based on METT-T. The area defense differs from the mobile defense in that all units are engaged in defensive operations.

Memorial service after the battle.

DIVISION

Division religious support during the defense is similar to religious support during the offense. However, the fixed nature of the battlefield causes UMTs to adjust their operations slightly. Access to subordinate UMTs is easier, but travel may be complicated by enemy reconnaissance and preparatory fires.

As in the offense, the division UMT coordinates with the CSG UMT for mutual support. The DISCOM UMT coordinates area support in the DSA.

The division UMT may assist the division cavalry squadron UMT to coordinate casualty care with the brigades. It also helps the brigade UMTs with additional faith group support.

DIVISION CAVALRY SQUADRON

The division cavalry squadron normally operates as the division covering force in a defensive operation. When acting as a covering force, the Squadron UMT locates in the vicinity of one of the brigade UMTs. The Squadron UMT coordinates its activities with the brigade UMT to avoid confusion and to provide mutual support. As the covering force withdraws, casualties may be high. With the squadron operating across the division front, the casualties may pass through several different aid stations. The Squadron UMT positions itself to provide care for most casualties.

COMBAT SUPPORT UNITS

Field artillery units move frequently, especially when the striking force maneuvers beyond conventional artillery range. Engineer assets are heavily engaged during preparation for combat. Mobility, countermobility, and survivability missions will significantly reduce UMT access to soldiers. Combat support UMTs must synchronize their activity carefully for all soldiers to receive religious support.

COMBAT SERVICE SUPPORT UNITS

Conducting defensive operations places great demands on CSS units. The defending force requires large quantities of barrier material and ammunition, while the striking force requires greater amounts of fuel, ammunition, and maintenance. Soldiers in CSS units maybe unable to gather for worship services. In such cases, religious support is often provided to soldiers one-on-one.

Medical evacuation from the striking force will pose significant challenges. When there is a great distance from the supporting trains, intermediate support bases may be employed. UMTs must include these bases in their planning.

CHAPTER 9

RELIGIOUS SUPPORT IN REAR AREAS

The dispersion of units in rear areas presents a significant religious support challenge. Unit ministry teams have elements of units deployed far forward and out of reach. At the same time, they have elements of other units located in their areas. Of necessity, area support in the rear consumes a greater portion of a UMT's time and energy than does unit support. Timely religious support coordination is crucial and requires a clear understanding of rear operations.

REAR OPERATIONS

Rear operations support tactical forces in contact, guaranteeing freedom of maneuver, continuity of support, and uninterrupted command and control. On the linear battlefield these actions occur behind forces engaged in active combat. On the non-linear battlefield they occur in the support base areas. Rear operations are characterized by a wide dispersion of multi-functional units conducting a variety of missions around-the-clock.

Rear areas may be small in a sparse theater as in operations other than war (OOTW), or large in a mature theater as during general war, In 00TW, with tactical operations arrayed through 360 degrees, the "rear area" refers to the area designated as the support base.

The synchronization of rear operations is the responsibility of a Rear Tactical Operations Center (RTOC), a Rear Area Operations Centers (RAOC), or a Rear Command Post (RCP).

Rear Tactical Operations Center (RTOC): the primary staff element for planning and coordinating rear area security operations,

Rear Area Operations Center (RAOC): a subordinate command post in or near the rear tactical command post concerned with terrain management and security operations.

The RAOC maintains critical information for the UMT to accomplish its mission: a current situation map; continuous communications with the RCP, other RAOCs, and subordinate base clusters; the threat condition; and Base Defense Status Reports.

The RAOC maintains critical information for the UMT.

The most important RAOC function for religious support coordination is terrain management. The RAOC manages the use of terrain by assigning units to bases and base clusters.

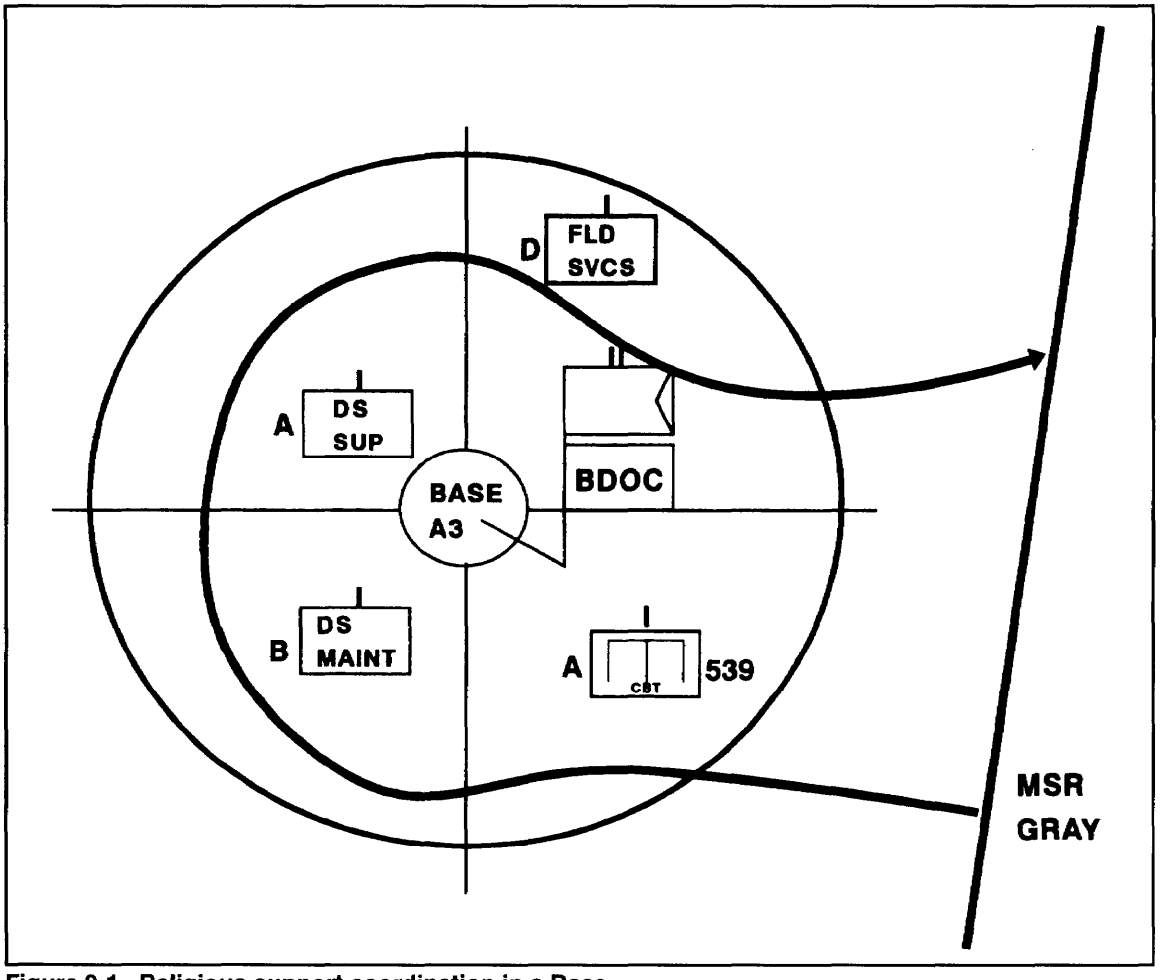


Figure 9-1. Religious support coordination in a Base.

Bases

Units are positioned in bases to share security responsibilities and capitalize on mutual strengths. Bases have clearly defined, defensible perimeters and established access controls.

Normally, the senior commander is the Base Commander. All forces assigned to the base are under his operational control for defense purposes. The commander forms a Base Defense Operations Center (BDOC) to assist in planning, coordinating, integrating, and controlling base defense efforts.

The base commander's unit ministry team obtains information about the units (including those in transition) occupying the base from the BDOC. The UMT uses the BDOC's secure communication equipment to coordinate with higher echelons and to coordinate area support requirements.

Base Clusters

A base cluster is a grouping of bases which are mutually supporting for defense purposes.

The commander forms a Base Cluster Operations Center (BCOC) from his own staff and available base assets.

As in the base, the base cluster commander's UMT uses the BCOC as its source of information for coordinating area religious support in the base cluster and for communicating with higher and lower echelons.

RELIGIOUS SUPPORT COORDINATION IN REAR AREAS

The base or base cluster commander's unit ministry team (Base or Base Cluster UMT), regardless of the chaplain's rank, is responsible for area support planning and coordination. Tenant and transient units coordinate with the Base UMT. Base and Base Cluster UMTs coordinate scarce resources for optimum religious support.

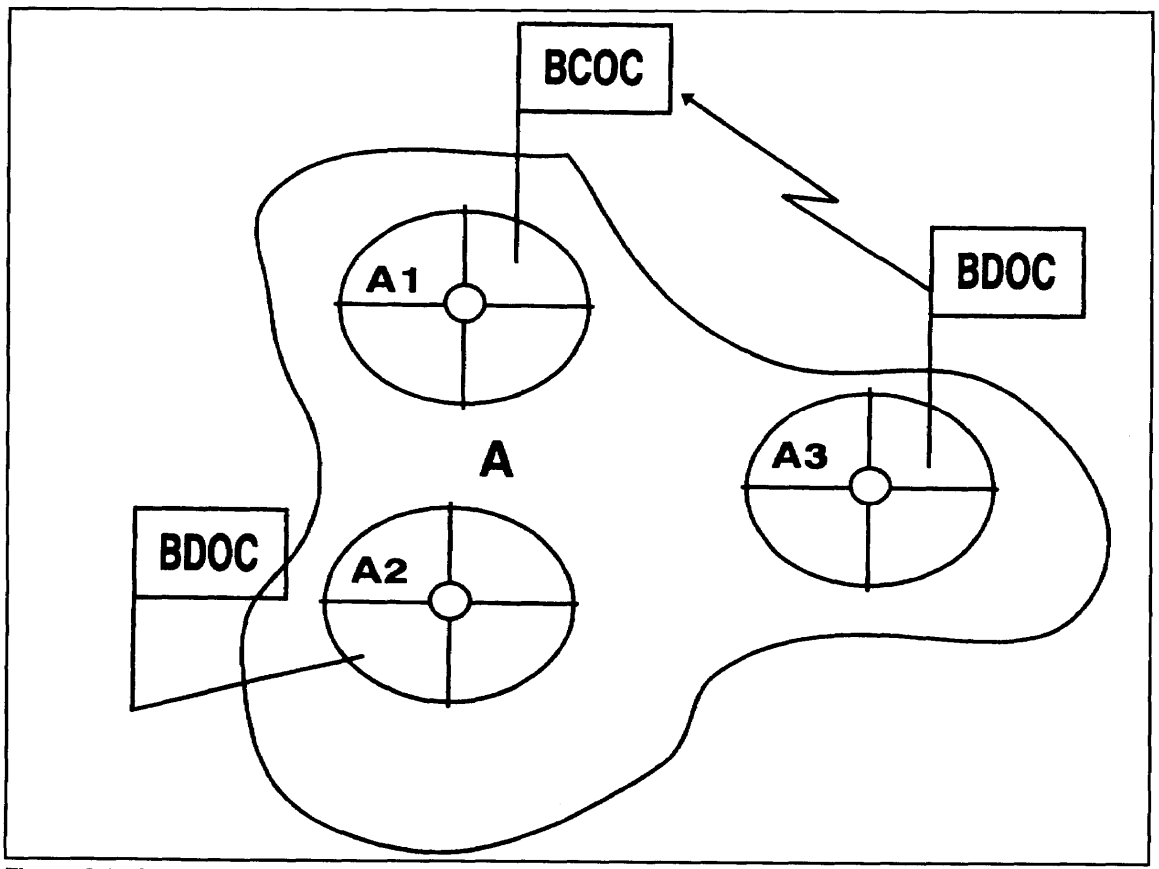


Figure 9-2. Religious support coordination in a Base Cluster.

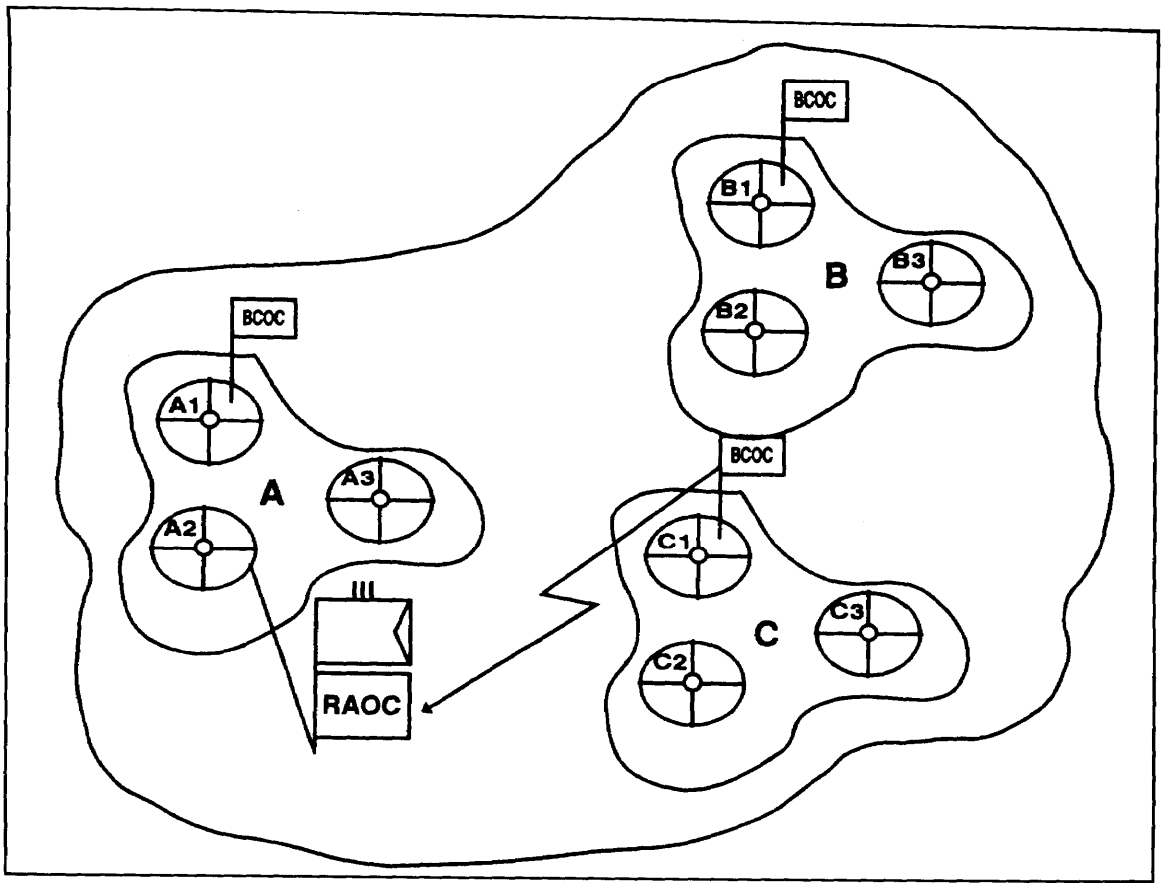


Figure 9-3. Religious support coordination in a Corps Support Area.

Base and Base Cluster UMTs monitor unit movements, particularly company-size and smaller. They maintain a data base of chaplains, their units, faith groups, locations, and means of communication.

When the commander does not have an assigned UMT, the senior chaplain in the base or base cluster coordinates area support. If there is no religious support available in the base or base cluster, the next higher echelon takes responsibility for area coordination. These relationships are specified in the Religious Support Annex of the next higher headquarters.

Base Religious Support

Tenant units coordinate with the Base UMT for additional religious support. The Base UMT conducts a daily meeting to coordinate religious support for the soldiers in the base. Units without organic religious support contact the Base UMT through the BDOC for religious support.

The Base UMT reports tenant and transient chaplains by faith group to the Base Cluster UMT. This information is used to coordinate faith group support in the base cluster. Unit ministry teams provide area support as needed on a temporary basis until their unit's mission requires their movement from the base.

If there is no chaplain available in the base to meet a unique faith group requirement, the Base UMT requests support through the BDOC to the BCOC. For instance, if there is no Roman Catholic chaplain available, the Base UMT may request Catholic support using this procedure. (See Figure 9-1.)

Base Cluster Support

The base cluster religious support is coordinated in the same way as in the base. The Base Cluster UMT monitors the movement of units into and out of the bases. As bases submit requests for additional faith group support, the Base Cluster UMT meets those requests with available UMTs. If the request cannot be met, it is forwarded to the next higher echelon. The Base Cluster UMT reports chaplains by faith group through the BCOC to the RAOC of the next higher echelon.

Higher Echelon Support

The procedure for coordination of faith group support described above is repeated up the chain of command. At higher echelons, as the area and the number of units increase, the maintenance of the chaplain data base becomes more sophisticated. At these levels, a computerized data base, using standard data base software, is required. (See Figures 9-2 and 9-3.)

SPECIAL RELIGIOUS SUPPORT REQUIREMENTS IN REAR AREAS

Reception Areas

Reception operations include the initial reception of units and individuals, the preparation of these units and individuals for combat, and their movement forward into the combat zone. The theater chaplain is responsible for coordinating religious support in the reception area. Reception operations begin before hostilities start and continue after hostilities cease.

Reconstitution

Reconstitution (both reorganization and regeneration) restores combat ineffective units to a specified level of effectiveness. The Army Service Component Command (ASCC) plans and conducts operational and tactical reconstitution operations.

Regeneration involves large scale replacement of personnel and equipment and the rebuilding of units. This mission is usually assigned to the ACSCC, COSCOM, or DISCOM, depending on the size of the unit. Division, Corps, or ASCC UMTs assist in religious support to the units.

One or more UMTs may be assigned to a Reconstitution Task Force (RTF) to provide religious support to soldiers until the unit's assigned UMT has recuperated or been replaced. Religious support during reconstitution includes the ministry of presence, group and individual counseling and debriefing (see Appendix F-1, Critical Event Debriefing), worship and memorial services, and prayer. RTF UMTs play an important role in restoring the soldiers' spiritual fitness and rebuilding the unit's cohesion and morale.

Planning Considerations:

- Reconstitution Task Force (RTF) planning process and status.
- How many UMTs are required?
- Which UMTs are designated to join the RTF, how they are notified and by whom?
- Anticipated duration of mission.
- Criteria for determining when RTF UMTs end the mission and return to their parent units.
- Logistical support for RTF UMTs.
- Relationship of RTF to Force Provider.

Mortuary Affairs

The recovery, preparation, and transportation of the dead is one of the most difficult missions on the battlefield. Religious support is provided to soldiers in Mortuary Affairs units and to those detailed to perform this mission. The care for the dead requires sensitive religious support.

Planning Considerations:

- Religious support in sites where those killed in action are prepared for return to CONUS.
- Religious support for soldiers who are doing the work.
- Special faith group requirements for burial.

CHAPTER 10

RELIGIOUS SUPPORT OF SPECIAL OPERATIONS

Army Special Operations Forces (ARSOF) provide a versatile military capability to defend our national interests. ARSOF gives the National Command Authority (NCA) additional military options. These options provide a strategic response capability across the full range of military operations to stabilize international situations with minimum risk to US interests. The theater Special Operations Forces (SOF) commander executes special operations (SO) as part of the theater commander's joint special operations effort.

US ARMY SPECIAL OPERATIONS COMMAND

US Army Special Operations Command (USASOC) was activated in December 1989 as a Major Army Command (MACOM) and the Army component of the US Special Operations Command (USSOCOM). USASOC commands all CONUS-based active and reserve ARSOF units. This command is comprised of five types of units: Special Forces (SF), Rangers, Army Special Operations Aviation (ARSOA), Psychological Operations (PSYOP), and Civil Affairs (CA).

The command is responsible for readiness and training oversight for all Army National Guard SOF and all OCONUS forward based (deployed) active Army SOF. When directed, USASOC provides mission-ready ARSOF, through United States Special Operations Command (USSOCOM), to the regional CINCs for employment under their command authority.

SOF Under Unified Command

The mission, duration and scope of operations, security considerations, signal capabilities, and the desired degree of control determine SOF command relationships. SOF units above group or regimental level are joint. Joint force commanders include unified, subordinate unified, joint task force, functional component, and commanders of specific operational forces.

A unified command normally consists of the four service-specific conventional forces and a Special Operations Command (SOC). The CINC or the SOC may establish a Joint Special Operations Task Force (JSOTF) commanded by the Joint Force Special Operations Component Commander (JFSOCC). SOF units from the three services are normally under the operational control (OPCON) of the JFSOCC.

UMT Personnel Qualifications

ARSOF missions are often highly classified and sensitive. To provide counseling, debriefing, and other religious support to ARSOF units, the chaplain must have a Top Secret clearance. Chaplain assistants should have a clearance equal to mission classification. The USASOC UMT recommends all ARSOF UMT assignments.

Religious Support

Normally, the JSOTF chaplain is a member of the service having the majority of forces. (See JP 1-05, Chapter 2.) If the Army supplies the majority of forces, an ARSOF chaplain is designated as the JTSOTF chaplain.

The JSOTF chaplain coordinates with the senior chaplain of the next higher headquarters to ensure complete religious support for SOF units. The JSOTF chaplain, in turn, supervises SOF religious support throughout the theater. The chaplain coordinates for additional religious support when other SOF chaplains are unable to provide religious support. SOF chaplains may provide limited area support for conventional forces when it does not conflict with SOF mission requirements.

SPECIAL FORCES

Special Forces (SF) combine, at the lowest tactical level, the functions performed by conventional branches of the Army. SF has five primary missions and related additional capabilities.

Primary Missions

The five primary missions are Unconventional Warfare (UW), Foreign Internal Defense (FID), Special Reconnaissance (SR), Direct Action (DA), and Counter Terrorism (CT). An SF unit can have elements deployed to several different areas within its assigned region. These elements range in size from the individual soldier to units of 12 to 150 soldiers. SF missions are directly influenced by politico-military considerations. A change in national security policy or strategy may change SF missions.

Additional Capabilities

SF units are trained to conduct 00TW missions. Language capabilities, area orientation, small unit, and multi-agency experience are invaluable in OOTW missions. Additional capabilities include noncombatant evacuation operations (NEO), arms control, support to domestic authorities, humanitarian assistance, disaster relief, security assistance, nation assistance, counterdrug operations, combating terrorism, peacekeeping and peace enforcement, show of force, support to insurgences and counterinsurgencies, personnel recovery, and special activities.

Organization

The US Army Special Forces Command (Airborne) (USASFC(A)) exercises command over all CONUS Active Army Special Forces Groups and their attached elements. The command is also responsible for readiness and training oversight for all Reserve Component and OCONUS active Army Special Forces.

The National Command Authority (NCA) has established five regional unified commanders with broad strategic responsibility for US unified military operations in an AOR. The regional CINC exercises combatant command (COCOM) over assigned SOF. Each

regional CINC has established a subordinate unified SOC to exercise operational control (OPCON) of his theater-level joint SOF. In wartime, this SOC may develop into a combined organization.

Special Forces soldiers are trained to serve as quiet professionals. The Special Forces branch or related MOS is the only non-accessioning branch or MOS. A soldier selected for the Special Forces branch or MOS has successfully completed service in an accession branch or MOS and graduated from the Special Forces Qualification Course.

UMT Personnel Qualifications

Ministry in the Special Forces community requires unique qualifications. The most critical is the ability to provide sustained, independent religious support. Others include:

- Security clearance equal to the mission classification.
- Airborne qualification.
- Extensive orientation in special operations, or graduation from the Special Forces Qualification Course, or Special Forces Staff Course (SFSC), or an "S" enlisted MOS identifier.
- Training in the religious background of the region of deployment.
- Language skills necessary to provide religious support to soldiers of the host nation.
- Deployability.
- Yearly recertification.

Religious Support

The unconventional nature of special operations, the high operational tempo (OPTEMPO), and the multiple mission deployments create stress on units, soldiers, and families. These pressures place special demands for religious support on SF UMTs.

The USASFC(A) chaplain gives staff supervision to the USASFC(A) religious program. Group chaplains supervise religious support operations and provide technical guidance to subordinate UMTs. SF chaplains frequently deploy to Advanced Operational Bases (AOB). If a Special Forces Operational Base (SFOB) is deployed, a Catholic chaplain, when available, is attached to perform ministry at the SFOB as well as at the AOB and down to the Operational Detachment Alpha (ODA).

Planning Considerations:

- Will the UMT deploy with the unit?
- What access will the UMT have to the unit?
- If the UMT does not deploy with the unit, will it be able to visit the element?
- Do the UMT members require passports and country clearances?
- If the UMT deploys with the unit, where will it establish its base of operations: the SFOB, FOB, AOB or separate isolation facility (ISOFAC)?
- Will the UMT be able to provide religious support to casualties down to the detachment level? Where and when will it be needed?
- When SF UMTs operate with SF units that are COCOM to unified commands, additional religious support is requested through the unified command chaplain.

SF Primary Missions	Before	During	After
Unconventional Warfare (UW)	Advise command on culture and customs as impacted by religion; conduct family briefings; conduct spiritual fitness training.	Accompany unit into operations area; conduct religious support operations in theater.	Provide ministry of presence and individual prayer after extraction; conduct memorial and funeral services; provide individual and group counseling for battlefield stress, casualties, and decompression; spiritually refit the unit, families, and UMT as required.
Foreign Internal Defense (FID)	Same as above	Same as above	Same as above
Special Reconnaissance (SR)	Provide religious support from or at FOB or AOB.	UMT usually does not accompany unit on SR missions.	Same as above.
Direct Action (DA)	Same as above.	UMT may accompany unit to provide religious support to casualties.	Same as above.
Counter Terrorism (CT)	Same as above.	UMT may accompany unit on hostage rescue to provide religious support to casualties.	Same as above.

Figure 10-1

SF Additional Capabilities	Before	During	After
Noncombatant Evacuation Operations (NEO), Arms control, Support to domestic authorities, Humanitarian Assistance (HA) and Disaster relief, Security Assistance (SA), Nation assistance, Peacekeeping and Peace enforcement, Show of force.	Provide religious support from or at garrison, FOB or AOB; coordinate with CA and medics; survey religions in operations area to brief teams.	May accompany the SFOD on mission; coordinate with local religions and agencies; provide religious support to casualties.	Provide ministry to forward elements; perform small group services, individual counseling and prayer; conduct memorial and funeral services; address personnel replacement issues; spiritually refit the unit, families, and UMT as required.
Counter-Drug, Support to insurgencies and counterinsurgencies, Combating terrorism.	Provide isolation/ compartmented ministry.	Provide ministry as far forward as possible.	Same as above.
Personnel recovery, and Special activities.	Provide religious support from the AOB; may be the only resource cleared for ministry to personnel in highly compartmented activities.	Same as above.	Same as above.

Figure 10-2

RANGERS

Army Rangers are specially trained, equipped, and organized light infantry. They are employed against strategic or tactical targets in pursuit of national military, political, economic, or psychological objectives. Their primary mission is direct action (DA). DA operations may support or be supported by other SOF. They may also be conducted independently or in conjunction with conventional military operations. Rangers can operate as conventional light infantry when properly augmented with other elements of combined arms.

Organization

Once in combat, the Ranger Regiment maneuvers like other light infantry units. What makes Ranger forces unique is the possible employment with other SOF. Therefore Rangers are held to more rigorous standards of performance than soldiers in other light infantry units.

UMT Personnel Qualifications

Ministry to Army Rangers is physically, emotionally and spiritually demanding. Unique qualifications include:

- Security clearance equal to mission classification.
- Airborne qualification.
- Ranger qualification.
- Deployability.

Communion in the field.

Religious Support

All Ranger forces, from the single platoon to the entire Ranger Regiment, can conduct missions deep behind enemy lines. Some religious support requirements include:

- The UMT integrates its deployment religious support with the unit's N-Hour sequence.
- The UMT deploys as far forward as possible to provide religious support to units operating in isolation.
- The UMT trains Ranger personnel in peer ministry.
- The UMT provides extensive family support programs to Ranger personnel like those provided to SF units and families.

Note: The USASOC chaplain provides staff supervision over Ranger religious support.

Mission Type	Before	During	After
Strike Operations	Coordinate and perform religious services; prepare for Ranger to Ranger and LEM resupply; conduct ministry of presence; conduct spiritual fitness training.	Locate at Casualty Collection Point (CCP), medical aircraft, or REMAB; perform ministry of presence, rites to dying, pastoral care to wounded.	Perform ministry of presence and individual prayer after extraction; conduct memorials and funerals; provide individual and group counseling for battlefield stress, casualties, and decompression.
Rapid Deployment Operations	Perform/provide religious services during deployment sequence; conduct ministry of presence; prepare for Ranger to Ranger and LEM resupply	Jump in with unit if possible, land with follow-on, or be on medical extraction aircraft if mission is short; perform ministry of presence, rites to dying, pastoral care to the wounded.	Perform ministry to forward elements; provide small group services, individual counseling and prayer; conduct memorials and funeral services; address personnel replacement issues; spiritually refit the unit, families, and UMT as required.
Deliberate Operations and Supporting Conventional Operations (long term)	Hand over home station responsibilities; perform/provide family/unit ministry to prepare for separations and combat; prepare for Ranger to Ranger, and LEM resupply; conduct ministry of presence.	Locate at CCP; perform ministry of presence, rites to dying, and care to the wounded; perform ministry to units not engaged during lulls IAW METT-T.	Same as above.

Figure 10-3.

ARMY SPECIAL OPERATIONS AVIATION

Army Special Operations Aviation (ARSOA) provides combat aviation support to Army and other SOF units in all operational environments. Its primary mission is clandestine penetration into denied airspace.

Organization

Because of contingency requirements, the Army Special Operations Aviation (ARSOA) Regiment does not operate as a single unit. Instead, it tailors SOA battalion task forces and company teams to perform specific missions. These SOA assets may operate under the OPCON of the SOC, AFSOC, or ARSOTF commander. They normally locate with the supported ARSOF unit or an AFSOF detachment.

UMT Personnel Qualifications

ARSOA is a high-stress environment. Unique qualifications include:

- Security clearance equal to the mission classification.
- Airborne qualification.
- Swimmer qualification.
- Psychological examination qualification.
- Deployability.

Religious Support

Deployment of ARSOA assets on an incremental basis and support of SOF missions over extended ranges make some religious support requirements unique.

- The ARSOA UMT locates with the majority of the force and may have infrequent contact with other deployed assets.
- The ARSOA chaplain, or the JSOTF chaplain when designated, coordinates religious support for all ARSOA personnel.

PSYCHOLOGICAL OPERATIONS

Psychological Operations (PSYOP) convey selected information to foreign audiences to influence the behavior of foreign governments, organizations, groups, and individuals. To influence a target audience's thinking and behavior, the PSYOP unit must be extremely well-versed in the language, culture, thought patterns, and belief systems of the people in the AO.

Organization

PSYOP personnel often deploy for extended periods as individuals and small teams to support SOF and conventional forces. Deployed personnel are required to work with high-level leaders of other armed forces, and with government officials from the US and other nations.

UMT Personnel Qualifications

Requirements for members of UMTs in PSYOPS units include:

- Security clearance equal to the mission classification.
- Airborne qualification.
- Attendance at PSYOP Officers Course (POOC) is desirable.
- Deployability.

Religious Support

Tailored PSYOP units in support of SOF and conventional forces require flexible religious support. UMTs deploy with a battalion-size or larger PSYOP Task Force (POTF) or PSYOP Task Group (POTG). When POTF or POTGs do not deploy, the religious support is restricted to before and after the deployment.

- PSYOP UMTs frequently coordinate religious support with joint or combined forces.
- When a PSYOP UMT does not deploy, the supported unit provides religious support to PSYOP personnel.
- PSYOP UMTs participate extensively in family support programs during all stages of deployment.

CIVIL AFFAIRS

Civil Affairs (CA) units support the commander's relationship with civil authorities and the populace, promote mission legitimacy, and enhance military effectiveness. CA units support all ARSOF missions with regional orientation briefings and information on political, social, cultural, religious, and economic aspects of the Joint Special Operations Area (JSOA).

Organization

CA units are task organized to support ARSOF mission requirements. Some CA units are organized as battalions with FID and UW support missions. Other units are organized into special teams, such as Cultural Affairs teams. All CA units are assigned to USACAPOC.

UMT Personnel Qualifications

The assignment of a chaplain as the Assistant Cultural Affairs Officer requires unique qualifications, to include:

- Extensive knowledge of religious and cultural issues and their effect on operations.
- Security clearance equal to the mission classification.

Religious Support

Civil Affairs units do not have an assigned UMT for religious support. Chaplains assigned to CA units serve as Assistant Cultural Affairs Officers and do not provide religious support. Supported units provide religious support to CA personnel.

Mission Type	Before	During	After
Troop infiltration, Fire support.	Survey religions in area; advise command of impact of culture and religions on mission.	Provide ministry as far forward as possible.	Perform ministry to forward elements; provide small group services, individual counseling and prayer; conduct memorials and funeral services, address personnel replacement issues; spiritually refit the unit, families, and UMT as required.
Troop extraction.	Same as above.	Same as above.	Perform ministry of presence and individual prayer after extraction; conduct memorials and funerals; provide individual and group counseling for battlefield stress, casualties, and re-integration.

Figure 10-4

CHAPTER 11

RELIGIOUS SUPPORT OF REDEPLOYMENT AND DEMOBILIZATION

With the cessation of hostilities or the declaration of a truce, the deployed force in a theater of operations will transition through the last stages of Force Projection. This transition from the post-conflict stage through the redeployment and demobilization stages may begin even if residual combat operations are still underway.

While some forces are preparing for redeployment, other forces remain in support of Peace Building Operations. While soldiers restore order and reestablish the host nation infrastructure, UMTs provide religious support during the post-conflict stage.

As operations cease and forces are no longer required for Peace Building, units begin the redeployment stage. Forces and materiel not required for subsequent operations redeploy to CONUS or home theater to prepare for future missions. Redeploying forces may deploy to another theater or to an area other than home station on short notice.

Redeployment, like deployment, occurs in several phases:

- Reconstitution for strategic movement.
- Movement to redeployment assembly areas.
- Movement to the port of embarkation.
- Strategic lift.
- Reception at a port of debarkation.
- Onward movement from port of debarkation.

During demobilization the process of transferring units, individuals, and materiel from an active posture to a premobilization or other approved posture begins. Demobilization coincides with the first three phases of redeployment, the phases before the units depart the theater of operations. During this stage, reserve component units return to premobilization status.

Demobilization requires careful planning which takes into account public relations and what the soldiers are thinking and saying to each other.

The phases of demobilization are:

- Planning.
- Area of operations demobilization actions.
- Port of embarkation to demobilization station operations.
- Demobilization station operations.
- Home station actions.

UNIT RELIGIOUS SUPPORT

Religious support during *redeployment* is similar to religious support during *deployment.* Some soldiers will be preparing equipment for strategic lift or waiting in holding areas for transportation, while others will be engaged in force projection operations.

> Worship, pastoral care, and religious education help soldier begin the transition back to normal life.

UMTs providing religious support in assembly and holding areas during redeployment face challenges similar to those encountered during deployment. Worship, pastoral care, and religious education will help soldiers begin the transition back to normal life. Reunion sessions, an important part of the UMT's work, require early planning to be effective.

Reunion

Religious support during the reunion phase assists soldiers dealing with the stress of reunion. The UMTs help to restore and preserve the relationships couples and families knew

> By assisting with the stress of reunion, the UMT hels to restore and preserve the relationships couples and families knew before deployment.

before deployment. During the reunion phase, UMTs join with the Installation Ministry Team, Army Community Services, STARCs, MUSARCs, family program coordinators, and mental health personnel to provide family assistance.

Army research shows that family problems intensify when spouses return from deployments. Characteristics of the readjustment period, which lasts for about two months, include the emergence of physical symptoms, children's behavior problems, and marital tensions. For many couples, the first weeks of reunion are the most challenging part of the whole deployment experience. Tensions become most acute during the two weeks before and after the soldiers' return.

As married soldiers encounter reunion issues with spouses, single soldiers will experience reunion struggles with family and friends. Soldiers deployed as individuals or in small detachments also experience reunion problems upon return to their units. Reunion briefings and workshops help to minimize the problems for soldiers, families, and units. These events equip soldiers with coping skills to face the challenge of reintegration to families, peer groups, and units.

In Theater Before Redeployment

Before departing a theater of operations, UMTs coordinate with the S1/G1 for reunion briefings and workshops. These sessions help soldiers understand the changes which they and

> UMTs coordinate with the S1/G1 for briefings and workshops for soldiers in order to prepare them for reunion.

their families have experienced. The workshops teach skills needed to reconnect with younger children or to bond with newborns. During the pre-reunion period soldiers and

families wonder, "What will it be like to be together again?" and "How has this experience changed us and our relationship?" While deployed UMTs conduct workshops in theater, IMTs conduct similar workshops for waiting families.

A Blessing for Soldiers.

Home Station After Redeployment

UMTs plan additional workshops at home station because soldiers and their families experience difficulties with reunion. Some workshops will be for soldiers and spouses, others for soldiers or spouses alone. UMTs coordinate workshops with the IMT, ACS, family support groups, and Chaplain Family Life Centers. The reunion process does not end after one or two workshops. The UMTs must be prepared to sustain the effort for several months, depending on the length of the separation and the severity of the mission. From time to time, UMTs conduct assessments of the effectiveness of the workshops and the need to continue them.

Members of UMTs are cautioned not to ignore their own family reunion process. Being occupied helping others is not a reason for neglecting one's own family. Installation and Family Life Chaplains conduct workshops expressly for redeploying UMTs.

> UMTs are cautioned not to ignore their own family reunion process.

Topics:

Intimacy	Emotions
Sexuality	Communication
Parenting	Control
Single parenting	Single soldiers
War stories	Survivor guilt
Finances	

Reunion Program Objectives

Returning soldiers will be able to:

- Understand the "at home" spouse's experience and homecoming "point of view."
- Be alert to common pitfalls of the homecoming reunion experience.
- Be aware of their own anxiety and mixed feelings concerning reunion.
- Have more realistic expectations of self and others.

Family members at home will be able to:

- Understand the soldier's experiences and homecoming "point of view. "
- Integrate returning soldier into their daily lives with minimal stress.
- Anticipate changes in decision-making and behavior.

- Complete unfinished personal business created by the separation.
- Retain a sense of accomplishment and self-esteem.

Crisis Intervention:

- Marital and family counseling.
- Financial counseling.
- Stress management.
- Support groups.
- Critical Event Debriefings.

Recovery/Refitting

The unit's need to reestablish its readiness level sometimes competes with the soldier's family for the soldier's time, energy, and atttention. During the recovery and refitting phase, soldiers need to clean, repair, and secure equipment; identify shortages; requisition supplies; and reestablish stock levels. Property accountability is reestablished with the installation property book officer. UMTs are not exempt from these concerns, even though they are busy helping soldiers and families to reintegrate.

UMTs must balance reunion activities with refitting.

RELIGIOUS SUPPORT DURING DEMOBILIZATION

Planning Actions

Demobilization planning begins with mobilization and ends with the decision to release units and individuals from active duty. This planning includes:

- Relocating units and individuals.
- Incorporating annual training (AT) for nonmobilized RC units to support demobilization.
- Mobilizing additional RC units.

  Using individual volunteers (by means of temporary tours of active duty) to support critical missions in the demobilization process.
- Basic maintenance of equipment.
- Awards and decorations.
- Evaluation reports.
- After action reports/lessons learned.

In Theater Activities

Before a unit departs the theater, it initiates demobilization administrative and logistical actions. Units process awards, decorations and performance reports; initiate line-of-duty investigations; and update supply records and equipment accountability. Medical and dental actions are started in theater when resources are available. During this phase soldiers may be frustrated as they become anxious to return home. As always, UMTs adapt religious support based on an assessment of soldiers' needs.

Home Station Activities

The reintegration of soldiers who deployed with those who did not is an important consideration for UMTs. During mobilization, many soldiers may deploy at different times, or with other units as a result of cross-leveling. During demobilization, they may also return to home station at different times.

Feelings of resentment because some

soldiers have returned and others have not can cause feelings of resentment in the unit and in families. Reentry into the civilian work force is of another concern of the soldiers of the RC.

INSTALLATION RELIGIOUS SUPPORT

Reintegration/Reunion

The Installation Ministry Team plans for:

- The reintegration of returning soldiers with their family members and with nondeployed soldiers in their units.
- Support to casualty survivors.
- Non-deploying UMTs to continue their coverage of units and family members normally served by the returning UMTs so that they will be able to reintegrate without the pressure of immediate duty.

Chaplain Family Life Center will:

- Assist in preparing families for reunion with soldiers.
- Assist UMTs with training and technical guidance on reunions.

APPENDIX A

RELIGIOUS SUPPORT ESTIMATE FORMAT
(Annotated)

_____

(Classification)

Headquarters
Place
Date, time, and zone

RELIGIOUS SUPPORT ESTIMATE NO____

References: Maps, charts, and other documents

1. MISSION

(The commander's restated mission comes from mission analysis [See FM 101-5, para 5-9.]. It is a statement of the task(s) to be accomplished and the purpose to be achieved.)

2. THE SITUATION AND COURSES OF ACTION

(Consider all elements of the situation which influence religious support and formulate feasible means for supporting the proposed courses of action. This paragraph provides the foundation for the analysis which follows.)

a. Considerations for Supporting the Courses of Action

(Determine those factors which influence religious support and religious support planning. Analyze each fact to determine the probable effect on other facts and friendly actions. In the absence offacts, use logical assumptions.)

(1) Characteristics of the area of operations

(Analyze the effects of pertinent characteristics of the operation, the UMT considers the following.)

(a) Weather

(The effects of predicted weather and light data on religious support. For example, the effect on trafficability or available daylight hours for visiting soldiers.)

(b) Terrain

(The effects of the military aspects of terrain (OCOKA) on religious support. For example, access to unit positions and trafficability.)

(c) Other pertinent factors

(2) Enemy situation

(Information about the enemy which will affect religious support. For example, when and where the enemy is expected to enter the unit's AO, partisan activity which might limit travel, sympathizers in local towns and villages who might hamper humanitarian activity or impact on military operations.)

(3) Own situation

(Recent and present activities, peculiarities, strengths and weaknesses. Include such items as morale, training, UMT status, and *logistics. List those factors which will affect religious support.)*

(a) Tactical Situation

(Information obtained from the commander's planning guidance and the operations officer, current disposition of major tactical elements, proposed courses of action, projected operations, and other planning factors required for coordination and integration of staff estimates.)

(b) Personnel Situation

(Present staffng of UMTs and anticipated replacements. [This information can be obtained from the personnel officer].)

(c) Logistics Situation

(Logistical factors with an impact on religious support. For example, transportation of RS supplies and equipment, or lack of transportation for UMTs.)

(d) Civil/Military Operations Situation

(Information obtained from the CMO officer. For example, present disposition of

CMO units that have an effect on the religious support situation or present developments within the CMO field likely to influence religious support.)

(e) Health Service Support Situation

(Include information obtained from the unit surgeon and S1.)

[1] Casualty estimates.

[a] Anticipated number of casualties.

[b] Areas of casualty density.

[c] Evacuation time and distance factors.

[2] Health of the Command

[a] Acclimatization of soldiers.

[b] Morale/unit cohesion.

[c] Fatigue/sleep loss.

[d] Percent of casualties; intensity of combat.

[e] Level of training, experience, and leadership.

[f] Home front stressors.

[g] Other, as indicated.

[3] Health service support.

[a] Medical evacuation.

(1) Ambulance exchange points.

(2) Medical treatment facilities.

[b] Combat stress control assets.

(f) Religious Support Situation

(Information which directly impacts on the religious support mission.)

[1] Critical religious requirements and holy days during the operation.

[2] Religious Preference Profile.

(Statistical analysis of soldier religious preference information from SIDPERS ad hoc *query. An explanation of the codes is found in AR 680-29. Additional information which can assist the UMT in planning includes marital status, number of family members, birth dates, rank, and MOS. Collecting this information by sub-unit, such as a battalion UMT arranging data by company, makes it easier to pass on information when the unit is task organized. This information is used to identify special*

faith group needs.)

[3] Critical Points for Religious Support.

[a] Aid Stations.

[b] Ambulance Exchange Points.

[c] Tactical Assembly Areas.

[d] FLOT.

[e] Forward Support Medical Company ("Charlie Meal").

[f] LOGPACs/LRPs.

[k] Others. (Such as "Refuel On the Move" [ROM] sites during a tactical road march.)

[h] Bases and Base Clusters without available UMTs.

[4] Area Support Requirements.

[a] Units without UMTs.

[b] Field Trains of forward deployed units.

[c] Any unit whose assigned UMT does not have access to it because of the tactical situation or the wide-spread disposition of troops. (Such as artillery, engineers, signal, MPs, intelligence, and transportation.)

[d] Distinctive faith group/denorninational requirements.

b. Assumptions

(Until specific planning guidance becomes available, assumptions may be required for initiating planning or preparing the estimate. These assumptions are then modified as factual data becomes available.)

c. Courses of Action

(The UMT considers the religious and moral implications of each COA and determines how to provide religious support for each. While the operations officer formulates the tactical possibilities, the chaplain and other staff officers consider how to integrate their fictional areas into each COA. The resulting plans may be stated in either broad or detailed terms. During the analysis of courses of action (paragraph 3), the team may add details, make revisions, or more fully develop its plans. The team includes the following elements:

- *WHAT... the type of action.*
- *WHEN... the time the action will begin or end.*
- *WHERE... the location of the action (Critical points on the battlefield requiring religious*

support.)

- *HOW. ..the use of available means.*
- *WHY... the purpose of the action.)*

(Some questions to assure the plan for religious support is complete include:

- *Are there actions and missions for each of the units and their UMTs?*
- *What are the priorities for religious support?*
- *Have provisions for both unit and area religious support been made?)*

3. ANALYSIS AND COMPARISON OF COURSES OF ACTION

(Discuss each proposed COA, indicating religious support problems and deficiencies, Include methods for overcoming them, or any rnodifications required. Consider facts and assumptions from paragraph 2 and their impact on religious support.)
(On completion of COA analysis, the UMT should have clarified the following:

- *Requirements for adjustment of initial disposition of UMTs.*
- *Probable critical points and events, and how the UMTs will provide religious support for each.*
- *Location and composition of additional religious support assets and their employment during various phases of the action.*
- *Actions required during each phase of the operation.)*

4. RECOMMENDATION

(The UMT states its recommendation for supporting the commander's chosen COA. The recommendation must support the commander's restated mission. It should be a clear, concise statement of the concept for religious support. This recommendation becomes the basis for developing the Religious Support Annex.)

/s/ _____
(Chaplain)

(CLASSIFICATION)

APPENDIX B

RELIGIOUS SUPPORT ESTIMATE WORKSHEET

STEP	SOURCES OF INFORMATION	DETERMINES

GATHER FACTS AND ASSUMPTIONS	- OPLAN/OPORD
	  - Situation paragraph
	  - Mission paragraph
	  - Task Organization
	  - Service Support paragraph or annex
	  - Religious Support Annex
	- Other staff sections
		- METT-T
		- Type of operation
		- Assets available
		- Current intelligence situation
		- Time available
		- Assumptions which are used until specific information or guidance change, or facts to the contrary develop.
		- Critical friendly religious support capabilities and requirements

1. Characteristics of the Area of Operations	- S2/G2: weather and terrain analysis products of IPB - Modified combined obstacle overlay (MCOO) - Observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA) - Ground reconnaissance - RAOCs - Bases and base clusters	- Effects of the terrain and weather on religious support.
2. Enemy Situation	- S2/G2: Order of Battle - Current activity Spot Reports, INTSUMS	- Effects of enemy activity on religious support.
3. Friendly Situation	- Mission analysis - Commander's guidance	- Effects of the friendly situation on religious support.
• Tactical Situation	- S3/G3 - Operations overlay - Scheme of maneuver (para 3) - Subunit instructions (para 3) - Coordinating Instructions (para 3) - Service Support (para 4) - Command and Signal (para 5)	- Type of operation - Location of units and soldiers - Scheme of maneuver - Time analysis (time line - backward planning)
• Personnel Situation	- S1/G1 - Personal contact with soldiers	- Present staffing of UMTs - Replacement situation - Condition of soldiers

STEP	SOURCES OF INFORMATION	DETERMINES
• Logistics Situation	- S4/G4 - MMC	- Transportation issues - Maintenance of team equipment - Resupply of ecclesiastical and team supplies - Condition of team equipment
• Civil/Military Operations Situation	- S5/G5 - Civil Affairs units - Personal observation	- Location of civil affairs units/elements - Local population condition - Local religious factions and groups - Humanitarian operations
• Health Service Support Situation	- S1/G1 - Medical Officer (surgeon, medical platoon leader)	- Casualty Estimates - Evacuation plan - Health of the command
• Religious Support Situation	- Reports - Personal observation	- Critical points for religious support - Requirements for area religious support -- Units without organic religious support -- Units with organic RS, but not available -- Unit trains deployed forward -- Distinctive faith groups - Critical religious requirements and holy days occurring during operation
ANALYZE THE MISSION	- Mission (higher headquarters) - Religious Support Annex - Commander's Intent (analyze two levels up)	- Specified tasks - Implied tasks - Assets available - Limitations (constraints and restrictions) - Risk (as applied to religious support)

STEP	SOURCES OF INFORMATION	DETERMINES
DEVELOP COAs	- Analysis of mission and situation - TSOP - FM 16-1	- Several proposed COAs to support commander's scheme of maneuver/concept of the operation - Concept of religious support - What: type of action; include priorities for religious support - When: time the action will begin or is to be completed - Where: location of the action (i.e., Critical Points for RS, base of operations, etc) - How: use of the available means - Why: purpose of the action
ANALYZE and COMPARE COAs	- COA development - War-gaming techniques	- Advantages and disadvantages of each COA, separately
MAKE A RECOMMENDATION	- Comparison of COAs	- Concept of religious support - Final coordination with the staff on approved COA. (concept of operation, subunit instructions, coordinating instructions, religious support annex)

APPENDIX C

RELIGIOUS SUPPORT ANNEX FORMAT

(ANNOTATED)

Copy _ of _ copies
Headquarters
Place
DTG
Message reference number

ANNEX_ (RELIGIOUS SUPPORT) TO OPERATION ORDER_

References: Maps, charts, and other relevant documents.

Time Zone Used Throughout the Order:

1. SITUATION

a. Enemy Forces. See Annex B to OPLAN _

b. Friendly Forces.

(Outline the higher headquarter's tactical and religious support plans.)

c. Attachments and detachments.

(List religious support resources attached and detached. Include effective times, inapplicable.)

2. MISSION

(Clearly and concisely state the religious support task. Tell WHO does WHAT, WHERE, and WHY. This statement should result from specified and implied tasks developed during mission analysis. There are no subparagraphs.)

3. EXECUTION

a. Concept of operation

(Briefly state the proposed plan for religious support. Include means and priorities for religious support. If an operation is phased, be sure subsequent subparagraphs clearly outline what is to happen during each phase.)

b. Tasks to subordinate and supporting units.

(List all UMTs that report directly to the headquarters issuing the plan or order in the same sequence as in the task organization, including reserves. Use a separate subparagraph for each unit. State the mission or task each UMT is to accomplish. Only state tasks which are necessary for comprehension, clarity, and emphasis.)

c. Coordinating instructions.

(This is always the last subparagraph in paragraph 3.)

(1) *(Include only instructions which apply to two or more subordinate units and which are necessary for coordination and cooperation among units and with civilian authorities.)*

(2) *(Refer to other supporting appendixes or annexes.)*

(3) *(Include instructions for coordinating faith group support.)*

4. SERVICE SUPPORT

a. *(Refer to service support or admin/log orders. Include locations of hospitals, mortuary affairs sites, and the like.)*

b. Transportation

c. Miscellaneous

5. COMMAND AND SIGNAL

a. Location of the senior chaplain and each of the UMTs.

(List at least one future location for each if known.)

b. Signal

(Refer to separate signal instructions or annex inapplicable.)

ACKNOWLEDGE:

(Commander's last name)
(Commander's rank)

OFFICIAL:

APPENDIXES:

APPENDIX D

COMMAND AND STAFF RELATIONSHIPS

SECTION	DESCRIPTION	RESPONSIBLE FOR	< COORDINATE FOR > PROVIDE TO
Command Group	The commander. Those designated to accompany the commander. *This might be only administrative staff (aide, driver, or pilot) or, perhaps, the deputy/assistant commander, chief of staff/ executive officer, command sergeant major, or other commanders and staff.*	Command and control, leadership, direction, guidance, and supervision.	< Commander's Intent > Advice on: - Religion - Policies re: religion (including constraints and restraints) - Accommodation of special religious needs and practices - Morals - Morale - Assignments
Executive Officer/ Chief of Staff	Principal coordinator of staff activity within the unit.	- Staff direction, synchronization, and coordination. - Planning operations - Staff discipline and morale - Battle group/staff - Directing the coordinating staff and special staff officers	< Staff meetings < Daily religious support plans < Staff planning and guidance, including time planning < Command post operations > Religious support estimate and plan
S1/G1	The principal staff officer for all PERSONNEL matters. Primary concern is soldier readiness and sustainment in combat operations. Provides information to S4/G4 for the Combat Service Support BOS.	- Personnel Service Support * Religious services * Health services * Legal services * Postal services - Administrative services - Morale support activities - Personnel replacement operations - Casualty operations - Quality of life matters - Family member matters - Marriages to foreign nationals	< Personnel estimate < Morale assessments < Casualty data < Letters of Condolence < Replacement data - Religious preferences - Age - Marital status - Dependents < Requests for additional RS < Red Corss messages < Assignments > UMT Travel itinerary > Religious Support Annex

SECTION	DESCRIPTION	RESPONSIBLE FOR	< COORDINATE FOR > PROVIDE TO
S2/G2	The principal staff officer for all INTELLIGENCE matters and for security. Staff proponent for the Intelligence BOS	- Preparation of the intelligence estimate - Intelligence Preparation of the Battlefield (IPB) - Production of intelligence - Supervision of the collection effort - Weather data - Counter-intelligence	< Enemy situation < Terrain/trafficability < Weather data < Maps < Indigenous religious groups < Local religious sites and shrines
S3/G3	The principal staff officer in matters concerning OPERATIONS, PLANS, ORGANIZATION, AND TRAINING Staff proponent for Maneuver and Mobility /Survivability BOSs.	- Maintaining current operations estimate of the situation - Preparing, authenticating, and publishing the unit's tactcal standing operating procedures (TSOP), to which other staff sections contribute - Preparing, coordinating, authenticating, and publishing operations plans (OPLAN) and operations orders (OPORD), including tactical movement orders; includes reviewing plans and orders of subordinate units - Recommending task organization and assigning missions to the command's subordinate elements - Deception plans	< OPLAN/OPORD < FRAGOs < Warning Orders < Operational graphics/ overlays < Unit locations and movement < Combat power status < Communication equipment and SOIs < Tactical updates/battle tracking
S4/G4	The principal staff officer in matters relating to LOGISTICS. Staff proponent for the Combat Service Support BOS	- Supply - Maintenance - Transportation - Services * Food * Bath and Laundry * Mortuary Affairs	< Estimate of the CSS situation < CSS/Logistics plan (with graphics) < Chaplain Resupply Kit < Supply routes < LOGPAC plans - Convoy times and routes - Logistics Release Points LRP active times Locations < Support Area locations

SECTION	DESCRIPTION	RESPONSIBLE FOR	< COORDINATE FOR > PROVIDE TO
S4/G4 (cont)			< Health Service Support plans - Casualty projections - Treatment locations BAS Alternate Medical facilities/ hospitals - Evacuation plans * Routes * Ambulance Exchange Points (AXP) * Ground/Air evacuation criteria - Mass Casualty (MASCAL) * Plans * Criterian for initiating plan
S5/G5	The principal staff officer for all matters concerning the CIVILIAN impact on military operations and the political, economic, and social effects of military operations on civilians.	- Civil Affairs - Civil-Military relationships	< Humanitarian activity < Cultural information > Indigenous religion information
Fire Support Officer	Special staff officer for fire support to include field artillery and aviation Coomands fire support units.	- Fire support plans - Coordination fire support - Artillery unit locations	
Surgeon/ Medical Platoon Leader	Special staff officer for the command health service program. Commands medical organization.	- Recommends policy for treatment of caualties - Recommends policy for evacuation of caualties	< Casualty projections < Evacuation plans < Treatment plans < MASCAL plans and criteria
Signal Officer	Special staff officer responsible for communications under the supervision of the S3/G3.	- Recommending and implementing the unit's communications systems	< Communications equipment < Signal Operating Instructions

SECTION	DESCRIPTION	RESPONSIBLE FOR	< COORDINATE FOR > PROVIDE TO
Engineer	Special staff officer responsible for engineer operations.	- Mobility/ countermobility/ survivability - Engineer convoy - Minefields and obstacles - Terrain and trafficability estimates	< Engineer plan < Obstacle graphics and overlay - Opening and closing times of obstacles
Staff Judge Advocate	Special staff officer for legal affairs	- Legal advice to the commander an staff. - Training on the Law of Land Warfare.	
Headquarters Company Commander	Commander of headquarters company.	- Operational control over headquarters, including soldiers not assigned or attached to a subordinate unit	< Movement of headquarters and trains < Local security plans < Life sustainment issues: - Food and fuel - Bivouac sites - Unit supply
Support Unit Commander (Forward or Main Support Bn)	Special staff officer for logistical support. Commands CSS unit.	- Logistical support - Support Area operations	

APPENDIX E

GUIDE TO ANALYSIS OF LOCAL RELIGIONS

AREAS OF CONCERN	SPECIFIC INFORMATION
Religions in the area	- Organized. - Unorganized. - Relations between religions and religious leaders, both indigenous and missionary.
Clergy	- Number, locations, and education of clergy. - Influence on government and populace .
Religious beliefs	- Major tenets of each religion, to include such concepts as: * Faith. * Impact of faith on life. * Concepts of salvation and the hereafter. * Rites of cleaning and purification. - Degree of religious conviction in lives of indigenous populace.
Worship	- Forms of worship. - Places of worship. - Frequency of worship. - Significance of worship.
Relationship between religion and motivation of indigenous people	- Strength of religious sentiment. - Influence of religion on daily life.
Relationship between religion and trans-cultural communication	- Attitudes toward people of other races and cultures. - Acceptable kinds of social interaction.
Socio-economic influence of religion	- Influence of religious leaders. - Influence of religion on societ.y - Economic influence of religion. * Religious ownership of property and other possessions. * Teachings of religion about private property. * Relationship of religious leaders to economic leaders.

AREAS OF CONCERN	SPECIFIC INFORMATION
Relations with government	- Relationship of religious leaders to government officals. - Role of religion and religious leaders in armed forces. - Political influence of religious leaders.
Religious schools	- Location, size, and attendance. - Influence. - Relationship to non-religious schools.

APPENDIX F

COMBAT STRESS CONTROL AND RELIGIOUS SUPPORT

Stress is a reality of combat, and soldiers must deal with it to succeed. Stress is the response of the mind and body to danger. Elimination of stress is both impossible and undesirable. The aim of war is to impose as much stress as possible on the enemy so that they will lose the will to fight. Armies accept severe stress in order to inflict greater stress on the enemy. To win, armies must control combat stress.

Controlled combat stress gives soldiers the necessary alertness, strength, and endurance to accomplish their mission. It elicits loyalty, selflessness, and heroism. Uncontrolled combat stress, on the other hand, can cause behavior that interferes with the unit mission. It can lead to disaster and defeat.

The word *control* in the phrase "controlled combat stress" is used deliberately to focus thinking and action within the Army. Since the word may have contrasting connotations, it is important to make its meaning clear. *Control* is used (rather than the word *management)* to emphasize the active steps which leaders, supporting personnel, and individual soldiers must take to keep stress within an acceptable range.

RELIGIOUS SUPPORT AND COMBAT STRESS CONTROL

The unit ministry team is the commander's most accessible resource for controlling combat stress. The UMT provides immediate support to leaders by performing battle fatigue prevention, identification, and intervention. It also assists in training leaders and other soldiers to recognize battle fatigue symptoms.

Relationships

The UMT is organic to the unit, and its presence with soldiers promotes trust. From this position of trust, UMTs prepare soldiers for the stress of battle and respond to those experiencing combat stress and battle fatigue.

Reduction of the Negative Effects of Combat Stress

Before and during deployment, the UMT prepares soldiers to manage combat stress with spiritual fitness training. This training helps soldiers to build spiritual strength and enables them to draw upon faith and hope during intensive combat. When soldiers are prepared physically, emotionally, and most importantly, spiritually, the negative effects of combat stress are reduced.

Spiritual Values

For many American soldiers, inner resources and strength are based on religious and spiritual realities. In combat, soldiers often experience an increase in religious beliefs. When religious and spiritual realities are challenged by the chaos of combat, soldiers may lose touch with the inner resources which sustain them. The soldiers then become more vulnerable to fear, despair, and hopelessness. This vulnerability relates directly to becoming a battle fatigue casualty and to acts of misconduct. (See Figure F-1.)

Religious Support

UMTs provide the following religious support and care to soldiers experiencing battle fatigue and other negative reactions to combat stress.

Preventive Religious Support. The UMT assists in preventing battle fatigue and misconduct stress behaviors through spiritual fitness training. Its presence with soldiers when the unit trains and when it deploys is vitally important. It can be a stabilizing influence on soldiers, and it can help soldiers strengthen or regain values. The UMT helps prevent battle fatigue and misconduct by providing the following:

- Opportunities for worship.
- Opportunities for private and group prayer.
- Religious literature and materials.
- Scripture readings with soldiers.
- Sacraments and ordinances as METT-T allows.
- Opportunities for soldiers to work through frustration, fear, anxiety, and anger.
- Visit to soldiers in work and living areas.
- Assistance to soldiers and families prior to deployment emphasizing family strengths.

Immediate Religious Support. The UMT assists commanders in the identification of soldiers experiencing negative reactions to combat stress: battle fatigue and misconduct. The team works closely with the unit's leaders and medical personnel to care for these battle fatigue casualties. It gives religious support and comfort to restore the soldier's spiritual fitness. This may include the following:

- Presence with the soldier.
- Conversation with opportunities to share fears, hopes, and other feelings, and to experience forgiveness.
- Prayer with the soldier.
- Prayer for fallen comrades.
- Rites, sacraments, and ordinances, as appropriate.
- Reading from scriptures.

Restorative Religious Support. Following an operation, a unit may require reconstitution. Surviving soldiers may need to rebuild emotional, psychological, and spiritual strength. Depending upon the mental and physical condition of the soldiers, the UMT may need to be augmented by UMTs from higher echelons or other units. Restorative religious support may include the following:

- Worship, sacraments, rites, and ordinances.
- Memorial services or ceremonies.
- Providing religious literature and material.
- Facilitating grief through personal counseling.

- Reinforcing the soldiers' faith and hope.
- Opportunities for soldiers to talk about combat experiences and to integrate those experiences into their lives. (See Appendix F-1, "Critical Event Debriefing.")

COMBAT STRESS BEHAVIORS

POSITIVE COMBAT STRESS BEHAVIORS	DYSFUNCTIONAL COMBAT STRESS BEHAVIORS	
	MISCONDUCT STRESS BEHAVIORS AND CRIMINAL ACTS	**BATTLE FATIGUE**
UNIT COHESION	MUTILATING ENEMY DEAD	HYPERALERTNESS
LOYALTY TO BUDDIES	NOT TAKING PRISONERS	FEAR, ANXIETY
LOYALTY TO LEADERS	KILLING ENEMY PRISONERS	IRRITABILITY, ANGER, RAGE
IDENTIFICATION WITH UNIT TRADITION	KILLING NONCOMBATANTS	GRIEF, SELF-DOUBT, GUILT
SENSE OF ELITENESS	TORTURE, BRUTALITY	PHYSICAL STRESS COMPLAINTS
SENSE OF MISSION	KILLING ANIMALS	INATTENTION, CARELESSNESS
ALERTNESS AND VIGILANCE	FIGHTING WITH ALLIES	LOSS OF CONFIDENCE
EXCEPTIONAL STRENGTH AND ENDURANCE	ALCOHOL AND DRUG ABUSE	LOSS OF HOPE AND FAITH
INCREASED TOLERANCE TO HARDSHIP	RECKLESSNESS, INDISCIPLINE	DEPRESSION, INSOMNIA
DISCOMFORT	LOOTING, PILLAGE, RAPE	IMPAIRED DUTY PERFORMANCE
PAIN	FRATERNIZATION	ERRATIC ACTIONS, OUTBURSTS
INJURY	EXCESSIVELY ON SICK CALL	FREEZING, IMMOBILITY
SENSE OF PURPOSE	NEGIGENT DISEASE, INJURY	TERROR, PANIC RUNNING
INCREASED FAITH	SHIRKING, MALINGERING	TOTAL EXHAUSTION APATHY
HEROIC ACTS	COMBAT REFUSAL	LOSS OF SPEECH SKILLS AND HEARING
COURAGE	SELF0INFLICTED WOUNDS	WEAKNESS, PARALYSIS
SELF-SACRIFICE	THREATENING/KILLING OWN LEADERS ("FRAGGING")	HALLUCINATIONS DELUSIONS
	ABSENCE WITHOUT LEAVE	
	DISERTION	

ANNEX F-1

CRITICAL EVENT DEBRIEFINGS

PURPOSE

The Critical Event Debriefing (CED) helps small units soon after exceptionally traumatic events to:

- Quickly restore unit cohesion and effectiveness.
- Reduce short-term emotional and physical distress.
- Prevent long-term distress and "burnout."
- Safeguard future effectiveness, happiness, and unit and family well-being.

REQUIREMENT

Leaders of small units should always conduct an after action review (AAR) when a mission is completed. After an exceptionally distressing mission or event, the leaders of the unit should coordinate a Critical Event Debriefing (CED). Members of the unit ministry team are equipped to conduct these debriefings.

Some situations which may warrant a CED include:

- The death of a unit member.
- The death or suffering of noncombatants (especially of women, children).
- The handling of the dead, the management of carnage, or even the sight of devastation during disasters.
- A friendly fire incident.
- A situation involving a serious error, injustice or atrocity.
- A situation of total helplessness.

The CED is conducted by the UMT. Other teams maybe made up of the following:

- Mental Health/Combat Stress Control officers and enlisted.

- Physicians, nurses, medics or other medical department personnel.
- Line officers and NCO's with CED training.

PERSPECTIVE

The participants in a CED are *normal* people who have survived an abnormal situation. The CED is neither therapy nor counseling. It is basic and wise preventive maintenance for the human spirit.

THE CRITICAL EVENT DEBRIEFING

WHO

- A group of 3 to 40 soldiers (maximum of 60).
- A functional organization: crew, team, squad, or platoon.
- Strangers, civilians, family members thrown together in the critical event by chance.
- Normally include only those directly involved in the event.
  - Higher command included only if involved in the event.
  - May include trusted support persons as listeners, such as another chaplain, medic, even if that person wasn't present at the incident. Must be identified as a CED team member.
- No media or outsiders permitted.

WHAT

- Normally, the team consists of a debriefing leader and an assistant, with one additional assistant for every 10 people in a group of more than 20.

WHEN

- Most effective when conducted 8 to 72 hours after the event.
- After enough rest and recovery for all to be alert and involved.
- During a lull in the action or after completing an operation.
- Expected duration: 2 to 3 hours.
- Can be a shorter "defusing debriefing," with the expectation of a full CED later when the tactical situation allows.

WHERE

- An emotionally neutral place, relatively safe from enemy action, distraction, observation.
- A reserve position or assembly area.
- With enough light to see all participants.
- Sheltered from bad weather.

HOW

1. INTRODUCTORY PHASE

Purpose: To introduce the UMT and explain the process.

Chaplain, or Leader, explains the ground rules:

- No one should repeat any personal information or feelings that others shared during the CED outside the group. (Note: This does not override anyone's legal or moral responsibility to report violations of the UCMJ or the Law of Land Warfare.)
- No notes or recordings will be made.
- No breaks are scheduled, but anyone may leave as needed to return as soon as possible.
- No one is required to speak. (Note: The UMT should note those who keep themselves apart. Check with them afterwards for one-on-one debriefing or other assistance.)
- Each participant speaks for self, and not for others.
- Everyone is equal during a CED. All ranks speak frankly, with proper courtesy, without fear of reprisal.
- The CED is not an AAR, but a discussion to clarify what happened and to restore well-being.
- Fact-finding, not fault-finding, but "facts" include the participants' personal reactions to the event. The unit can conduct an AAR for lessons-learned later.
- The UMT is available after the debriefing.

2. FACT PHASE

Purpose: To reconstruct the event in detail, in chronological order, as an unbroken "historical time line," viewed from all sides and perspectives.

Chaplain ecourages participants to start their stories before the critical event occurred and to work up to the event(s).

Participants

- The first person involved in the critical event is asked to tell how it started - what his role

(duty position) was, and what he saw, heard, smelled, and did - step by step.

- Other participants are drawn in as the first person's story reaches them. The chaplain asks other participants to tell their observations and actions in detail.
- The chaplain encourages participation. Everyone is asked, but no one is obliged to speak.
- If there are disagreements about what happened, the chaplain elicits observations from others which might resolve the differences to clarify the memories.
- The discussion may proceed to phases 3 and 4 before the event reconstruction is complete. The chaplain should eventually bring the talk back to event reconstruction to fill in gaps in the time-line.

3. THOUGHT PHASE

Purpose: To personalize the event and shift the focus.

Chaplain leads transition from factual to emotional focus.

Participants are asked to share:

- "What thoughts were in your mind as it started?"
- "What thoughts went through your mind when you saw, smelled, or did... ?"
- "What was your first thought when it was over?"
- "What did you think or feel when you came off "automatic" or "autopilot?"

4. REACTION PHASE

Purpose: To identify and ventilate feelings (emotions) raised by the event.

Chaplain emphasizes that all emotional reactions deserve to be expressed, respected and listened to.

Participants are encouraged to share "reactions":

- "What was the worst thing about the event?"
- "How did you react when that happened?"
- "How are you feeling about that now?"

The UMT listens for common themes, feelings, and misperceptions:

- Feelings of anger at others for not helping.
- Blaming self or others for things outside of control.
- Feeling changed, different, worse than everyone else, cut off from others.

- Feelng guilty for not doing more; for surviving, or for real mistakes.

The chaplain and group confirms the normality and commonality of their thoughts and feelings.

- It helps to hear that others have had the same reactions.
- Judicious questioning about the facts restores a fact-based perspective on responsibility and freedom of action.
- Process can help individuals "reframe" the meaning.

5. SYMPTOM PHASE

Purpose: To normalize personal physical stress responses.

Chaplain guides the transition from emotional to factual focus, legitimizing participant's physical symptoms and behavioral reactions.

Participants are asked to describe how they reacted physically before, during and after the event.

- Common symptoms include gastro-intestinal distress, frequent urination, loss of bowel and bladder control, loss of sexual interest, heart pounding, shortness of breath, muscle, back, neck and head ache, trembling, jumpiness and startle reactions.
- Insomnia, bad dreams, intrusive memories, trouble concentrating, remembering details, and irritability are also symptoms.

Participants are reassured to find that other group members have the same symptoms and often find some humor in this sharing.

6. TEACHING PHASE

Purpose: To reassure by teaching the participants that feelings and stress symptoms are normal reactions to abnormal conditions. These symptoms may last a while, but can be expected to resolve normally in time.

Chaplain summarizes the thoughts, feelings, and symptoms expressed by the group; reemphasizes normality; and reduces feelings of uniqueness, weakness, or injury.

The UMT may need to give additional training in stress management, coping strategies, grief process, and anger management.

Chaplains should not predict or glamorize long-term disability. If distress should continue too long or recur at some time in the future, however, soldiers should seek out a suitable person to talk with.

7. REENTRY PHASE

Purpose: Complete and close the debriefing.

Chaplain gives final invitation for comments and makes a summary statement.

The UMT distributes a list of POCs for follow up.

The chaplain helps the group define some self-support activities:

- Write collectively to family of the dead.
- Plan memorial ceremonies or services with the chaplain.
- Capture lessons learned.

It is important to have the UMT available for one-on-one conversations with individual participants who want to talk about things too sensitive to share in the group. The UMT must seek out those who showed (or hid) the signs of excessive stress in the group,

FOLLOW-UP

- Some individuals may need follow-up help.
- Some groups may want a second session. Note: Don't encourage follow-up just to fill the UMT's need to be needed. It is important to say "good-bye" and leave.
- There may be a need for a consolidated debriefing with other groups who were involved in the event.
  - Sister units?
  - Higher HQ?
  - Source of friendly fire?

APPENDIX G

CHAPLAINCY SUPPORT TEAMS

Chaplaincy Support Teams (CST), defined by TOE 16500LA and 16500LB, represent a supplemental capability for performing religious support. When mobilized, these teams increase the commander's ability to meet the religious needs of soldiers. There are two types of teams, designated as CST-A and CST-B. It is important to note CST-A and CST-B are augmentation resources, not replacements for active component unit ministry teams (UMTs).

CST-A

Mission:

- Religious support for replacements and Force Reception, Onward Movement (FROM) operations in marshaling areas and ports of debarkation.
- Reception, training, and acclimatization assistance to incoming UMTs.
- Religious support to units undergoing reconstitution.
- Religious support operations in a joint task force (JTF) headquarters during operations other than war.
- Area religious support.

Personnel:

- Two chaplains (one LTC and one MAJ).
- Three chaplain assistants (one SFC, one SPC, and one PFC).

Assignment

A CST-A is assigned to a Theater Army, Army Service Component Command, Corps or equivalent headquarters. It may also be assigned to a Task Force or JTF headquarters deploying without organic religious support assets.

Employment

A CST-A is used to augment religious support capabilities in rear areas, particularly in areas

such as ports of debarkation and marshaling areas. Additionally, it can be used with Force Provider to provide religious support to units in transit. A CST-A can perform "spiritual reconstitution" activities for soldiers and even members of other unit ministry teams.

When there are high concentrations of solders in marshaling areas, a CST-A can divide into two teams to provide expanded area support.

CST-B

Mission:

- Augmentation of Area Support Groups (ASG) or Corps Support Group (CSG) UMTs for religious support in Logistics Support Areas (LSA).
- Religious support to units which do not qualify for organic religious support.
- Religious support to small units which deploy under the concepts of split-based operations or modularity and are without organic religious support.
- Religious support during Noncombatant Evacuation Operations (NEO).
- Religious support to units undergoing reconstitution.
- Area religious support.

Personnel:

- One chaplain (CPT).
- One chaplain assistant (SPC).

Assignment:

A CST-B is assigned to Theater Army Area Command (TAACOM), Army Component Support Command (ACSCC), or Corps Support Command (COSCOM) to augment Area or Corps Support Group UMTs.

Employment

A CST-B can be attached to either a TAACOM, ACSCC, or COSCOM, and further attached to an area or corps support group to augment the capabilities of UMTs located in LSAs and base clusters. Augmented UMTs will employ a CST-B to fill gaps in religious support.

GLOSSARY

AA	assembly area
AAR	After Action Review
AC	active component
ACR	armored cavalry regiment
ACS	Army Community Services
ACSCC	Army Component Support Command
AD	active duty
ADA	air defense artillery
ADMIN/LOG	administration/logistics
ADT	active duty training
Advanced Operational Base (AOB)	a command, control, and support base established and operated by a SF company. Mission oriented, the AOB is located both outside and within the Joint Special Operations Area (JSOA) to expand the command and control of maturing areas. The AOB performs functions similar to a conventional unit's TOC and/or combat trains.
area of operations (AOR)	1. That portion of an area of war necessary for military operations and for the administration of such operations. 2. A geographic area assigned by a higher commander, usually defined by lateral and rear boundaries.
area of responsibility (AOR)	A defined area of land in which responsibility is specifically assigned to the commander of the area for the development and maintenance of installations, control of movement, and the conduct of tactical operations involving troops under his control along with parallel authority to exercise these functions.
area religious support	religious support provided to all soldiers within the area of responsibility of a UMT's commander
AMOPES	Army Mobilization and Operations Planning and Execution System
AO	area of operations
AOI	area of interest
AOR	area of responsibility
APOD	aerial port of debarkation

APOE	aerial port of embarkation
AR	Army Regulation
ARCOM	Army Reserve Command
ARFOR	Army Force
ARNG	Army National Guard
ARPERCEN	Army Reserve Personnel Center
ARSOF	Army Special Operations Forces
ARTEP	Army Training and Evaluation Program
ASCC	Army Service Component Command
ASG	Area Support Group
ASR	Alternate Supply Route
AT	annual training
AXP	Ambulance Exchange Point
BAS	Battalion Aid Station
base	1. A locality from which operations are projected or supported. 2. An area or locality containing installations that provide logistic or other support.
base cluster	Bases in the rear area grouped for rear operations or mission-related purposes. A base cluster has no clearly defined perimeter.
Base Cluster Operations Center (BCOC)	the element whose mission is to provide terrain management, security, movement control, and sustainment to the base cluster.
Base Defense Operations Center (BDOC)	the element whose mission is to provide terrain management, security, movement control, and sustainment to a base.
BASOPS	base operations
battle fatigue	See "combat stress behaviors."
battlefield framework	an area of geographical and operational responsibility established by the commander; provides a way to visualize how he will employ forces; helps relate forces to one another and to the enemy in time, space, and purpose.
battlefield operating systems (BOS)	the major functions performed by the force on the battlefield to successfully execute Army operations (battles and engagements) to accomplish military

	objectives directed by the operational commander; they include maneuver, fire support, air defense, command and control, intelligence, mobility and survivability, and combat service support.
battle station	the place on the battlefield where an element, such as the UMT, accomplishes its mission during a battle or operation.
BCOC	Base Cluster Operations Center
BCT	brigade combat team
Bde	brigade
BDOC	Base Defense Operations Center
BHL	battle handover line
BMCT	beginning of morning civil twilight (sun is 6 degrees below eastern horizon)
BMNT	beginning of morning nautical twilight (sun is 12 degrees below eastern horizon)
BMO	battalion motor officer
Bn	battalion
BOS	See Battlefield Operating Systems
BP	battle position
B/P	be prepared
branch	A contingency plan (an option built into the basic plan) for changing the disposition, orientation, or direction of movement of the force. (See FM 100-5.)
BSA	brigade support area
C2	command and control
CA	Civil Affairs; chaplain assistant
CARSS	Chaplain's Automated Religious Support System
CAS	close air support
CATH	Roman Catholic
CCH	Chief of Chaplains
CCP	casualty collection point
CDC	CONUS Demobilization Center
Cdr	commander
CED	Critical Event Debriefing
CEOI	Communication-Electronic Operating Instructions
CFLC	Chaplain Family Life Center
Ch	chaplain
CINC	commander-in-chief

Civil Affairs (CA) — Any activities that involve a military relationship with civilians in an area of operations, including direct military involvement in a foreign civilian government.

Civil-Military Operations (CMO) — Those activities conducted by units during military operations that enhance military effectiveness of the operation, support national objectives, and reduce the negative aspects of military operations on the civilian populace in the area of operations.

CMO — See Civil Military Operations/Officer
CARP — Command Master Religious Plan
CMTC — Combat Maneuver Training Center, Hohenfels, Germany
CO — commanding officer
COA — course of action
COCOM — combatant command

combat service support (CSS) — The essential logistic functions, activities, and tasks necessary to sustain all elements of an operating force in an area of operations.

combat support (CS) — Fire support and operational assistance provided to combat elements. Includes artillery, air defense artillery, engineer, military police, signal, military intelligence, and chemical.

combat arms — Those units which close with and engage the enemy - infantry, armor, cavalry, and attack aviation.

combat stress — The complex and constantly changing result of all the stressors and stress processes inside the soldier as he performs the combat-related mission. At any given time in each soldier, stress is the result of the complex interaction of many mental and physical stressors.

combat stress behaviors — The generic term which covers the full range of behaviors in combat, from behaviors that are highly positive to those that are totally negative. (See Table F-1.)

positive. behaviors include the heightened alertness, strength, endurance, and tolerance to discomfort which the fight or flight stress response and the stage of resistance can produce when properly in tune.

misconduct. negative reactions to combat stress which range from minor breaches of unit orders to serious violations of UCMJ and the Law of Land Warfare. Most likely to occur in poorly trained, undisciplined soldiers.

battle fatigue. The approved US Army term for combat stress symptoms and reactions which feel unpleasant; interfere with mission performance; and are best treated with reassurance, rest, replenishment of physical needs, and activities which restore confidence. Also called combat stress reaction or combat fatigue.

combined arms The complementary or reinforced employment of weapon systems to maximize their effects in obtaining synchronized results.

combined operations An operation conducted by forces of two or more allied nations acting together for the accomplishment of a single mission.

command The authority that a commander in the military service lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assignment personnel.

command post The principal facility employed by the commander to command and control combat operations. A CP consists of those coordinating and special staff activities and representatives from supporting Army elements and other services that may be necessary to carry out operations. Corps and division HQ are particularly adaptable to organization by echelon into tactical CP, a main CP, and a rear CP.

main command post: the location of those staff activities involved in controlling and sustaining current operations and in planning future operations.

rear command post: the location of those staff activities concerned primarily with CSS of the force, administrative support of the HQ, and other activities not immediately concerned with current operations.

tactical command post: the forward echelon of a headquarters. It is located well forward on the battlefield so that the commander is close to subordinate commanders and can directly influence operations.

command relationships

Command relationships govern command responsibility and authority. Some of those relationships are-

organic: assigned to and forming an essential part of a military organization; an element normally shown in the unit's TOE. This is the relationship of a ministry team to its unit.

assign: to place units or personnel in a organization where such placement is relatively permanent and/or where such organization controls, administers, and provides logistic support to units or personnel for the primary function, or greater portion of the functions, of the unit or personnel.

attach--temporary placement of units or personnel.

operational control (OPCON)--within NATO, the authority delegated to a commander to direct forces assigned so he may accomplish specific missions or tasks usually limited by function, time, or location. To retain or assign tactical control of those units. OPCON does not include authority to assign separate employment of the units concerned nor does it include service support control.

commander's intent

A concise expression of the purpose of an operation, a description of the desired end state, and how the posture of that end state facilitates transition to future operations. (See FM 100-5, Chapter 7.)

COMMZ

communications zone

COMSEC communications security

control

The means by which commanders regulate forces and functions on the battlefield to execute the commander's intent.

positive control: (direct control) Consists of the active involvement of leaders to accomplish complex or vague tasks. Examples include prescribing the date and time when an operation or activity will begin, making decisions to increase or reduce the tempo of battle, committing the reserve, or deciding which contingency plan to implement. (See FM 101-5.)

procedural control: (indirect control) Consists of regulations; policies; doctrine; and tactics, techniques, and procedures, including SOPs to control subordinates' actions. Additional examples include the mission statement, the commander's intent, the concept of the operation, graphics (such as boundaries, zones, assembly areas, axes of advance, phase lines (PLs), routes, coordinating points, logistical release points), or the activities within a contingency plan.

CONUS Continental United States

COSCOM Corps Support Command

counterinsurgency (CI) Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat an insurgency.

counterterrorism (CT) Offensive measures taken by civilian and military agencies of the government to prevent, deter, and respond to terrorism.

course of action (COA) 1. Any sequence of acts that an individual or unit may follow. 2. A possible plan open to an individual or commander that would accomplish or is related to accomplishment of the mission. 3. A feasible way to accomplish a task or mission which follows the guidance given, will not result in undue damage/risk to the command, and is noticeably different from other actions being considered.

CP	command post
CPX	command post exercise
Critical Event Debriefing (CED)	A debriefing designed to assist soldiers to work through a traumatic event with the aim of restoring wholeness and preventing future episodes of post traumatic stress.
CRC	CONUS Replacement Center
CS	combat support
CSA	Corps Support Area
CSC	combat stress control
CSG	Corps Support Group
CSS	combat service support
CST	Chaplaincy Support Team
CTCP	combat trains command post
CZ	combat zone
DA	Department of the Army
DACH	Department of the Army Chief of Chaplains
DDMP	Deliberate Decision-Making Process
DECON	decontamination
defensive patterns	The two primary forms of defensive operations are mobile and area defense. These apply to both the tactical and operational levels of war. **mobile defense**: orients on the defeat or destruction of the attacking force. It yields terrain to expose the enemy to decisive attack by the striking force. The minimum force possible is committed to an area defense to shape the penetration. At the same time, the maximum combat power available to the commander is dedicated to the striking force. **area defense**: focuses on denying the enemy access to designated terrain for a specified time, rather than on the outright destruction of the enemy. A commander may conduct an area defense by using mutually supporting positions in depth. The staff considers spoiling attacks and counterattacks in planning.
demobilization	The act of returning the force and materiel to a

premobilization or other approved posture. It also involves returning the mobilized portion of the industrial base to peacetime conditions.

deployment
1. The movement of forces within areas of operations.
2. The positioning of forces into a formation for battle.
3. The relocation of forces to desired areas of operations.

Direct Action (DA)
In SO, a specified act involving operations of an overt, clandestine, or low visibility nature conducted primarily by SOF in hostile or denied areas to seize, destroy, or inflict damage on a specified target; or to destroy, capture , or recover designated personnel or material.

DISCOM Division Support Command
DIVARTY Division Artillery

doctrine
Fundamental principles by which military forces guide their actions in support of national objectives. It is authoritative but requires judgement in application.

DOD Department of Defense
DOS days of supply
DRE Director of Religious Education
DSA division support area
DSL denominational service leader
DSM decision support matrix
DSO domestic support operations
DST decision support template
DTG date/time group

EA engagement area
EAC echelons above corps
EAD echelons above division
EDRE emergency deployment readiness exercise
E&E escape and evasion
EECT end of evening civil twilight (sun is 6 degrees below western horizon)
EENT end of evening nautical twilight (sun is 12 degrees below western horizon
EOD explosive ordnance disposal
EPW enemy prisoner of war

essential tasks	Specified and implied tasks that are critical to mission success.
estimate, staff	That portion of the planning process which assesses facts and assumptions, analyzes the mission, and develops, analyzes, and recommends a course of action to the commander for a decision which leads to an operation plan (OPLAN) and/or order (OPORD).
ETA	estimated time of arrival
EVAC	evacuation
EW	electronic warfare
FA	field artillery
FAC	Family Assistance Center
faith group	A denomination or distinctive system of organized belief and its followers.
family support group (FSG)	A command-sponsored mechanism to provide informational, emotional, financial, and spiritual support to families.
FDC	fire direction center
FEBA	forward edge of the battle area
FEMA	Federal Emergency Management Agency
FID	Foreign Internal Defense
FIST	Fire Support Team
FLOT	Forward line of own troops. A line which indicates the most forward positions of friendly forces in any kind of military operation at a specific time. May be short of, at, or beyond the FEBA.
FM	field manual; frequency modulation
force	**committed force**: A force in contact with an enemy or deployed on a specific mission or course of action which precludes its employment elsewhere. **uncommitted force**: A force not in contact with an enemy and not already deployed on a specific mission or course of action.

force projection — The movement of military forces from CONUS or a theater in response to requirements of war or operations other than war. They extend from mobilization and deployment of forces, to redeployment to CONUS or home theater, to subsequent demobilization. [Replaces "contingency operations."] (See FM 100-5.)

force tailoring — The process of determining the right mix and sequence of units for deployment to a theater of operations. (See FM 100-5.) (See "task force".)

Foreign Internal Defense (FID) — Participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness and insurgency.

Forward Operating Base (FOB) — The FOB is a command, control, and support base established and operated by the SF battalion. Command relationships, not physical location, determine whether the FOB is independent of the SFOB or subordinate to it.

FORSCOM — United States Army Forces Command
FRAGO — fragmentary order

free exercise of religion — The constitutionally guaranteed right to worship without interference.

FROM — force reception, onward movement
FSB — forward support battalion
FSG — first sergeant; family support group
FTCP — field trains command post
FTX — field training exercise

GRREG — Graves Registration

guerrilla warfare — Military and paramilitary operations conducted in enemy held or hostile territory by irregular, predominantly indigenous forces.

HA — humanitarian assistance

habitual relationship — The close and continuous relationship established between support elements and the combat units they support or between combat units which frequently are

cross-attached to ensure a mutual understanding of operating procedures and techniques and to increase overall responsiveness. Commonly referred to as the unit's "slice" elements.

Health Service Support (HSS) — The logistical function of promoting, improving, conserving, or restoring the mental or physical well-being of soldiers.

HHC — headquarters and headquarters company
HMMWV — high-mobility, multi-purpose wheeled vehicle

host nation (HN) — A nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, or to operate in, or to transit through its territory.

HQ — headquarters

Humanitarian Assistance (HA) — Assistance provided by DOD forces as directed by appropriate authority, in the aftermath of natural or man-made disasters to help reduce conditions that present a serious threat to life and property. Assistance provided by US forces is limited in scope and duration and is designed to supplement efforts of civilian authorities that have primary responsibility for providing such assistance. (See FM 100-5.)

IAW — in accordance with
IDT — inactive duty training
IG — Inspector General
IMA — Individual Mobilization Augmentee
IMP — Installation Mobilization Plan

implied tasks — Tasks which are derived from analyzing the OPORD and the area of operations and which are not specifically identified as such by higher headquarters.

IMT — Installation Ministry Team

insurgency — An organized movement aimed at the overthrow of a constituted government through use of subversion and armed conflict.

interagency operations — Operations conducted in conjunction with non-military

organizations of the US government, such as FEMA or Department of Justice.

INTSUM Intelligence Summary
IPB intelligence preparation of the battlefield
IPW prisoner of war interrogation
IRR Individual Ready Reserve

Isolation Facility (ISOFAC) The ISOFAC is a maximum security facility established to isolate SF teams performing their final mission planning, revision and preparation. SF teams, committed to separate missions and separate operational areas, are isolated to preclude mission compromise.

JCS Joint Chiefs of Staff
JFC Joint Force Commander
JFLCC joint force land component commander

joint force A general term applied to a force which is composed of significant elements of the Army, Navy, or Marine Corps, and the Air Force, or two or more of these Services, operating under a single commander authorized to exercise unified command or operational control over joint forces.

Joint Force Special Operations Component Commander (JFSOCC) The designated senior SOF commander.

joint operation An operation carried on by two or more of the armed services of the United States.

Joint Special Operations Area (JSOA) A restrictive area of land, sea, and airspace assigned by a joint force commander to a joint special operations component commander to conduct special operations.

Joint Special Operations Task Force (JSOTF) Below unified command level, a JSOTF is a JTF organized to plan, conduct and support joint SO on mission or area basis. A JSOTF is normally established to accomplish a specific SO mission or campaign of limited duration. It may be small or large, and may operate under a number of command relationships.

Joint Task Force (JTF)	A force composed of assigned or attached elements of the Army, the Navy, the Marine Corps, and the Air Force, or two or more of these Services, which is constituted and so designated by the Secretary of Defense (SECDEF), or by the command of unified command, a specified command, or an existing JTF. (See FM 100-5.)
JOPES	Joint Operation Planning and Execution System
JRTC	Joint Readiness Training Center, Fort Polk, LA
JTF	joint task force
KIA	killed in action
Km	kilometer
LC	line of contact
LD	line of departure
LEM	lay eucharistic minister
limitations	Those specified tasks that limit freedom of action.
LNO	liaison officer
LOC	line of communication
logistics	The planning and carrying out of the movement and the maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with (1) design and development, acquisition, storage, movement distribution, maintenance, evacuation, and disposition of material; (2) movement, evacuation, and hospitalization of personnel; (3) acquisition or construction, maintenance, operation, and disposition of facilities; and (4) acquisition or furnishing of services.
logistics base	A principal or supplementary base of support; a locality containing installations that provide logistics or other support.
logistics release point (LRP)	The point along the supply route where the unit first sergeant or unit guide takes control of a company LOGPAC.
LOGPAC	Logistics Package. A convoy of company resupply vehicles assembled in the field trains under the control

of the Support Platoon leader.

LRP Logistics Release Point.
LSA Logistics Support Area
LZ landing zone

MACOM Major Army Command

main supply route (MSR) The route or routes designated with an area of operations on which the bulk of traffic flows in support of military operations.

marshaling area The general area in which unit preparation areas and departure airfields may be located and from which air movement is initiated.

MASCAL mass casualty

mass casualty situation A casualty situation, defined by the medical unit commander, which exceeds the treatment and evacuation capability of the unit.

MCOO Modified Combined Obstacle Overlay
MEDCOM Medical Command
MEDEVAC medical evacuation

memorial ceremony a military ceremony to remember and honor the dead.

memorial service a religious service to remember and honor the dead.

METL mission essential task list.

METT-T Factors used to assess the tactical situation: mission, enemy situation, troops, terrain and weather, and time available.

MI military intelligence
MIA missing in action
MP military police

mission An individual's, unit's, or force's primary task. It usually contains the elements of who, what, when, where, and the reason therefore, but never specifies how.

on-order mission: A mission assigned to a subordinate unit the commander expects to accomplish in the

future. A unit with an on-order mission is a committed force. Subordinate commanders are obligated to develop plans or orders and allocate resources, task organize, and position forces for execution.

be-prepared mission: A mission assigned to a subordinate unit the commander expects to accomplish in the future. "Be-prepared" missions have a lower priority than "on-order" missions.

mission essential task list (METL) — A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s).

Mission Operations Cell (MOC) — The MOC is made up SF team members not presently tasked to execute a mission. The MOC members support the mission execution of missions by fellow SFOD. Under the three tenants of compartmentilization, replaceability, and deconfliction, the MOC is the link between all outside contact and the isolated SFOD.

MMC — Materiel Management Center

MOBEX — mobilization exercise

mobilization — 1. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. 2. The process by which the Armed Forces, or part of them, are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve Components as well as assembling and organizing personnel, supplies, and materiel.

MOBTDA — Mobilization Table of Distribution and Allowances

MOPP — Mission Oriented Protective Posture. A flexible system for protection against a chemical attack devised to maximize the unit's ability to accomplish its mission in a toxic environment. The five levels of MOPP provide for increasing levels of protection.

MOS — military occupational specialty

MOUT — military operations on urbanized terrain

MP	military police
MRE	meals-ready-to-eat
MS	mobilization station/site
MSB	main support battalion
MSC	major subordinate command
MSE	mobile subscriber equipment
MSR	main supply route
MSRT	mobile subscriber radio telephone
MT	ministry team
MTOE	Modified Table of Organization and Equipment
MTP	Mission Training Plan
MUSARC	Major US Army Reserve Command
MWR	Morale, Welfare, and Recreation
NAF	nonappropriated funds
NAFI	nonappropriated fund instrumentality
NAI	named area of interest
NATO	North Atlantic Treaty Organization
nation assistance	Diplomatic, economic, informational, and military cooperation between the US and the government of another nation, with the objective or promoting internal development and the growth of sustainable institutions within that nation. This corrects conditions which cause human suffering and improves the quality of life of the nation's people.
NBC	nuclear, biological, and chemical
NCA	National Command Authority
NCO	Noncommissioned Officer
NCOES	Noncommissioned Officer Education System
NCOIC	Noncommissioned Officer in Charge
NCS	net control station
NEO	noncombatant evacuation operation
NGB	National Guard Bureau
NGO	non-government organization
NLT	no later than
NMS	Nonappropriated Fund Management System
NOK	next of kin
Noncombatant Evacuation Operations (NEO)	Operations that relocate threatened civilian noncombatants (such as family members) from locations in foreign countries. NEO normally involves US citizens whose lives are in danger.

NTC	National Training Center, Fort Irwin, CA.
OCCH	Office of the Chief of Chaplains
OCS	Officer Candidate School
OCOKA	Military aspects of terrain **O**bservation and fields of fire **C**over and concealment **O**bstacles **K**ey terrain **A**venues of approach
OCONUS	Outside the Continental United States
offensive operations	There are five types of offensive operations: movement to contact, hasty attack, deliberate attack, exploitation, and pursuit. Offensive operation are conducted in phases. Religious support varies from one type of operation to another and from one phase to another. The timing of an offensive operation is one of the most critical factors for religious support planning.
O/O	on order
O&I	operations and intelligence
OPCON	operational control
operational art	The employment of military forces to attain strategic goals through the design and organization of battles and engagements into campaigns and major operations. The command and control focus of commanders at corps-level and above.
operations in depth	The totality of the commander's operations against the enemy: deep, close, and rear operations which are usually conducted simultaneously in a manner that appears as one continuous operation against the enemy.
operations other than war (OOTW)	1. Military activities during peacetime and conflict not involving armed clashes between two organized forces. (See FM 100-5.) 2. The use of military forces during periods of peace to keep the day-to-day tensions between nations below the threshold of conflict.
OOTW	operations other than war
OP	observation post

OPLAN	operations plan
OPORD	operations order
OPSEC	operations security
OPTEMPO	operational tempo
PA	physician's assistant
PAC	personnel and administration center
PAM	pamphlet
PAO	Public Affairs Office/Officer
PBO	Property Book Office/Officer
PCS	permanent change of station
PERSCOM	Personnel Systems Command
phase	A specific part of an operation that is different from those that precede or follow. Phasing assists in planning and controlling and may be indicated by time, distance, terrain, or the occurrence of an event.
PIES	Formula for treating a battle fatigued soldier: **P**roximity **I**mmediacy **E**xpectancy **S**implicity
PL	phase line
PLL	prescribed load list
pluralism	Multiplicity of racial and ethnic groups which form today's American society.
PM	Provost Marshal
PMCS	Periodic Maintenance Check System
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oils, and lubricants
port of debarkation	An aerial (APOD) or seaport (SPOD) within a theater of operations where the strategic transportation of forces is completed; may not be a force's final destination.
port of embarkation	An air (APOE) or sea (SPOE) terminal at which troops, units, military-sponsored personnel, unit equipment, and materiel are boarded or loaded for strategic lift.

POTF	PSYOPS Task Force
POTG	PSYOPS Task Group
POW	prisoner of war
power projection	The application by the United States of all or some of the instruments of national power: diplomatic, economic, informational, or military, to respond to crisis, to contribute to deterrence, and to enhance regional stability. (See FM 100-5.)
provide	To give support to a soldier or unit, or to secure from another source, religious support which the chaplain, by virtue of faith practice or conscience cannot personally provide.
Psychological Operations (PSYOPS)	Programs of product distribution (literature) and other actions that channel target audience behavior in support of national objectives and the commander's intent.
PSYOP Task Force (POTF)	An element of 20 to 600 persons employed to support operations ranging from disaster relief and counterdrug operations to general war. It consists of a Task Force HQs, appropriate regional PSYOP battalion assets, elements of a PSYOP dissemination battalion, and elements of a tactical PSYOP battalion.
PVO	private volunteer organization
RAOC	Rear Area Operations Center
RC	Reserve Components
rear operations	Operations in rear areas which ensure the freedom of action and continuity of tactical operations and logistics. The purposes of rear operations are to sustain the current close and deep fights; to posture the force for future operations through terrain management, security, and movement control.
Rear Area Operations Center (RAOC)	The control center responsible for planning, coordinating, directing, and mounting rear operations.
Rear Command Post	See command post.
Rear Tactical Operations Center	An element in units at echelons above division

(RTOC) which is responsible for conducting rear operations.

reconstitution Actions that restore units to a prescribed level of combat effectiveness to meet mission requirements with available resources. Reconstitution operations include regeneration, reorganization, and redistribution.

regeneration: Rebuilding of a unit through large-scale replacement of personnel, equipment, and supplies, including the reestablishment or replacement of essential command and control elements and the conduct of mission essential training for the newly rebuilt unit.

reorganization: Actions taken to shift internal resources within a degraded unit to increase its level of combat effectiveness.

redistribution: Actions taken when a unit is so depleted in combat strength that remaining assets are placed in the replacement and resupply systems, and the unit flag is retired.

religious activities Those activities which are designed to meet the religious and spiritual needs of soldiers: worship, pastoral care, religious education, and spiritual fitness training. (See Chapter 1.)

Religious Preference Profile (RPP) A statistical profile of religious preferences of soldiers derived from coded information in SIDPERS. (See Chapter 3.)

religious support (RS) Support given to soldiers, families, members of other services, retirees, and authorized civilians which is designed to meet their religious needs and to facilitate the free exercise of religion.

religious support missions Three categories of religious support missions:

unit support: religious support given to the unit of assignment and those attached by a ministry team.

area support: religious support given to soldiers, members of other services, and authorized civilians who are not part of the ministry team's

unit, but who are operating in the same AO without organic or available religious support.

denominational support: faith group or denominationally specific religious support provided by a chaplain to soldiers of the same faith group or denomination.

ROE	rules of engagement
ROM	refuel-on-the-move
RP	release point
RPP	Religious Preference Profile
RS	religious support
RSA	Religious Support Annex; regimental support area
RSE	Religious Support Estimate
RTF	reconstitution task force
RTOC	Rear Tactical Operations Center
Rules of Engagement (ROE)	Directives issued by competent military authority that specify the circumstances and limitations under which forces will initiate and/or continue combat engagement with other forces encountered.
S1	personnel staff officer
S2	intelligence staff officer
S3	operations, planning, and training officer
S4	logistics officer
SALUTE	Format for reporting enemy activity: **S**ize **A**ctivity **L**ocation **U**nit or **U**niform **T**ime **E**quipment
seamless support	Continuous support to soldiers and units from predeployment to redeployment.
sequel	A major operation which follows the current operation. Plans are based on the possible outcomes - victory, stalemate, or defeat - associated with the current operation. (See FM 100-5.)
SERE	Survival, Escape, Resistance, and Evasion

SF	Special Forces
SIDPERS	Standardized Installation/Division Personnel System
simultaneous operations	Actions spanning the full range of military operations (OOTW to war) conducted in a theater of operations at the same time.
SITREP	Situation Report
SJA	Staff Judge Advocate
SM	Soldier's Manual
SOF	Special Operations Forces
SOI	Special Operating Instructions
SOP	standing operating instructions
SP	start point
split-based logistics	Dividing logistics management functions so that only those functions absolutely necessary are deployed, allowing some management functions to be accomplished from CONUS or from another theater. (See FM 100-5.)
Special Forces Battalion (Airborne) (SFB(A))	A multipurpose organization whose mission is to plan, conduct, and support special operations in all operational environments. The battalion can function as the headquarters for a JSOTF; establish, operate, and support an FOB; and train, deploy and support SF teams.
Special Forces Group (Airborne) (SFG(A))	A multipurpose organization whose mission is to plan, conduct, and support SO in all operational environments. The group can function as the headquarters for a JSOTF; establish, operate and support an SFOB and three forward FOBs; and train, deploy, and support SF teams.
Special Forces Operational Base (SFOB)	A command post formed from organic and attached resources and operated by a special forces group.
Special Forces Operational Detachment A (SFOD A)	The "A Detachment" is the basic SF unit. This twelve man unit is specifically designed to organize, equip, train, advise or direct, and support indigenous military or paramilitary forces in UW and FD operations. The detachment has a commander (Captain), XO (Warrant Officer), and two enlisted specialists in each of the five SF functional areas: operations, weapons, engineers, medical, and communications. Each SF company has one SFOD A trained in combat diving and one SFOD A trained in military free-fall parachuting.

Special Forces Operational Detachment B
(SFOD B)

The SF company headquarters, also known as a "B Detachment," is a multi-purpose C2 element with many employment options. It cannot isolate and deploy SF teams independently without significant augmentation.

Special Forces Operational Detachment C

(SFOD C)

The "C Detachment" provides command and control, and staff planning and supervision for SF battalion operations and administration. The SFOD C plans and directs SF operations, provides command and staff to operate a FOB, and provides advice and staff assistance on employment of SF elements to joint SOC, JSOTF and other major headquarters.

Special Operations
(SO)

Actions conducted by specially organized, trained and equipped military and paramilitary forces to achieve military, political, economic, or psychological objectives by nonconventional military means in hostile, denied, or politically sensitive areas. Conducted in peace, conflict and war, they differ from conventional operations in degree of risk, operational techniques, mode of employment, and dependence on intelligence and indigenous assets.

Special Operations Coordination Element

(SOCOORD)

The SOCOORD is a functional staff element of the Corps G3. The mission of the SOCOORD is to advise the corps commander regarding SF and Ranger capabilities and limitations. Although the SOCOORD is not a C2 organization, it plays a key role in deconflicting missions and expediting the tasking of SOF forces for specific mission requirements.

Special Operations Command and Control Element
(SOCCE)

The SOCCE is a SOF C2 element based on the SFOD B augmented with a special communications package. It performs liaison or command and control of SOF with the supported conventional headquarters as directed by a higher headquarters.

specified tasks

Tasks explicitly stated in a WO, OPORD, or in the commander's intent. The unit must accomplish them to ensure the successful conduct of the higher headquarters' operation. (See "implied tasks.")

spiritual fitness training

The training and development of personal qualities

needed to sustain a soldier in times of danger, hardship, and tragedy. These qualities come from religious, philosophical, and human values; and they form the basis of character, decision-making, and integrity.

SPOD sea port of debarkation
SPOE sea port of embarkation

staff supervision The work of a staff officer designed to ensure the accomplishment of the mission according to the commander's intent.

staff estimate (See estimate, staff.)

STARC State Area Command

support relationships Specific relationships and responsibilities between supporting and supported units. They included the following:

direct support (DS): A unit in direct support gives priority of support to the supported unit. There is no command relationship with the supported force.

general support (GS): A unit in general support gives support to the total force, not to any particular unit. Units cannot request support directly from a GS unit, it must be requested from the GS unit's higher headquarters. There is no command relationship with the supported unit.

TAA tactical assembly area
TAACOM Theater Army Support Command

tactical Level of operations which engages the threat at the battalion, brigade, and division levels.

task force (TF) 1. A temporary grouping of units under one commander formed to carry out a specific operation or mission, or a semi-permanent organization of units under one commander to carry out a specific task. 2. A battalion-sized unit of the combat arms consisting of a battalion control headquarters, with at least one of its major subordinate elements (a company), and the attachment of a least one company-sized element of another combat or

	combat support arm.
task organization	a temporary grouping of forces designed to accomplish a specific mission. Task organization involves the distribution of available assets to subordinate control headquarters by attachment or placing assets in direct support (DS) or under the operational control (OPCON) of the subordinate.
TC	tank commander; training circular
TDA	Table of Distribution and Allowances
TDY	temporary duty
technical guidance	Guidance provided by a special staff officer to another special staff officer of a subordinate unit dealing with the technical specifics of their work.
TEWT	tactical exercise without troops
TF	task force
threat	The opposing force or potential enemy defined for training and planning purposes.
time analysis	Determination of time available for planning and preparation, and how best to use the time to accomplish a mission.
TM	technical manual
TOA	transfer of authority
TOC	tactical operations center
TOE	Table of Organization and Equipment
TPFDD	time-phased force deployment data
TPFDL	time-phased force deployment list
TPU	troop program unit
TSOP	tactical standing operating procedures
UCMJ	Uniform Code of Military Justice
UMCP	unit maintenance collection point
UMT	unit ministry team
unconventional warfare (UW)	A broad spectrum of military and paramilitary operations conducted in enemy-held, enemy-controlled, or politically sensitive area. UW includes, but is not limited to, guerilla warfare, evasion and escape, subversion, sabotage, and other operations of a low

visibility, covert, or clandestine nature.

Unit Ministry Team
(UMT)

The primary religious support delivery system, consisting of at least one chaplain and one chaplain assistant. Assigned to tactical units and organized according to Table of Organization and Equipment (TOE).

United States Special Operations Command
(USSOCOM)

USSOCOM is the unified combatant command for SO. All CONUS-based SOF are assigned by the SECDEF to the USCINCSOC. He exercises combatant command (COCOM) of assigned forces through a combination of service and joint component commanders. USCINCSOC has no geographic AOR for normal operations. He normally acts as a supporting CINC, providing mission-ready SOF to regional CINCs for employment under their COCOM. However, the NCA may direct USCINCSOC to command selected SO, either as a supported CINC or in support of a regional CINC.

USACHCS United States Army Chaplain Center and School
USACOM United States Atlantic Command
USAR United States Army Reserve
USARC United States Army Reserve Command
USAREUR United States Army Europe
USASFC United States Army Special Forces Command
USASOC United States Army Special Operations Command

warning order A preliminary notice of an action or order that is to follow.

WO warning order
WIA wounded in action

XO executive officer

REFERENCES

REQUIRED PUBLICATIONS

Required publications are sources which users must read in order to comply with FM 16-1.

Army Regulations (AR)

165-1	Chaplain Activities in the United States Army

Field Manuals (FM)

25-100	Training the Force
25-101	Battle Focused Training
26-2	Management of Stress in Army Operations
100-1	The Army
100-5	Operations
101-5	Command and Control for Commanders and Staffs

RELATED PUBLICATIONS

Related publications are sources of additional information. Users do not have to read them to understand FM 16-1.

Army Regulations

10-5	Department of the Army
40-400	Patient Administration
190-47	The United States Army Correctional System
210-10	Administration
310-25	Dictionary of United States Army Terms
600-20	Army Command Policy
600-43	Conscientious Objection
600-100	Army Leadership
611-201	Enlisted Career Management and Military Occupational Specialties
614-200	Selection of Enlisted Soldiers or Training and Assignment

623-105	Officer Evaluation Reporting System
623-205	Enlisted Evaluation
630-5	Leave and Passes
635-200	Enlisted Personnel

Department of the Army Pamphlets (DA PAM)

600-63-12	Fit To Win: Spiritual Fitness
680-29	Military Personnel, Organizations, and Types of Transaction Codes

Department of Defense Forms (DD FORM)

1380	US Field Medical Card

Department of the Army Forms (DA FORM)

1594	Daily Staff Journal or Duty Officer's Log
2028	Recommended Changes to Publications and Blank Forms

Field Manuals (FM)

1-111	Combat Aviation Brigade
5-71-3	Brigade Engineer Combat Operations (Armored)
6-20	Fire Support
7-10	The Infantry Rifle Company
7-20	The Infantry Battalion
7-30	Infantry, Airborne, and Air Assault Brigade Operations
8-10	Health Service Support in a Theater of Operations
8-10-4	Medical Platoon Leader's Handbook, Tactics, Techniques, and Procedures (TTP)
8-10-5	Brigade and Division Surgeon Handbook, TTP
8-51	Combat Stress Control in the Theater of Operations, TTP
8-55	Planning for Health Service Support
12-16	Replacement Operations
17-95	Cavalry Operations
20-3	Camouflage

21-10	Field Hygiene and Sanitation
21-11	First Aid for Soldiers
21-20	Physical Fitness Training
21-26	Map Reading and Land Navigation
21-75	Combat Skills of the Soldier
22-9	Soldier Performance in Continuous Operations
22-51	Leaders' Manual for Combat Stress Control
22-100	Military Leadership
22-101	Leadership Counseling
22-103	Leadership for Senior Leaders
24-1	Combat Communications
54-30	Corps Support Operations
63-2	Combat Service Support Operations, Division
63-2-2	Combat Service Support Operations, Armored, Mechanized, and Motorized Divisions
63-20	Forward Support Battalion
71-1	Tank and Mechanized Infantry Company Team
71-2	The Tank and Mechanized Infantry Battalion Task Force
71-3	Armored and Mechanized Infantry Brigade
71-100	Armored and Mechanized Division Operations
71-123	Tactics and Techniques for Combined Arms Forces: Armored Battalion/Task Force, and Company/Team
71-101	Infantry, Airborne, and Air Assault Division and Brigade Operations
90-14	Rear Battle
100-7	The Army in Theater of Operations
100-8	Theater Support Operations
100-9	Reconstitution
100-10	Combat Service Support
100-15	Corps Operations
100-16	Support Operations: EAC
100-17	Mobilization, Deployment, Redeployment, Demobilization
100-19	Domestic Support Operations

100-20	Operations Other Than War
100-22	Installation Management
100-23	Peace Operations
100-25	Army Special Operations Forces

Joint Publication (JP)

0-1	Joint Warfare
1-O1.1	Compendium of Joint Publications
1.05	Religious Ministry Support of Joint Operations
3-0	Doctrine for Joint Operations
3-07	Joint Operations Other Than War
3-10.1	JTTP for Base Defense
3-56	Command and Control of Joint Operations
4-06	JTTP for Mortuary Affairs in Joint Operations

INDEX

AA . . . . . 5 - 5
AAR . . . . . F - 1 - 1, F - 1 - 3
ACR . . . . . 7 - 7
ACS . . . . . 11 - 3
ADMIN/LOG . . . . . C - 2
AMOPES . . . . . 5 - 7, 5 - 8
APOE . . . . . 5 - 4, 5 - 5
area defense . . . . . 8 - 3
area religious support. . . . . 1 - 5, 3 - 3, 3 - 4, 3 - 6, 6 - 3, 7 - 7, 7 - 8, 8 - 3, 9 - 1
9 - 3, 9 - 4, 10 - 2, A - 4, A - 5, B - 2, G - 1, G - 2
armor . . . . . 2 - 4, 2 - 6, 5 - 3, 7 - 2, 8 - 1
armored cavalry regiment . . . . . 7 - 7
Army Community Services . . . . . 11 - 2
Army Component Support Command . . . . . G - 2
Army National Guard . . . . . 4 - 4, 10 - 1, 10 - 2, 10 - 6, 10 - 8
Army Reserve Command . . . . . 4 - 4, 4 - 5
Army Service Component Command . . . . . 7 - 8, 9 - 5, G - 1
Army Special Operations Forces . . . . . 10 - 1
ARTEP . . . . . 4 - 1
artillery . . . . . 2 - 4, 5 - 6, 7 - 7, 7 - 8, 8 - 1, 8 - 3, A - 4, D - 3
ASG . . . . . G - 2
assembly area . . . . . 7 - 2
attack aviation . . . . . 2 - 4
AXP . . . . . D - 3
BAS . . . . . 1 - 7, 5 - 6, 7 - 3, 7 - 4, 8 - 2, D - 3
base . . . . . 9 - 1, 9 -2, 9 - 5, G - 2
base cluster . . . . . 9 - 2-9 - 5
Base Cluster Operations Center . . . . . 9 - 3
Base Defense Operations Center . . . . . 9 - 2
battalion . . . . . 2 - 6
battalion . . . . . 7 - 2, 7 - 3, 7 - 6, 7 - 9
battalion . . . . . 8 - 1, 8 - 2
battle fatigue . . . . . 1 - 3, 1 - 4, 5 - 2, 5 - 4, F - 1, F - 2, F - 4
battlefield framework . . . . . 2 - 4
BCOC . . . . . 9 - 3, 9 - 5
BDOC . . . . . 9 - 2, 9 - 4, 9 - 5
brigade . . . . . 1 - 4, 3 - 7, 4 - 1, 4 - 2, 5 - 6, 6 - 3, 7 - 2, 7 - 4, 7 - 9, 8 - 3
brigade combat team . . . . . 7 - 9
brigade support area . . . . . 5 - 6, 7 - 6
CA . . . . . 10 - 1, 10 - 4, 10 - 8
casualty collection point (CCP) . . . . . 10 - 6

cavalry . . . . . 2 - 4, 7 - 7, 8 - 3
CDC . . . . . 5 - 9
CED . . . . . F - 1 - 1-F - 1 - 3
chaplain . . . . . 1 - 1-1 - 7, 1 - 9, 1 - 10
chaplain assistant . . . . . 1 - 1, 1 - 3, 1 - 4, 1 - 7
Chaplain Family Life Center . . . . . 1 - 5, 4 - 6, 11 - 5
Chief of Chaplains . . . . . 1 - 2, 1 - 3, 5 - 8
Civil Affairs . . . . . 10 - 1, 10 - 8
CMO . . . . . 3 - 8, A - 2, A - 3
CMRP . . . . . 1 - 2, 1 - 4, 1 - 5, 4 - 2, 4 - 3, 4 - 5
COA . . . . . 3 - 1, 3 - 3, 3 - 4
combat operations . . . . . 1 - 7, 2 - 3, 5 - 6, 11 - 1, D - 1
combat service support . . . . . 1 - 4, 2 - 4, 7 - 1, 7 - 6, 7 - 7
combat stress . . . . . 5 - 4, A - 3, F - 1, F - 2, F - 4
combat stress control . . . . . A - 3, F - 1
combat support . . . . . 1 - 4, 2 - 4, 5 - 6, 7 - 6, 7 - 8, 8 - 3
combat trains command post . . . . . 5 - 6, 8 - 1
combined arms . . . . . 2 - 4, 10 - 5
command . . . . . 1 - 2-1 - 5, 1 - 9, 1 - 10
command post . . . . . 3 - 6, 7 - 3, 8 - 1, 9 - 1
command relationships . . . . . 10 - 1
commander . . . . . 1 - 1-1 - 3
commander's intent . . . . . 3 - 2, 3 - 3
convoy . . . . . 3 - 6, 3 - 10, 7 - 4
coordinating . . . . . 3 - 6, 5 - 3, 6 - 1,7 - 8, 7 - 10, 9 - 1, 9 - 3, 9 - 5, C - 2,D - 1, D - 2
corps . . . . . 4 - 6, 5 - 6, 7 - 7, 7 - 10, 9 - 4, 9 - 5
Corps Support Area (CSA) . . . . . 7 - 9, 7 - 10, 9 - 4
Corps Support Command . . . . . 7 - 8, 7 - 9, 7 - 10, 9 - 5, G - 2
Corps Support Group . . . . . 7 - 7, 7 - 10, 8 - 3, G - 2
course of action . . . . . 3 - 1, 3 - 3
CP . . . . . 3 - 6, 7 - 7, 7 - 8
CRC . . . . . 5 - 9
Critical Event Debriefing . . . . . 9 - 5, F - 1 - 1, F - 1 - 2
CSS . . . . . 2 - 4, 3 - 6, 5 - 5, 5 - 6, 7 - 3, 7 - 6, 7 - 9, 8 - 4, D - 2, D - 4
CTCP . . . . . 5 - 6, 8 - 1
decontamination . . . . . 5 - 6
deliberate attack . . . . . 7 - 2
demobilization . . . . . 2 - 3, 4 - 4, 5 - 9, 11 - 1, 11 - 4
denomination . . . . . 1 - 5
Department of Defense . . . . . 6 - 1
Department of the Army . . . . . 2 - 4, 5 - 9
deployment. . . . . .1 - 4, 1 - 6, 2 - 2, 2 - 3, 2 - 5, 3 - 6, 3 - 7, 3 - 9, 3 - 10
4 -1 to 4 -6, 5 - 1 to 5 - 5, 5 - 7-5 - 9
DISCOM . . . . . 7 - 7, 7 - 9, 8 - 3, 9 - 5
division . . . . . 3 - 7, 3 - 8, 3 - 10, 5 - 6, 7 - 5, 7 - 7, 7 - 9, 8 - 3, 9 - 5
Division Support Area . . . . . 7 - 7, 7 - 9

Domestic Support Operations . . . . . 6 - 1, 6 - 2
DRE . . . . . 4 - 5
DSA . . . . . 7 - 7, 7 - 9, 8 - 3
DSO . . . . . 6 - 1
enemy situation . . . . . A - 2, B - 1
engineer . . . . . 7 - 5, 8 - 3, D - 3, D - 4
essential tasks . . . . . 3 - 3, 5 - 7
estimate . . . . . 3 - 1, 3 - 2, 3 - 4, 5 - 3, 7 - 5, 7 - 7, A - 1, A - 4, B - 1
evacuation . . . . . 3 - 6, 7 - 2, 7 - 6, 7 - 7, 8 - 2, 8 - 4, 10 - 2, 10 - 4, A - 3, B - 2, D - 3
executive officer . . . . . 1 - 3, 3 - 4, 7 - 3, 7 - 6, D - 1
exploitation . . . . . 7 - 4
FAC . . . . . 4 - 4
facts and assumptions . . . . . 3 - 1, 3 - 2, 3 - 4, A - 5, B - 1
faith group. . . . . .1 - 2, 1 - 3, 1 - 7, 1 - 9, 4 - 4, 5 - 1, 5 - 3, 5 - 8, 7 - 6, 7 - 8
7 - 8, 7 - 10, 8 - 3, 9 - 4, 9 - 5, 9 - 6
families . . 1 - 1, 1 - 6, 2 - 1, 3 - 7, 4 - 1, 4 - 7, 5 - 2-5 - 5, 5 - 8,10 - 3, 10 - 6, 10 - 8, 11 - 2, 11 - 5
FID . . . . . 10 - 2, 10 - 4, 10 - 8
field training exercise . . . . . 4 - 5
field trains . . . . . 5 - 6, 7 - 4, 7 - 9, A - 4
force projection . . . . . 1 - 2, 1 - 4, 1 - 5, 2 - 1, 2 - 3, 4 - 1, 4 - 3, 4 - 6, 5 - 7, 11 - 1
FORSCOM . . . . . 4 - 3, 4 - 5, 5 - 8
forward support battalion (FSB) . . . . . 5 - 6, 7 - 6, 7 - 9
free exercise of religion . . . . . 1 - 1, 1 - 2
FSG . . . . . 4 - 2
HA . . . . . 6 - 6, 10 - 4
hasty attack . . . . . 7 - 2
Health Service Support . . . . . D - 2
HHC . . . . . 5 - 6
host nation . . . . . 6 - 6, 7 - 8, 10 - 3, 11 - 1
IMA . . . . . 4 - 6, 5 - 8
Individual Ready Reserve (IRR) . . . . . 4 - 6
infantry. . . . . 7 - 2, 7 - 8, 8 - 1
Installation Ministry Team (IMT). . . . . 1 - 4, 1 - 5, 4 - 3, 4 - 5, 4 - 7, 5 - 4, 5 - 7, 5 - 8, 11 - 2
11 - 3, 11 - 5
Isolation Facility (ISOFAC) . . . . . 10 - 3
JFSOCC . . . . . 10 - 1
joint force . . . . . 10 - 1
Joint Force Special Operations Component Commander . . . . . 10 - 1
Joint Special Operations Area . . . . . 10 - 8
Joint Task Force . . . . . 5 - 3, 6 - 3 ,10 - 1, G - 1
JSOA . . . . . 10 - 8
JSOTF . . . . . 10 - 1, 10 - 2, 10 - 7
killed in action . . . . . 9 - 6
Law of Land Warfare . . . . . D - 4
LD . . . . . 7 - 2, 7 - 3
LEM . . . . . 10 - 6

logistics . . . . . 3 - 5, 3 - 9, 3 - 10
logistics release point (LRP) . . . . . 7 - 2, 7 - 4
LOGPAC . . . . . 7 - 4, 7 - 5, 8 - 1, D - 2
MACOM . . . . . 10 - 1
main command post . . . . . 7 - 3, 7 - 7, 7 - 8
maintenance . . . . . 3 - 10
mass casualty (MASCAL) . . . . . 7 - 4 ,D - 3
medical evacuation . . . . . 8 - 4, A - 3
memorial ceremony . . . . . 1 - 10
military aspects of terrain (OCOKA) . . . . . A - 2
military police . . . . . 7 - 8
ministry team (MT) . . . . . 1 - 1, 1 - 3, 1 - 4, 1 - 5 2 - 1, 4 - 2, 5 - 7, 11 - 2, 11 - 5
misconduct . . . . . F - 2, F - 4
mission . . . . . 3 - 1 to 3 - 8
mission essential task list (METL) . . . . . 4 - 1, 4 - 5
MOBEX . . . . . 4 - 4
mobile defense . . . . . 8 - 2, 8 - 3
mobilization . . . . . 2 - 3, 4 - 1 to 4 - 6 5 - 1, 5 - 2, 5 - 4, 5 - 7-5 - 9
mobilization site . . . . . 5 - 2
mobilization station . . . . . 4 - 4, 5 - 1, 5 - 2, 5 - 7, 5 - 8
MOBTDA . . . . . 4 - 4
movement to contact . . . . . 7 - 2
MTOE . . . . . 1 - 4, 3 - 10
MUSARC . . . . . 4 - 3 to 4 - 5, 5 - 8
nation assistance . . . . . 10 - 2, 10 - 4
natural disaster . . . . . 5 - 1
next of kin . . . . . 4 - 7
NGO . . . . . 7 - 8
noncombatant . . . . . 1 - 3, 10 - 2, 10 - 4
Noncombatant Evacuation Operations (NEO) . . . . . 10 - 2, 10 - 4, G - 2
OCOKA . . . . . 3 - 3, A - 2, B - 1
offensive operations . . . . . 2 - 6, 7 - 1, 7 - 6
operations other than war (OOTW) . . . . . 2 - 3, 2 - 6, 3 - 1, 6 - 1, 9 - 1, 10 - 2, G - 1
OPLAN . . . . . 3 - 1, 3 - 3, 3 - 4, B - 1, C - 1
OPORD . . . . . 3 - 1, 3 - 3, 3 - 4, 7 - 4, B - 1, D - 2
pastoral care . . . . . 1 - 1, 1 - 3, 1 - 5 to1 - 8, 4 - 3, 4 - 7, 7 - 2, 7 - 6, 7 - 7, 10 - 6, 11 - 2
peace enforcement . . . . . 6 - 1, 6 - 4, 6 - 6, 10 - 2, 10 - 4
peacekeeping . . . . . 6 - 4, 6 - 6, 10 - 2, 10 - 4
phase line . . . . . 7 - 3
PMCS . . . . . 3 - 10
point of contact . . . . . 3 - 6
port of debarkation (POD) . . . . . 5 - 5, 11 - 1
port of embarkation (POE) . . . . . 5 - 1, 5 - 2, 5 -5, 5 - 7, 11 - 1
POTF . . . . . 10 - 7
POTG . . . . . 10 - 7
power projection . . . . . 2 - 2

prisoner of war . . . . . 1 - 3
PSYOPS . . . . . 10 - 7
RAOC . . . . . 7 - 9, 7 - 10, 9 - 1, 9 - 5
rear command post (CP) . . . . . 5 - 6, 7 - 7, 7 - 8, 9 - 1
rear operations . . . . . 9 - 1
Rear Area Operations Center . . . . . 9 - 1
Rear Tactical Operations Center (RTOC) . . . . . 7 - 9, 9 - 1
reconstitution . . . . . 7 - 8 to 7 - 10, 9 - 5, 9 - 6, 11 - 1, G - 1, G - 2
reconstitution task force . . . . . 7 - 8, 7 - 9, 9 - 5, 9 - 6
redeployment . . . . . 2 - 3, 11 - 1 to 11 - 3
regeneration . . . . . 9 - 5
religious activities . . . . . 1 - 1, 1 - 4, 1 - 6, 7 - 2
religious education . . . . . 1 - 1, 1 - 5, 1 - 6, 1 - 8, 4 - 2, 4 - 3, 4 - 5, 11 - 2
religious groups . . . . . 5 - 7
religious leaders . . . . . E - 1, E - 2
religious support . . . . . 1 - 1 to 1 - 5, 1 - 7, 1 - 8, 5 - 1 to 5 - 8
religious support planning . . . . . 3 - 2, A - 1
religious support missions . . . . . 4 - 6
Religious Preference Profile (RPP) . . . . . 3 - 2, A - 3
Religious Support Annex (RSA) . . . . . 3 - 1, 3 - 4, 3 - 7, 9 - 4, A - 5, B - 1 to B - 3, C - 1
Religious Support Estimate (RSE) . . . . . 1 - 4, 3 - 1, 3 - 2, 3 - 4, 5 - 3, 7 - 5, 7 - 7, A - 1, B - 1
reorganization . . . . . 7 - 2, 7 - 4, 7 - 6, 9 - 5
Reserve Components (RC) 2 - 2, 2 - 4, 4 - 2 to 4 - 4, 4 - 6, 5 - 1, 5 - 2, 5 - 7 to 5 - 9, 11 - 4, 11 - 5
resupply . . . . . 3 - 10, 5 - 6, 7 - 3, 7 - 4
rules of engagement (ROE) . . . . . 3 - 8, 6 - 6
SIDPERS . . . . . 3 - 2, A - 3
SITREP . . . . . 7 - 6
SOF . . . . . 6 - 4, 10 - 1-10 - 3, 10 - 5-10 - 7
special staff . . . . . 1 - 2, 1 - 3, 4 - 1, D - 1, D - 3, D - 4
Special Forces (SF) . . . . . 10 - 1 to 10 - 5
Special Forces Operational Base . . . . . 10 - 3
Special Operations . . . . . 2 - 4, 10 - 1
Special Operations Forces (SOF) . . . . . 10 - 1, 10 - 3, 10 - 6, 10 - 8
specified tasks . . . . . B - 2
spiritual fitness . . . . . 1 - 1, 1 - 5, 1 - 6, 1 - 8, 4 - 2, 4 - 6, 9 - 5,10 - 4, 10 - 6, F - 1, F - 2
spiritual fitness training . . . . . 1 - 1, 1 - 5, 1 - 6, 1 - 8, 4 - 2, 10 - 4, 10 - 6, F - 1, F - 2
staff authority . . . . . 1 - 3
staff supervision . . . . . 3 - 6, 3 - 7, 7 - 8, 10 - 3, 10 - 5
STARC . . . . . 4 - 3 to 4 - 5, 5 - 8
stress . . 10 - 3, 10 - 4, 10 - 6, 10 - 8, 11 - 2 to 11 - 4 F - 1, F - 2, F - 4, F - 1 - 1, F - 1 - 5, F - 1 - 6
support relationships . . . . . 3 - 6
support to insurgencies . . . . . 10 - 2, 10 - 4
Support Platoon leader . . . . . 7 - 4
TAACOM . . . . . G - 2
Table of Distribution and Allowances (TDA) . . . . . 1 - 5
Table of Organization and Equipment (TOE). . . . . 1.-.4,.4 - 3

tactical assembly area (TAA) . . . . . 5 - 5, 5 - 6, 7 - 2, 7 - 3
tactical operations center (TOC) . . . . . 1 - 4, 3 - 6, 7 - 3, 7 - 6, 9 - 1
tactical units . . . . . 4 - 2, 4 - 3, 4 - 6
task force (TF) . . . . . 1 - 4, 5 - 3, 7 - 2 to 7 - 4, 7 - 6, 7 - 8, 7 - 9
task organization . . . . . 2 - 6, 3 - 3, 5 - 3, 5 - 6, 7 - 10, B - 1
technical guidance . . . . . 3 - 7, 10 - 3
terrain and weather . . . . . 3 - 3
terrain management . . . . . 9 - 1
theater of operations . . . . . 2 - 4, 5 - 4, 5 - 5
threat . . . . . 2 - 1
time analysis . . . . . B - 1
transfer of authority (TOA) . . . . . 4 - 3, 4 - 5
troops . . . . . 1 - 6, 3 - 2, 3 - 3
TSOP . . . . . 3 - 1, 3 - 5, 3 - 9, 5 - 4
UCMJ . . . . . F - 1 - 3
UMCP . . . . . 7 - 3
unconventional warfare . . . . . 10 - 2, 10 - 4
unit ministry team (UMT) . . . . . 1 - 4,1 - 8, 2 - 2, 2 - 5, 3 - 1 to 3 - 11
unit support . . . . . 1 - 5
United States Army Reserve Command (USARC) . . . . . 4 - 4, 4 - 5, 5 - 8
United States Army Chaplain Center and School (USACHCS) . . . . . 4 - 4, 4 - 5
United States Army Reserve (USAR) . . . . . 4 - 4, 4 - 5
United States Special Operations Command (USASOC) . . . . . 10 - 1, 10 - 2, 10 - 5
worship . . . . . 1 - 1, 1 - 3, 1 - 5, 1 - 6, 1 - 8, 1 - 9, 3 - 5, 3 - 8, 3 - 9

* U.S. GOVERNMENT PRINTING OFFICE: 1995-630-104

FM 16-1
26 MAY 1995

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:

JOEL B. HUDSON
Acting Administrative Assistant to the
Secretary of the Army
00047

DISTRIBUTION:

Active Army, USAR, and ARNG: To be distributed in accordance with DA Form 12-11E, requirements for FM 1-16, *Religious Support* (Qty rqr block no. 0124)