
Religious Support and the Operations Process

JULY 2018

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Religious Support and the Operations Process

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Preface

ATP 1-05.01, *Religious Support and the Operations Process*, provides doctrinal guidance on planning for religious support using the operations process. It describes the integration of religious support planning with the unit planning cycle.

The principle audience for ATP 1-05.01 are chaplains and religious affairs specialists assigned to operational units who deploy to execute decisive action. It is also applicable to chaplain sections and unit ministry teams providing support to operational units as part of their overall mission. Trainers at combat training centers and educators throughout the Army also utilize this publication.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international, and in some cases, host-nation laws and regulations. Commanders at all levels ensure that Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10).

ATP 1-05.01 applies to the Active Army, Army National Guard/Army National Guard of the United States, and the United States Army Reserve, unless otherwise stated.

The proponent for ATP 1-05.01 is the United States Army Chaplain Center and School. The preparing agency is the Doctrine Division, Capabilities Development Integration Directorate, United States Army Chaplain Center and School. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commandant, United States Army Chaplain Center and School, ATTN: ATSC-DCDID (ATP 1-05.01), 10100 Lee Road, Fort Jackson, SC 29207-7000 or call commercial; (803) 751-9173/DSN 734-9173. Follow DA Form 2028 format when submitting recommended changes.

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Introduction

ATP 1-05.01 describes the planning process for religious support execution, using the operations process (plan, prepare, execute, and assess). Religious support planning must be detailed and integrated in order to support diverse Soldier religious requirements in an operational environment. The techniques contained in this ATP serve as a guide and are not considered prescriptive. ATP 1-05.01 nests with FM 1-05.

This ATP was written for chaplain sections and unit ministry teams at all echelons who plan, prepare, execute and assess the chaplain corps required capabilities (provide and advise) and core competencies (nurture, care, and honor) in an operational environment. This ATP frames religious support planning within the context of the unit's operational planning cycle and the phases of an operation. It also provides the chaplain corps technical chain with guidance in order to execute supervisory requirements during the planning process. Chaplains and religious affairs specialists serving in a joint force land component command or a joint task force should refer to JP 3-0, Joint Guide 1-05, and other joint planning publications for further guidance.

ATP 1-05.01 contains four chapters and six appendices:

- **Chapter 1** includes an overview of the Army mission, chaplain corps mission, Army operational doctrine, warfighting functions, and an overview of religious support planning.
- **Chapter 2** describes the Army planning methodologies and other planning activities, and the impact on executing religious support as it supports the commander's mission.
- **Chapter 3** details the preparation activities that support the execution of the concept of religious support to include time, rehearsals, and supervision.
- **Chapter 4** depicts the execution and assessment activities within the execution of decisive action.
- **Appendix A** expands upon the development and update of the religious support running estimate.
- **Appendix B** outlines the synchronization of religious support planning products and timelines within the military decisionmaking process.
- **Appendix C** discusses the implications of phased operations and religious support planning.
- **Appendix D** outlines religious support considerations in the force projection process.
- **Appendix E** outlines considerations for religious support planning in mass casualty, defense support of civil authorities, foreign humanitarian assistance, and mortuary affairs support tasks.

- **Appendix F** outlines unique challenges and planning considerations associated with religious support to geographically dispersed formations operating under anti-access/area denial conditions.

Chapter 1

Religious Support Planning and the Range of Military Operations

THE CONCEPT OF RELIGIOUS SUPPORT

1-1. Operational environments (OEs) encompass a wide variety of conditions and circumstances. To meet the diverse religious needs of deployed Soldiers, chaplain sections and unit ministry teams (UMTs) develop and execute an integrated concept of religious support (RS) that supports the unit plan. The successful execution of the concept of RS is a result of effective mission analysis and integrated and detailed operational planning. In order to succeed, the chaplain section or UMT must understand the OE, operational capabilities of the unit, its mission, and its role in the larger higher headquarters mission. This analysis enables chaplains and religious affairs specialists to execute their RS functions more effectively.

ARMY MISSION

1-2. The mission of the United States (U.S.) Army is to fight and win the Nation's wars through prompt and sustained land combat, as part of a joint force. The Army gives the U.S. landpower: the ability to gain, sustain, and exploit control over land, resources, and people. Soldiers accomplish missions face-to-face with people, in the midst of environmental, societal, religious, and political tumult. The Army does this by—

- Organizing, equipping, and training Army forces for prompt and sustained combat incident to operations on land
- Integrating our capabilities with those of the other Armed Services
- Accomplishing all missions assigned by the President, Secretary of Defense, and combatant commanders
- Remaining ready while preparing for the future

CHAPLAIN CORPS MISSION

1-3. The mission of the Army Chaplain Corps is to provide RS to the Army across the range of military operations by assisting the commander in providing for free exercise of religion and providing religious, ethical, and moral leadership through its required capabilities (provide and advise) and core competencies (nurture the living, care for the wounded, and honor the dead). The Chaplain Corps does this by—

- Organizing, equipping, supervising, and training chaplains and religious affairs specialists at all echelons of command for mission success
- Integrating the chaplain corps required capabilities (provide, advise) and core competencies (nurture, care, honor) into the unit mission to sustain Soldiers and advise commanders
- Accomplishing RS functions in a variety of geographical locations and operational missions and at all echelons of command
- Remaining ready while preparing for the future

1-4. Religion impacts military operations at the strategic, operational, and tactical levels. Chaplain sections and UMTs develop and execute a concept of RS by identifying the religious requirements of the Soldiers in the unit and analyzing the impact of the operational religious factors (physical, human, ethical, spiritual, and ideological) on the unit mission. The concept of RS is executed in order to—

- Provide RS to Soldiers to include worship, sacramental ministry, religious education, guidance and pastoral counseling, and advise the command on religious requirements of the Soldiers in the unit. Chaplains and religious affairs specialists develop a concept of RS in order to be present with Soldiers at critical points in the operation to provide religious leadership and guidance and sustain the Soldier until mission completion.
- Advise the commander and staff on the impact of religion on military operations to include identifying the significance of indigenous religious leaders, structures, holy days, and ideologies.
- Advise the command and staff on religion, ethics, morals, and morale as they impact conduct of the mission.
- Provide leadership to subordinate chaplains and religious affairs specialists as they plan, prepare, execute, and assess their concept of RS.
- Provide RS as retained personnel under the provisions of the Geneva Convention extending the right to perform religious duties on behalf of prisoners of war.
- Visit prisoners of war in working detachments or hospitals outside of the prisoner of war camp.
- Participate in post-isolation screening activities as a member of the staff.

For a more detailed discussion on Chaplain Corps mission, required capabilities and core competencies, see FM 1-05.

THE RANGE OF MILITARY OPERATIONS

1-5. U.S. forces respond to a wide variety of challenges along a conflict continuum which spans from peace to war. Forces conduct a range of military operations from military engagement, security cooperation, and deterrence to crisis response and limited contingency operations to large-scale combat operations. Army forces conduct unified land operations within unified action to achieve unity of effort (JP 1). The foundation for Army operations and its contribution to unified action is unified land operations. In unified land operations, the Army seizes, retains, and exploits the initiative to gain a

position of relative advantage in order to shape the OE, prevent conflict, consolidate gains, and win our nation's wars. The foundations of unified land operations are decisive action, the Army core competencies, and mission command. For a more detailed discussion on unified land operations, see ADP 3-0.

1-6. Unified land operations require integrated planning and responsive execution of RS by chaplain sections and UMTs at all echelons of command. Large-scale combat operations against an armed adversary is an intense, brutal, and lethal human activity. Throughout our history, chaplains and religious affairs specialists have served alongside Soldiers, enduring the same hardships, and bearing the same burdens. Chaplains and religious affairs specialists must be able to deliver RS during large-scale combat operations while coping with the physical, moral, and psychological demands large-scale combat operations places on themselves and the Soldiers they serve.

DECISIVE ACTION

1-7. Successful operational planning requires a thorough knowledge and application of the fundamentals of decisive action. Decisive action is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities (DSCA) tasks in order to seize, retain, and exploit the initiative while synchronizing actions to achieve the best effects possible (ADP 3-0). Each task (offense, defense, stability or DSCA) has its own specific RS requirements:

- Operations conducted outside of the U.S. and its territories simultaneously combine three tasks—offense, defense, and stability.
- Within the U.S. and its territories, operations combine elements of offense, defense, and DSCA tasks.

For a more detailed discussion on decisive action, see ADP 3-0.

1-8. Decisive action presents a unique challenge to chaplains and religious affairs specialists. The continuous and simultaneous execution of offensive, defensive and stability or DSCA tasks affects the RS planning, preparation and execution activities and the employment of available RS assets required for mission accomplishment. Chaplains and religious affairs specialists need to conduct thorough mission analysis (OE, unit mission, Soldier religious requirements, phases of the operation) in order to develop a concept of RS for each task (offensive, defensive and stability or DSCA) and be able to responsively adjust to transitions, ever-changing operational conditions, and diverse Soldier religious requirements.

ARMY STRATEGIC ROLES

1-9. Within unified land operations are four strategic Army roles: shape, deter, conduct large-scale ground combat, and consolidate gains. These strategic Army roles clarify the enduring reasons for which the U.S. Army is organized, trained, and equipped. When planning for decisive action, chaplains and religious affairs specialists must understand that decisive action requires a weighted combination of all four Army roles. By integrating into the operations process and collaborating with other members of the staff,

chaplain sections and UMTs determine the RS requirements for the combined execution of the Army competencies and prioritize their RS efforts accordingly.

SHAPE OPERATIONAL ENVIRONMENTS

1-10. Army operations to shape bring together all the activities intended to promote regional stability and to set conditions for a favorable outcome in the event of a military confrontation. Army operations to shape help dissuade adversary activities designed to achieve regional goals short of military conflict. The Army provides trained and ready forces to geographic combatant commanders in support of their theater campaign plan (FM 3-0).

1-11. Shaping activities include security cooperation and forward presence to promote U.S. interests, developing allied and friendly military capabilities for self-defense and military operations, and providing U.S. forces with peacetime and contingency access to a host nation. Operational readiness, training, and planning for potential operations by Army forces at home station are also a part of operations to shape (FM 3-0).

1-12. As an example, as part of the planning process, chaplains and religious affairs specialists analyze the required capabilities of their unit, Soldier requirements, specific RS requirements for operations to shape and the impact of religion on unit operations in order to develop the concept of RS. These operations are generally marked by joint and multinational partner theater security cooperation activities. Short notice deployments without accompanying forces at the task force or battalion level are normative as well. Analyzing the impact of religion on the unit mission, worship opportunities, religious education, pastoral counseling, and advisement on religion, ethics, morals, and morale are more likely during this type of operation. Developing and maintaining appropriate RS supplies is essential for successful delivery of RS during operations to shape. Chaplains' continual development and refinement of pastoral care, religious service planning and delivery skills, and religious education facilitation in operations to shape create conditions for effective RS in subsequent joint phases of operations.

OPERATIONS TO PREVENT

1-13. Army operations to prevent include all activities to deter an adversary's undesirable actions. These operations are an extension of operations to shape. Operations to prevent are generally weighted toward actions to protect friendly forces, assets, and partners, and to indicate U.S. commitment to execute subsequent phases of a planned action (FM 3-0).

1-14. Prevent activities may include mobilization, force tailoring, and other predeployment activities; initial deployment into a theater to include echeloning command posts; employment of intelligence collections assets; and development of intelligence, communications, sustainment, and protection infrastructure to support the joint force commander's concept of operations (FM 3-0).

1-15. As an example, as part of the planning process, chaplains and religious affairs specialists require the ability to deploy rapidly and arrive ready to conduct RS tasks in support of reception, staging, onward movement, and integration activities. As part of

the initial entry forces into a potentially immature theater, chaplain sections and UMTs require self-sufficiency for ecclesiastical supplies with projected lack of resupply for 120 through 180 days. Chaplain sections and UMTs assigned to sustainment units providing support to the Army Service Component Command should prepare for RS tasks associated with reception, staging, onward movement, and integration locations. This requires a working knowledge of reception, staging, onward movement, and integration systems and processes for incoming and outbound formations and personnel. Prevention operations are usually unscheduled responses to regional instability or military threats to allied partners. This necessitates supervisory chaplain sections and UMTs close monitoring and cross-leveling of RS personnel in support of deploying units with intentionality towards time phased deployment within tailored force packages in order to ensure comprehensive RS throughout all phases of deployment from mobilization to redeployment. Operations to prevent carry the potential for involvement with local populations which requires external advisement from the chaplain section or UMT. (See ATP 1-05.03 for more detailed information on external advisement.)

LARGE-SCALE GROUND COMBAT

1-16. During large-scale combat operations, Army forces focus on the defeat and destruction of enemy ground forces as part of the joint team. Army forces close with and destroy enemy forces in any terrain, exploit success, and break their opponent's will to resist. Army forces attack, defend, conduct stability task, and consolidate gains to attain national objectives. Divisions and corps are the formations central to the conduct of large-scale combat operations, organized, trained, and equipped to enable subordinate organizations (FM 3-0).

1-17. In large-scale combat operations, the Army applies landpower through maneuver, fires, special operations, cyberspace operations, electronic warfare, space operations, sustainment, and area security. The application of these capabilities occurs across all domains simultaneously with the understanding that adversaries seek positions of relative advantage in each of those domains as well.

1-18. The conduct of large-scale ground combat in support of large-scale combat operations requires flexible and adaptive RS plans capable of responding to the complex, lethal, ambiguous, and rapid nature of large-scale combat operations. Chaplain sections and UMTs require developed, trained, rehearsed, and flexible standard operating procedures (SOPs) and battle drills for mass casualty (MASCAL) incidents; chemical, biological, radiological, and nuclear (CBRN) casualties; tools for in-depth religious area analysis and external advisement (ATP 1-05.03); and prioritization of RS coverage and execution. RS tasks during forcible entry tasks requires both certification and training of RS personnel to accompany the formation in accordance with the commander's priorities of support. RS personnel must integrate into the planning process in order to adequately understand various security operations, their impact upon movement, potential impact upon troops and equipment, and subsequent RS demands. The synchronization of RS within a unit as well as across multiple formations of varying types and missions is essential to comprehensive RS during large-scale ground combat. Additionally, pre-offensive operations RS and advisement on religion, ethics, morals, and morale cannot be underestimated in offensive operations.

OPERATIONS TO CONSOLIDATE GAINS

1-19. Army operations to consolidate gains include activities to make enduring any temporary operational success and to set the conditions for a sustainable environment, allowing for a transition of control to legitimate civil authorities (ADP 3-0). Army forces deliberately plan to consolidate gains during all phases of an operation. While Army forces consolidate gains throughout an operation, consolidating gains becomes the focus of Army forces after large-scale combat operations have concluded (FM 3-0). (For more information on the consolidation of gains see FM 3-0, chapter 8.)

1-20. Consolidation of gains requires RS personnel proactively provide both internal and external advisement as it pertains to religion, ethics, morals, and morale. Interaction with the local population is a foundational component to consolidation of gains. This requires updated religious area analysis utilizing locally acquired information in coordination with the unit's information operations plan and intelligence personnel. Chaplain sections and UMTs need to be prepared to support Soldier and leader engagements at the commander's direction while being careful not to assume a position of intelligence gathering and violating their status as a noncombatant. (See ATP 1-05.03 for more details on external advisement.) The consolidation of gains often occurs under a more permissive security environment enabling freedom of movement to provide area coverage, post large-scale combat operations RS, and resupply activities. This transition also provides opportunities for an assessment of the well-being of the force and subsequent internal advisement. (See ATP 1-05.04 for more details on internal advisement.) As the unit transitions from large-scale combat operations to consolidation of gains, the chaplain section or UMT should be closely integrated into staff processes and prepared to support redeployment operations and the associated RS tasks. Redeployment advisement and tasks should include both Family and single-Soldier related concerns as well as advisement on reintegration of deployed and home station personnel.

MISSION COMMAND

1-21. Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0). The commander is the focus of a unit's mission command system. In mission command, the commander assesses the situation, makes decisions, and directs actions. These actions include the arrangement of personnel, networks, information systems, processes and procedures, facilities and equipment required to conduct operations (ADP 6-0). The Army executes unified land operations through decisive action by means of Army core competencies that are guided by mission command. Commanders integrate and synchronize operations and convey the commander's intent in order to guide the adaptive use of Army forces executing decisive action. Through mission orders, commanders focus on the purpose of the operation rather than on the details of how to perform assigned tasks. In mission command, commanders—

- Drive the operations process.
- Develop teams.
- Inform and Influence audiences, inside and outside of their organizations.

For more information on mission command, see ADP 6-0.

1-22. A commander's mission command system begins with people capable of adjusting to changes in the OE. As part of the commander's staff, chaplains and religious affairs specialists are an essential part of the mission command system. Mission command requires chaplains and religious affairs specialists take the initiative, maintain unity of effort, take action, and act resourcefully within the commander's intent in order to achieve the commander's desired results as they aggressively execute the RS mission. This enables chaplains and religious affairs specialists to gain an understanding of the unit mission requirements and allows them the greatest possible freedom of action as they plan, prepare and execute the concept of RS.

1-23. Leadership is critical at all levels and it is important that supervisory chaplains and religious affairs specialists know and understand subordinate unit missions in order to provide effective leadership and synchronize efforts.

WARFIGHTING FUNCTIONS

1-24. A warfighting function is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives (ADRP 3-0). Warfighting functions provide organization for common critical tasks. To execute combined arms operations, commanders conceptualize capabilities in terms of combat power. Combat power is the total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time. Combat power has eight elements: leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection.

1-25. The Army collectively describes the last six elements as the warfighting functions: movement and maneuver, intelligence, fires, sustainment, mission command, and protection (ADRP 3-0). The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The sustainment warfighting function is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion. Sustainment must act, rather than react to support requirements.

1-26. RS is part of the sustainment warfighting function (personnel services) and is nested across all other warfighting functions. Like sustainment, RS execution must act, rather than react to RS requirements. Chaplain sections and UMTs are guided by eight sustainment principles that impact the execution of RS. These principles instill confidence in commanders that RS will be there when needed (ADRP 4-0). They are—

- **Integration.** Integration is the most critical principle. Integration of RS occurs throughout the operations process (plan, prepare, execute, and assess.) One of the primary functions of the chaplain section or UMT is to ensure the integration and synchronization of the concept of RS with the unit's operational plan. Not properly integrating RS and unit operations could result in mission failure.
- **Anticipation.** Anticipation of RS facilitates responsive support. Anticipation is the ability to foresee events and requirements and initiate necessary actions that most appropriately respond to the needs. Anticipating RS requirements means staying abreast of operational plans, continuously assessing requirements, and tailoring support to meet current operations and the changing OE.
- **Responsiveness.** Responsiveness is the ability to meet changing requirements on short notice and to rapidly sustain efforts to meet changing circumstances over time. It includes the ability to see and forecast operational RS requirements that meet the needs across the area of operations (AO). It is providing the right support in the right place at the right time.
- **Simplicity.** Avoiding unnecessary complexity while planning, preparing, executing, and assessing the concept of RS. Simplicity enables economy and efficiency in the use of RS resources, while ensuring effective support of forces. Mission orders, rehearsals, battle drills, and SOPs contribute to simplicity.
- **Economy.** Economy means providing RS resources in an efficient manner to enable a chaplain section or UMT to employ all assets to generate the greatest effect possible. Economy is achieved through efficient management, discipline, prioritization, and allocation of RS resources.
- **Survivability.** Survivability is the ability to protect personnel, information, infrastructure, and assets from destruction or degradation. Chaplain sections and UMTs integrate survivability considerations into operational planning to maximize their ability to function despite multiple threats to their safety and to protect Soldiers while executing the RS mission.
- **Continuity.** Continuity is the uninterrupted provision of RS across all levels of war and throughout all levels of command. Chaplains and religious affairs specialists, at all levels, work hand in hand with operational staffs ensuring synchronization of RS requirements over the entire course of the operation.
- **Improvisation.** Improvisation is the ability to adapt the concept of RS to unexpected situations or circumstances affecting a mission. RS resources are not always available due to the "fog of war". Chaplain sections and UMTs must be creative to facilitate mission accomplishment.

1-27. Personnel services are those sustainment functions related to Soldiers' welfare, readiness, and quality of life. Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel. RS planning is guided by five personnel services principles:

- Synchronization. The arrangement of actions (location of personnel, supplies, logistics) in time, space and purpose to execute the RS mission at the decisive place and time.
- Timeliness. Timeliness ensures decision makers have access to relevant RS and operational information and analysis that support current and future operations.
- Stewardship. Stewardship is the careful and responsible management of RS resources. The Army operates under the mandate to use all available resources in the most effective and efficient means possible to support the Combatant Commander.
- Accuracy. Accuracy of religious and operational information impacts the decisions made by chaplain sections and UMTs.
- Consistency. Consistency involves providing uniform and compatible guidance and support to chaplain sections and UMTs across all levels of operations.

For a more detailed discussion on the sustainment warfighting function, see ADP 4-0.

OPERATIONS PROCESS

1-28. The Army's framework for exercising mission command is the operations process: plan, prepare, execute and assess. Commanders are the most important participant in the operations process. They drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. Commanders and staff must act as an integrated team in order to use the operations process to simultaneously plan, prepare, execute and assess operations. For more information on the operations process, see ADRP 5-0.

1-29. Chaplains and religious affairs specialists must be part of the operations process (See figure 1-1 on page 1-10). The operations process is the overarching process that guides chaplain sections and UMTs throughout the conduct (planning, preparing, executing, and assessing) of operations.

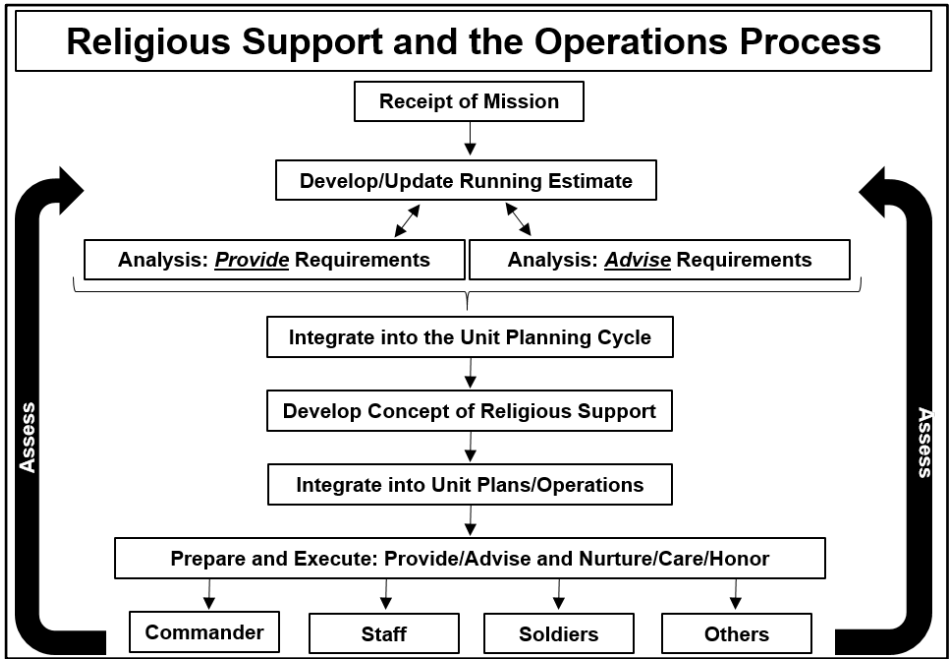


Figure 1-1. Religious support and the operations process

RELIGIOUS SUPPORT PLANNING

1-30. As part of the deployment, employment and redeployment process, chaplain sections and UMTs must plan for meeting the religious requirements of Soldiers, moving equipment, supplies, and personnel throughout all phases of the deployment, employment, and redeployment process. RS execution requires the same level of dedicated planning as any other operational mission and is supported by the creative application of doctrine, tactics, techniques, procedures, supervision, personnel and resources within the commander's intent and planning guidance.

1-31. The end state of RS planning is a concept of RS. The concept of RS focuses on the sequence of actions (tasks) the chaplain section or UMT must execute to accomplish its mission. For the technical chain, a concept of RS outlines the tasks subordinate or supporting chaplain sections and UMTs cooperatively accomplish to execute the overall theater RS mission. It identifies the main and supporting efforts of the chaplain section or UMT, sustainment requirements and priorities of RS. A priority of RS is the priority that the chaplain section or UMT will execute based on time or phase of the operation to ensure each unit has the required RS throughout the mission.

1-32. One of the most important and most difficult tasks for chaplains and religious affairs specialists is participating in and supporting unit staff planning cycles. Chaplain sections and UMTs will work with command post integrating cells (plans cell, future

operations cell, and current operations cell), certain functional cells (sustainment, mission command) and various working groups to accomplish the necessary planning activities. (See FM 6-0 for more information.) By integrating into the unit planning process, chaplain sections and UMTs can focus on time, space, and resources required for planning, preparing, executing, and assessing the concept of RS that supports the unit plan or mission. This can include—

- Mission, task organization, commander's concept of the operation and impact on concept of RS.
- Time available for RS planning, preparation and execution activities.
- Known and anticipated branch plans and sequels and impact on RS.
- Unit locations by phase and density of personnel (to include religious census data, accommodation issues and other available RS assets such as distinctive faith group leaders or multinational chaplains).
- Required planning and preparation activities (rehearsal times and locations, communication plan, loading required equipment).
- OE threat situation and the impact on the planning, preparation and execution of RS.
- Impact of religious factors (physical, human, ethical, spiritual, and ideological) or humanitarian issues on unit mission.

OPERATIONAL VARIABLES

1-33. The OE shapes Army operations. An OE is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (ADRP 3-0). Chaplains and religious affairs specialists analyze the OE using a framework of eight interrelated operational variables: political, military, economic, social, information, infrastructure, physical environment, and time. The analysis of these variables and their interactions determine the nature of an OE and includes the impact of the religious factors (physical, human and ideological) and religion on unit operations. For a more detailed discussion on RS and the operational variables, see ATP 1-05.03, *Religious Support and External Advisement*.

MISSION VARIABLES

1-34. Chaplain sections and UMTs categorize relevant information from the operational variables into the categories of mission variables: mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. Mission variables describe characteristics of an AO, focusing on how they might affect a mission. Using the operational variables as a source of relevant information for the mission variables allows users to refine their situational understanding of their OE and to visualize, describe, direct, lead and assess operations (FM 6-0).

1-35. By analyzing the mission variables, chaplains and religious affairs specialists refine their understanding of the OE and its impact on the RS mission.

Mission

1-36. The mission is the task, together with the purpose, that clearly indicates the action assigned and the reason (JP 3-0). It is always the first variable chaplain sections and UMTs consider during decision-making. A mission statement defines the "who, what, when, where, and why" of the operation. Chaplain sections and UMTs analyze the higher headquarters' warning order or operation order (OPORD) to determine how their unit contributes to the higher headquarters' mission and the RS implications. They examine the following information that affects their unit and RS mission:

- Higher headquarters' mission and commander's intent.
- Higher headquarters' concept of operations.
- Specified, implied, and essential tasks and constraints.

The product of this part of the mission analysis is the restated mission. The restated mission is a simple, concise expression of the essential tasks the unit must accomplish and the purpose. The mission statement states *who* (the unit), *what* (the task), *when* (either the critical time or on order), *where* (location), and *why* (the purpose of the operation). This analysis influences RS planning, preparation, execution, and assessment activities.

Enemy

1-37. In this part of mission analysis, commanders and staff continue the analysis with the enemy and determine how the available information applies to their operation. Chaplain sections and UMTs identify how the enemy may conduct operations and its implications for executing the RS mission. For example, enemy activity may restrict travel and necessitate additional area support requirements. Analysis may also consider how religion plays a part in the enemy's capacity or inclination to fight.

Terrain and Weather

1-38. An analysis of the terrain to include natural features (rivers or mountains) and manmade features (cities or bridges) and weather in the OE is critical to mission success. Terrain is analyzed using five military aspects: observation and fields of fire; avenues of approach; key and decisive terrain; obstacles; cover and concealment. Terrain characteristics affect the arrangement and location of units in a given formation. Terrain, obstacles, weather extremes, cover, concealment, and the amount of daylight are some of the planning factors that affect the planning, preparation and execution of the RS mission. (See FM 6-0 for more information.)

Troops and Support Available

1-39. This variable includes the number, type, capabilities, and condition of friendly troops and support. This includes troops attached to, or in direct support of, the unit. The employment of Soldiers in the operational theater and their mission in each phase of the operation influences the preparation, planning, and execution of RS. Chaplain sections and UMTs also realistically determine all available resources that support the execution of RS. This can include RS personnel, supplies, services and support from joint, host-

nation, and unified action partners that can support the chaplain section or UMT's mission. Chaplain sections and UMTs know the status of their subordinates, their experience and training, and their strengths and weaknesses and the status of all equipment.

Time Available

1-40. The chaplain section or UMT assess the time available for planning, preparation, and execution tasks. They also understand time-space aspects to include time required to assemble, deploy, move and maneuver and the impact on RS execution.

Civil Considerations

1-41. Civil considerations are the influence of manmade infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations within an AO on the conduct of military operations. Civil considerations comprise six characteristics: areas, structures, capabilities, organizations, people, and events. The chaplain advises the commander regarding religion and the impact on military operations. See ATP 1-05.03: *Religious Support and External Advisement* for more information on RS and civil considerations.

SUMMARY

1-42. Chaplains and religious affairs specialists make decisions, develop plans, and execute a concept of RS in a fluid and dynamic OE. Working within the commander's intent, the concept of RS is the means by which chaplains and religious affairs specialists plan and prepare the sequence of actions in order to execute the Chaplain Corps required capabilities (provide and advise) and core competencies (nurture, care, and honor) in an OE. The execution of the RS mission requires careful planning as any other tactical mission, to include—

- Participation in the military decisionmaking process (MDMP).
- Continuous mission analysis and assessment.
- Research (religious leader information, religious area assessment, religious impact assessment).
- Advisement on religious, ethical, moral, and morale implications throughout the process.
- Analysis of databases for relevant information (unit portals, working groups).
- Updating relevant products (running estimate, battle book).
- Reporting to higher technical chain to help them maintain situational understanding.

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Chapter 2

Plan

ARMY PLANNING METHODOLOGIES

2-1. Successful planning requires the integration of both conceptual and detailed thinking (ADRP 5-0). The Army uses three planning methodologies to assist commanders and staff:

- Army Design Methodology.
- MDMP.
- Troop leading procedures.

ARMY DESIGN METHODOLOGY

2-2. Army design methodology is a methodology for applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them (ADP 5-0). Army design methodology entails framing an OE, framing a problem, and developing an operational approach to solve the problem. The understanding developed through Army design methodology continues through preparation and execution in the form of continuous assessment.

2-3. Design methodology enables chaplain sections and UMTs to understand the OE, seek to identify the right RS problem(s) and to develop the right solutions (courses of action [COAs]) to solve them. Key concepts that underline the Army design methodology include—

- Critical and creative thinking.
- Collaboration and dialogue.
- Framing.
- Narrative construction.
- Visual modeling.

For more information on Army design methodology, see ADRP 5-0.

THE MILITARY DECISIONMAKING PROCESS

2-4. The MDMP is an iterative planning methodology to understand the situation and mission, develop a COA, and produce an operation plan or order (ADP 5-0). This process helps the commander and staff to think critically and creatively while planning. The process facilitates interaction between the commander, staff, subordinate headquarters, and other partners throughout planning. This enables them to understand the situation and mission; develop and compare COAs; decide on a COA that best accomplishes the mission; and produce an operation plan or order for execution.

2-5. Commanders initiate the MDMP upon receipt of or in anticipation of a mission. The MDMP consists of seven steps. Each step has various inputs, steps to conduct and outputs (see the MDMP chart in FM 6-0.) The outputs lead to an increased understanding of the situation and facilitate the next step of the process. These efforts help the commander and staff understand the situation, make decisions, and synchronize those decisions into a fully developed plan or order. (See FM 6-0 for more information.)

2-6. Chaplains and religious affairs specialists participate in this process in order to facilitate collaborative planning, integrate RS information and requirements into the unit plan and develop a concept of RS that sustains Soldiers executing decisive action. In the process, chaplains and religious affairs specialists collect and categorize facts, develop assumptions where needed, conduct a logical analysis or evaluation of this information, and develop a concept of RS that supports the unit's COA. (For more information, see Appendix B of this document.)

TROOP LEADING PROCEDURES

2-7. Troop leading procedures are a dynamic process used by small-unit leaders (primarily company-level and smaller units) without formal staffs to analyze a mission, develop a plan, and prepare for an operation (ADP 5-0). Since the UMT and chaplain section are part of a unit's coordinating staff and will primarily use the MDMP, in most cases, troop leading procedures will not apply. See ADRP 5-0 for more information.

PLANNING ACTIVITIES

2-8. Planning is the ability to understand a situation, envision a desired future, and lay out an operational approach to achieve the end state (ADP 5-0). Planning is a time sensitive process by which the commander and staff develop a specific COA for preparation and execution. Planning must take into account the unpredictability and uncertainty of military operations. See ADRP 5-0 for more information on planning pitfalls. The output of planning is a plan or order for future execution. As the operational situation changes or as situational understanding improves, the plan gets refined. Planning enables the commander and staff to—

- Understand and develop solutions to problems.
- Anticipate events and adapt to changing conditions and circumstances.
- Task organize the force and prioritize efforts.
- Direct, coordinate, and synchronize actions.

2-9. Planning begins long before a unit alerts for deployment. Prior to any notification of a deployment, chaplain sections and UMTs plan for various contingencies (operational deployment, DSCA mission, security cooperation mission, Family and Soldier retreats, rear detachment and Family support) and hone their deployment skills. This can include planning in support of an upcoming combat training center rotation, forecasting required schools (enlisted, officer and branch specific), developing planning products required for future deployments (SOPs, battle books, load plans, battle drills) and required personnel requirements (shortages, faith specific requirements). Chaplain sections and UMTs conduct planning to determine operational and training

requirements, equipment status readiness, and the impact of deployment on Soldiers and Families.

2-10. Upon receipt of an alert order or mission, planning starts a cycle of the operations process that results in a plan or OPORD. The most valuable resource in the planning process is time. Planning activities orient chaplain sections and UMTs on future RS requirements while simultaneously executing RS requirements of current operations. Key planning considerations include—

- Commander's intent and the concept of operations (unit mission).
- Sustainment operations.
- Analysis of the OE (operational and mission variables).
- Chaplain Corps required capabilities (provide and advise).

2-11. Planning for chaplain sections and UMTs is the art and science of understanding a situation, envisioning a desired future for RS, and laying out effective ways of bringing about that vision through a concept of RS. The concept of RS addresses RS requirements in current and future operations. It is not a script to follow, but an adaptable framework for chaplain sections and UMTs to execute RS requirements. It must be flexible in order to enable chaplain sections and UMTs to adapt their actions to changes in the plan or OE. The measure is not whether execution transpires as planned, but whether the framework facilitates effective action during unforeseen events.

2-12. Planning activities determine the time needed to prepare and execute the concept of RS and synchronize the execution of RS with unit actions in time, space, and purpose. Upon completion of the initial order, planning activities continue as leaders revise the plan based on changing circumstances. Chaplain sections and UMTs analyze the complex RS requirements necessary to support the simultaneous combination of offensive, defensive, stability, or DSCA tasks. Activities can include—

- Analyzing the mission to determine RS requirements in the OE or in support of the deployment (casualty care, memorial ceremony, movement to conduct religious services at remote sites, or rear detachment plan).
- Identifying all available RS assets in the force and shortages that influence RS execution.
- Determining required sustainment activities (supplies, personnel, movement) at decisive points and time during the operation.
- Participating as part of the staff executing the MDMP, similar planning process, or while serving as an advisor as part of a unit working group or cell.
- Providing supervision for subordinate RS planning and execution activities that influence the unit mission.

2-13. As planning activities continue, the chaplain section and UMT asks two key questions:

- Who else needs to know?
- Who else knows what I need to know?

Both questions focus on the required capabilities of the chaplain corps: provide and advise. In order to provide RS to Soldiers, chaplain sections and UMTs integrate all

planning activities for preparing and executing the concept of RS mission with the commander, key staff, subordinates, and other relevant personnel. The concept of RS is not a separate activity outside of the unit's operational mission. RS is a sustaining activity that supports unit operations and Soldiers as they execute the unit mission. RS planning requires a clear understanding of commander's intent and support from the unit staff, planning cells, working groups, subordinates, and other personnel.

2-14. As the principle advisor on religion, chaplain sections and UMTs have the ability and responsibility to integrate relevant religious information and ethical reasoning principles into the unit planning cycle that may affect unit operations. Analysis of the religious factors (physical, human, ethical, spiritual, and ideological) and religious requirements of Soldier and coalition partners (holy days, worship requirements, diet, etc.) must be integrated into the planning process through planning cells, working groups, and briefings in order to have any impact. While the chaplain section or UMT may serve as an advisor on religion, other staff members or supporting sections may also have information that could provide more detailed analysis of religion in the theater.

STANDARD OPERATING PROCEDURES

2-15. An SOP establishes a standard for job performance within a unit or organization. It details what is to be done, how it will be done, and who will do it. Planning activities build on already developed SOPs of the unit, higher headquarters command, and chaplain supervisory UMTs or sections. Initially, chaplains and religious affairs specialists develop most SOPs while at home station. This enables chaplains and religious affairs specialists to conduct SOP training and validation exercises during home station training and at combat training centers and then revise them upon notification of a deployment. Chaplains and religious affairs specialists may have to develop or integrate other SOPs (higher command or theater-specific) into the battle rhythm upon entering a theater of operations.

INTERNAL

2-16. An internal SOP standardizes the internal operations within a command post, at an aid station, chapel, or other locations and includes RS executed during battle drills and any administrative requirements. Ensure unit SOPs and battle drills include notification of the UMT if applicable (e.g., death of a Soldier). Supervisors ensure subordinate SOPs are developed, staffed, nested with unit SOPs and battle drills, and are rehearsed. Internal unit and RS SOPs can include—

- Organization and set-up of location within a command post or other locations to include space and equipment requirements and priorities of work for chaplains and religious affairs specialists.
- Staffing and shift plans and requirements for sleep plans, communication, visitation, counseling, meetings, and travel.
- Load plans, equipment checklists, maintenance requirements.

- Briefing requirements to include operational updates, working groups, templates, commander update briefs, shift-change, and synchronization meetings.
- Battle drills with RS specific required actions (MASCAL or death of a Soldier) and operational survivability requirements (protection from indirect fire, dispersion, uniform standards, convoy drills, and first aid).

EXTERNAL

2-17. External SOPs standardize interactions between supervisory chaplains and religious affairs specialists and subordinates as it applies to executing the RS mission in the OE. When possible, supervisors conduct training prior to deployment. External SOPs can cover—

- Reporting requirements to include required formats, submission timelines to higher headquarters and means of delivery (See FM 6-99 for RS report template).
- Requirements for chaplain specific meetings and standards for religious worship, visitation, chapel operations, or memorial and ramp ceremonies.

RUNNING ESTIMATE

2-18. A running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. A running estimate provides a timely, accurate evaluation of the unit, the enemy, and the AO at a given time. Building and continuously maintaining running estimates is a primary task of each staff section. A comprehensive running estimate addresses all aspects of operations and contains both facts and assumptions based on the staff's experience within a specific area of expertise.

2-19. Chaplains and religious affairs specialists use running estimates to facilitate situational understanding and support decision-making during planning, preparation, execution, and assessment activities. Like SOPs, chaplains and religious affairs specialists initially develop a running estimate at home station. Upon notification of a deployment to a specific theater of operations, chaplains and religious affairs specialists update the running estimate based on an analysis of the OE and maintain it throughout the phases of the operation. Upon development, the running estimate forms the base for the development of the Tab D (Religious Support) to Appendix 2 (Personnel Services Support) to Annex F (Sustainment) or subsequent fragmentary orders.

2-20. An estimate should contain the information necessary to answer any RS question the commander poses. The estimate consists of facts, events, conclusions, and recommendations on how best to use available RS resources to accomplish the mission. During planning, estimates provide key information for chaplain sections and UMTs to conduct mission analysis. During preparation, estimates identify the current readiness of the chaplain section or UMT and subordinates in relationship to its RS mission and the unit mission. During execution, information in the running estimate is incorporated into the common operational picture enabling the chaplain section or UMT to depict key

RS information as it influences current and future operations. During assessment, chaplain sections and UMTs analyze new information to understand if the RS mission is progressing according to plan. The assessment plan includes—

- RS capabilities with respect to ongoing and planned operations.
- Enemy capabilities and the impact on the execution of concept of RS in current operations and in plans for future operations.
- Religious factors (physical, human, and ideological) and other civil considerations impacted by religion.

2-21. A comprehensive running estimate addresses all aspects of an operation based on the two chaplain corps required capabilities (provide and advise) and the three core competencies (nurture, care, and honor). This can include troop numbers (to include religious preferences) and locations, RS assets available in theater, supplies, religious holy days and movement or location of subordinate chaplains and religious affairs specialists. Failure to maintain an up to date running estimate may lead to errors or omissions that result in the flawed execution of RS or impede the ability to offer sound religious advisement. See Appendix A for more detail.

TAB D (RELIGIOUS SUPPORT)

2-22. The product of the MDMP is an OPORD. It consists of five paragraphs: Situation, Mission, Execution, Sustainment, Command and Signal. Attachments to the order are information management tools and simplify orders by providing a structure for organizing information. (See FM 6-0 for more information.)

2-23. Within the OPORD, a chaplain section or UMT publishes the concept of RS as Tab D (Religious Support) to Appendix 2 (Personnel Services Support) to Annex F (Sustainment). Tab D (Religious Support) is part of the official published base order and provides planning, preparation, and execution guidance on how chaplain sections and UMTs provide RS for the unit plan. It follows the five-paragraph format of the base plan or order (Situation, Mission, Execution, Sustainment, and Command and Signal). The attachment identifies additional responsibilities or deviations from the norm. It should adhere to mission command principles, focusing on “what” and “why” and giving subordinate units maximum flexibility in determining “how.”

2-24. Use Tab D (Religious Support) to—

- Describe the concept of RS by phase or operation that meets the commander’s intent.
- Publish coordinating instructions.
- Define RS priorities of effort by operational phase or for each named operation. Determine all area movement or sustainment requirements that are required for the overall RS mission.
- Outline relevant information in other sections of the OPORD (annexes, appendices, and attachments) that increase situational understanding and mission success.
- Identify all specified and implied tasks as they relate to RS and the concept of RS.

2-25. The attachment also builds upon the unit tactical SOP and higher chaplain section or UMT SOPs. This reduces the amount of information required to publish Tab D. If RS execution information is in the published tactical SOP, do not repeat it in the attachment. If additional RS requirements or issues arise after the publication of the base order, address them in subsequent fragmentary orders. For example, the higher headquarters chaplain can outline operational reporting requirements (frequency, templates and information required) in the tactical SOP. This enables chaplain sections or UMTs within that command to train and prepare for future deployments. If there is a change to any of the requirements while deployed, the higher headquarters chaplain section or UMT can use a fragmentary order to address changes. Supervisory chaplains and religious affairs specialists ensure subordinates understand the intent and any guidance requirements of the higher headquarters RS attachment that impact the subordinate concept of RS.

BATTLE RHYTHM

2-26. Battle rhythm is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. The battle rhythm enables a unit to synchronize times and personnel for planning, coordination, and execution activities. The battle rhythm will change as the operation or mission changes or as operational conditions dictate. It can include meetings that exchange information, solve problems, coordinate action, make decisions, and working groups and boards that provide analysis, coordination and recommendations.

2-27. For chaplain sections and UMTs, a well-planned and executed battle rhythm enables them to balance the use of time between critical and required planning and coordination requirements and executing the mission to sustain Soldiers in theater. A battle rhythm can include—

- Worship, counseling and religious education schedule.
- Meetings (UMT, planning and functional cells, operations synchronization, working groups, boards).
- Briefings (operations update, commander's update, shift change).
- Sleep schedule, visitation schedule.
- Reporting times.
- Work schedule in chapel, synchronization cell, command post or movement schedule.

SITUATIONAL UNDERSTANDING

2-28. Chaplain sections and UMTs must maintain situational understanding throughout planning, preparation and execution activities in order to safely and comprehensively execute the concept of RS. A running estimate is developed and continually updated to aid in situational understanding and this can include—

- Unit boundaries and other unit locations (communications, security, unity of effort).
- Enemy activities.

- Weather.
- Changes or transitions in phase or mission.
- Task organization changes.
- Location and movement by phase.
 - Unit.
 - Other units (higher, left, right).
 - Chaplain section or UMT (technical chain, subordinates, distinctive religious group leaders, unified action partners).
 - Other assets (command post, medical, civil affairs).
- Survivability and security issues (route status, mission oriented protective posture level).
- Routes (main and alternate) within OE.
 - Main supply route.
 - Alternate supply route.
 - Air movement.
 - Ground.
- Religious area assessment and analysis.
- Demographic information (population concentrations, indigenous religious boundaries).
- Informal climate and morale assessments.

SUMMARY

2-29. Religion is an important element of all military operations. Planning determines the required religious requirements necessary to sustain Soldiers across the range of military operations. Meeting the goal of providing responsive and focused RS relies on chaplains and religious affairs specialists that have the training, collective knowledge, Army and branch specific skills, and the ability to focus and apply those skills during the execution of operations.

Chapter 3

Prepare

PREPARATION ACTIVITIES

3-1. Preparation consists of those activities performed by units and Soldiers to improve their ability to execute an operation. Preparation creates conditions that improve friendly forces' opportunities for success. It requires commander, staff, unit, and Soldier actions to ensure the force is trained, equipped, and ready to execute operations. Preparation activities help commanders, staffs, and Soldiers understand a situation and their roles in upcoming operations (ADP 5-0). Preparation activities include—

- Coordinating with higher, lower, adjacent, supporting and supported units.
- Conducting confirmation briefs and rehearsals.
- Initiating troop movements and sustainment preparation.
- Revising and refining plan.
- Integrating new Soldiers and units.
- Training.
- Conducting pre-operation checks and inspections.
- Participating in emergency deployment rehearsal exercises.

For more information, see ADRP 5-0.

3-2. Like planning, preparation activities begin long before a unit is alerted for deployment. Prior to any notification of deployment, the chaplain section or UMT prepares for various contingencies in order to support any future deployments. This can include attending schools (enlisted, officer and branch specific), developing deployment products (SOPs, battle books, load plans, battle drills, country studies, and religious and Family deployment manuals), conducting military training, executing Family and Soldier retreats, and supporting Family readiness groups. Chaplain sections and UMTs conduct preparation activities to ensure they are up to date on operational and training requirements, equipment is ready, required supplies are ordered and packed for deployment, and Families and Soldiers are prepared for future operational deployments. Upon alert, preparation focuses on the activities required to deploy, execute the concept of RS while in theater, and then redeploy.

3-3. Planning and preparation can overlap as chaplains and religious affairs specialists execute RS requirements while simultaneously conducting planning activities with the unit staff. RS preparation activities focus on the tasks and critical sustainment activities required to execute the Chaplain Corps required capabilities and core competencies. Preparation activities improve a chaplain section or UMT's ability to execute the concept of RS and can include—

- Improving situational understanding on the OE (updating running estimates, analyzing data in contingency folders or from working groups).
- Refining the concept of RS based on new information or change in mission.
- Executing sustainment activities (loading equipment, personnel requests, support for specific holy days, request for information, or transportation).
- Conducting inspections of UMT personnel and equipment and ensuring RS assets are ready and positioned (pre-combat checks, pre-combat inspections, packing for deployment or redeployment, opening or closing out offices).
- Training or rehearsing RS and Soldier tasks critical to mission success to include preparing survivability positions and rehearsing key battle drills (sniper, casualty, indirect fire).
- Developing a battle rhythm to include sleep plan, required meetings (daily update briefings, shift change, meetings, working groups, boards), reporting timelines and other activities that support current and future operations.
- Integrating additional chaplains and religious affairs specialists, task organized into the formation (command relationships, reporting requirements, support requirements and support to overall mission).
- Conducting preparation activities for RS execution throughout the full cycle of the deployment.
- Rehearsing the communication plan for RS reporting using primary, alternate, contingency and emergency options.

3-4. As preparation activities continue, the chaplain sections and UMTs continue to ask two key questions:

- Who else needs to know?
- Who else knows what I need to know?

Like planning, both questions continue to focus on integrating the preparation activities with the commander, key staff and other relevant personnel. This enables chaplains and religious affairs specialists to prepare within the commander's intent, share information with the staff and seek guidance and assistance from others that may be able to provide information or support for the RS mission. The size of the OE and the increased dispersion of forces require both internal (unit staff sections) and external (higher, lower and adjacent chaplains and religious affairs specialists) coordination to ensure RS mission success. Coordination ensures the successful execution of the RS mission through the integration of the actions of multiple and interrelated RS assets. Religious advisement supports the commander and staff by analyzing the impact of the religious factors (physical, human and ideology) on the unit mission. As part of the sustainment warfighting function, the RS mission requires the knowledge, expertise and support of the commander, staff, other chaplains, religious affairs specialists, and other agencies in order to be successful.

TIME

3-5. Time is a critical factor in all operations. Chaplain sections and UMTs should take full advantage of time available to conduct preparation activities that support the unit

mission and their execution of the concept of RS. The planning process enables chaplains and religious affairs specialists to determine the time needed to conduct preparation activities that impact the execution of their mission. Chaplain and religious affairs specialists prepare in order to execute a concept of RS synchronized with unit actions in time, space, and purpose and developed within the operations process. The chaplain and religious affairs specialist execute RS effectively when they have a clear understanding of the context and complexities of the unit plan and the OE as it relates to time. Aspects of time include—

- RS requirements synchronized with the unit mission.
- Unit movement activities and the impact on the execution of the concept of RS.
- Unit mission activities (crossing line of departure; phase transitions) and the impact on RS execution.
- Sleep plan.
- Meetings.
- Reporting requirements.
- Battle rhythm.
- Time and culture (local culture’s view of time and impact on the mission).

REHEARSALS

3-6. Rehearsals allow leaders and their Soldiers to practice executing key aspects of the concept of operations. Rehearsals are the commander’s tool to ensure staffs and subordinates understand the commander’s intent and the concept of operations. Each rehearsal type achieves a different result and has a specific place in the preparation timeline. The four types of rehearsals are—

- Backbrief.
- Combined arms rehearsal.
- Sustainment rehearsal.
- Battle drill or SOP rehearsal.

BACKBRIEF

3-7. A backbrief is a briefing by subordinates to higher to review how subordinates intend to accomplish their mission. Supervision is a key aspect of backbriefs. Subordinate chaplains and religious affairs specialists perform backbriefs during planning and preparation activities to keep the technical chain informed of progress toward mission execution. This enables the technical chain to give guidance and support and keep the subordinate plan within the overall commander’s intent.

COMBINED ARMS REHEARSAL

3-8. A combined arms rehearsal is a rehearsal in which subordinate units synchronize their plans with each other. This is a critical for chaplain sections and UMTs to attend. This rehearsal enables chaplain sections and UMTs to synchronize their concept of RS

with the unit plan and to synchronize RS actions with each other (between battalion UMTs, other RS assets, and higher technical chain).

SUSTAINMENT REHEARSAL

3-9. The sustainment rehearsal helps synchronize each warfighting function with the overall operation. This rehearsal supports the operation so units can accomplish their missions. The sustainment rehearsal enables chaplain sections and UMTs to rehearse coordination and procedures drills that impact the execution of their concept of RS (convoy operations, casualty evacuation).

BATTLE DRILL OR STANDARD OPERATING PROCEDURE REHEARSAL

3-10. A battle drill is a collective action rapidly executed without applying a deliberate decision making process. A battle drill or SOP rehearsal ensures that all participants understand a technique or a specific set of procedures (wounded Soldier drill, indirect fire drill).

3-11. After the rehearsal, the unit conducts an after action review. The unit reviews lessons learned and makes the minimum required modifications to the existing plan. A rehearsal provides the final opportunity for chaplain sections and UMTs to identify and fix unresolved problems. (See FM 6-0 for more information.)

SUPERVISION

3-12. Changes in the OE, task organization, and the operational and mission variables have an impact on preparation activities. Supervisory chaplains and religious affairs specialists ensure subordinates are prepared to execute the concept of RS that is integrated with the unit's concept of operations. They ensure subordinate UMTs are positioned, resourced by command to meet the RS requirements, and have the ability to move and communicate.

SUMMARY

3-13. Mission success depends as much on preparation as on planning. Preparing for the RS mission should be an intentional and well-planned activity. Effective preparation for the religious mission includes—

- Preparing equipment and supplies and protecting the chaplain section or UMT.
- Improving situational understanding in order to rehearse and refine the concept of RS.
- Integrating, organizing and configuring RS assets.
- Ensuring RS assets and resources are ready and positioned.

Chapter 4

Execute and Assess

EXECUTION ACTIVITIES

4-1. Execution is putting a plan into action by applying combat power to accomplish the mission (ADP 5-0). The focus of planning and preparation activities is mission execution. Execution puts a plan into action by applying combat power to seize, retain, and exploit the initiative. Execution focuses on actions necessary for mission success.

4-2. Execution activities put the concept of RS into action in order to support the Soldier executing the unit mission. Executing the concept of RS does not simply happen. It occurs because the chaplain section or UMT conducted effective planning and preparation activities enabling them to execute their concept of support and make adjustments when required due to the fluid and changing conditions in the OE.

EXECUTING RELIGIOUS SUPPORT IN DECISIVE ACTION

4-3. Decisive action is the continuous, simultaneous combination of offensive, defensive, and stability or DSCA tasks. Units must be prepared to conduct any combination of these primary tasks either independently or as part of a larger force. Planning and preparation activities also include any changes to the plan that facilitates the execution of a transition between the tasks (offense, defense, stability, or DSCA.) A transition occurs when the commander makes the assessment that the unit must change its focus from one element of decisive action to another. For example, the commander halts the offense when unit actions result in complete victory and the end of hostilities, reach a culminating point, or the commander receives a change in mission from a higher commander. The commander then transitions to operations that are predominantly defense or stability. This transition would require a change in the unit's plan and necessitate a change in the concept of RS.

4-4. Uncertainty exists in all operations; therefore, every decision made during planning, preparation and execution activities come with some level of risk. Risk assessment and mitigation must be part of the planning and preparation process (see ATP 5-19). As part of this process, chaplain sections and UMTs assess moral and ethical challenges and advise on mitigation measures to avoid unethical conduct and prevent moral injury.

OFFENSIVE TASKS

4-5. An offensive task is a task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers (ADRP 3-0). They impose the commander's

will on the enemy. While strategic, operational, or tactical considerations may require defending for a time, defeating the enemy requires shifting to the offense. The four primary tasks are—

- Movement to contact.
- Attack.
- Exploitation.
- Pursuit.

For more information, see ADP 3-90.

4-6. RS is critical during the offense. The chaplain section or UMT must prioritize its efforts during planning and preparation activities accordingly. Counseling and worship opportunities can help reduce combat and operational stress, increase unit cohesion, and enhance Soldier performance. However, the nature of the offense requires careful planning. The constant movement of forces and the operational tempo may limit access to large number of Soldiers at various times during the mission. Chaplains and religious affairs specialists must plan and prepare for the rapid movement of forces over large areas. Planning and preparation must identify best times and locations for delivering RS prior to conducting the offense and the location of the UMT and chaplain section throughout the operation.

4-7. The offense places great demands on chaplains and religious affairs specialists. The sustainment of Soldiers in the offense is high in intensity. The chaplain section or UMT must monitor the tactical situation to maintain situational understanding in order to be prepared for any increase in RS requirements and demands for RS. During the offense, the mission to deliver RS is the same, but the RS requirements may vary from mission to mission and unit to unit. Chaplain sections and UMTs develop priorities of RS based on a number of variables that can include task organization changes, main and supporting efforts, time available, casualty rates, and changes in the OE. These variables may change based on the type of unit or echelon of command. For example, the UMT in a maneuver battalion may execute a concept of RS on a different scale and at different times from those in a theater sustainment battalion. The concept of RS of a battalion UMT is different from a division chaplain section.

4-8. Higher casualty rates associated with offensive tasks may increase the requirement for additional RS. All chaplain sections and UMTs must consider alternative methods for delivering RS in emergencies. The primary focus for chaplains and religious affairs specialists involves nurturing the living and caring for the wounded and dying. Some situations may allow for honoring the dead. Planning and coordination for worship services, sacraments and ordinances, individual counseling, and visitation, is essential and important for Soldiers. However, the unit mission, the OE, and the mission variables influence the execution of the RS mission. Thorough planning, rehearsals, and the ability to adapt in the AO enable the chaplain and religious affairs specialist to provide comprehensive RS despite the confusion and chaos of battle.

4-9. Supervision is critical at each echelon of command. The constant movement of units over time and terrain, as well as the tempo of operations affects the supervisory requirements of the delivery by subordinate UMTs. Supervisory chaplain sections and

UMTs supervise subordinates, clarify subordinate understanding of the mission, answer requests for information, anticipate potential RS requirements, plan and prepare for the required resources and then develop a priority of RS.

4-10. As the unit consolidates and reorganizes after battle, the chaplain section or UMT assesses the mission variables to determine subsequent actions for RS planning, preparation and execution. For example, if the unit is planning a transition to defensive or stability tasks, the chaplain and religious affairs specialist plans and prepares for the next unit mission.

DEFENSIVE TASKS

4-11. A defensive task is conducted to defeat an enemy attack, gain time, economize forces, and develop favorable conditions for offensive or stability operations (ADRP 3-0). Military forces generally defend only until they gain sufficient strength to execute a counteroffensive or a counterattack. Though the outcome of decisive combat derives from the offense, it is often necessary, even advisable, to defend. The three defensive tasks are area defense, mobile defense and retrograde (delay, withdrawal and retirement). The defense typically requires more centralized control. Movement of materiel and troops within the AO will be closely and continuously coordinated, controlled and monitored (ADRP 4-0). Throughout the defense, units are preparing fighting positions for the coming enemy attack, conducting counter-reconnaissance missions, or executing sustainment operations. See ADP 3-90 for more information.

4-12. In the defense, the chaplain section or UMT may have more time to synchronize its concept of RS and apply maximum RS assets to critical areas. Proper analysis and planning enhance the synchronization of the delivery of RS during the different phases and increase the effectiveness of the concept of RS. Chaplains and religious affairs specialists must be prepared to adapt to the changing tactical situation. For example, in a mobile defense, the commander combines offensive, defensive, and retrograde actions and this will require flexibility in the concept of RS.

4-13. Like in the offense, the primary focus for RS execution is nurturing the living, caring for the wounded and dying with a possibility of time for honoring the dead. While access to Soldiers may be easier, enemy artillery, reconnaissance operations, and CBRN threats will require significant planning and preparation activities (ability to travel or gather Soldiers for worship or other RS activities, primary and alternate protection positions, communication plan, and required equipment).

4-14. The chaplain and religious affairs specialist consider the following when planning RS in the defense:

- Degree of engagement with enemy forces by friendly forces.
- Threats (artillery, enemy aviation, CBRN).
- Level of exposure and risk to Soldiers and equipment when gathered for worship and other activities.
- Priorities for RS based on time, space, and unit mission.

- Anticipated operations in response to enemy attack and chaplain section or UMT actions.
- Other available RS assets (other UMTs, distinctive religious group leaders, multinational chaplains, local religious leaders).

4-15. As the unit consolidates and reorganizes after battle, the chaplain section or UMT assesses the mission variables to determine subsequent actions for RS planning, preparation and execution. For example, if the unit is planning a transition to offensive or stability tasks, the chaplain and religious affairs specialist plan and prepare for the next phase.

STABILITY TASKS

4-16. Stability is an overarching term encompassing various military missions, tasks, and activities conducted outside the U.S., in coordination with other instruments of national power, to maintain or reestablish a safe and secure environment; and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0). Stability operations can help establish political, legal, social, and economic institutions, and support the transition to legitimate local governance. There are six primary stability tasks—

- Establish civil security.
- Establish civil control.
- Restore essential services.
- Support to governance.
- Support to economic and infrastructure development.
- Conduct security cooperation.

For more information, see ADRP 3-0.

4-17. While stability tasks are often conducted during operations to consolidate gains, they are not synonymous with operations to consolidate gains. Operations to consolidate gains are the activities to make enduring any temporary operational success and set the conditions for a stable environment allowing for a transition of control to legitimate authorities (ADP 3-0).

4-18. The chaplain section or UMT always places a priority on providing RS to Soldiers and authorized civilians. Depending on the mission of the unit and the type of unit they serve, chaplains and religious affairs specialists must be prepared to support the commander's increased needs for advisement regarding host-nation religion and religious issues including places of religious worship, religious education, and cultural sites. The commander may direct the chaplain to conduct a Soldier and leader engagement as a means to support the commander's communication strategy. See ATP 1-05.03 and FM 3-13 for more information on Soldier and leader engagement.

4-19. Chaplain sections or UMTs provide support to planning and operations with cultural awareness information—specifically information on religion and religious issues within the AO. Upon direction of the commander, and as part of the religious advisor capability, the chaplain section or UMT may plan for integrating into the unit's

broad mission to assist a nation in moving from violent conflict to normalization. Within each of primary tasks are sub-tasks that set the conditions for a successful stabilization of the country. The chaplain may advise the commander on many of these sub-tasks, including—

- Establish civil security. Protect key personnel and facilities, including places of religious worship and cultural sites.
- Establish civil control. Establish public order and safety, including protecting vulnerable population elements such as dislocated civilians.
- Restore essential services. Support human rights initiatives, including generally preventing further abuse of vulnerable populations and providing for their long-term well-being.

DEFENSE SUPPORT OF CIVIL AUTHORITIES TASKS

4-20. Department of Defense (DOD) support for domestic emergencies is executed through two distinct but interrelated missions—homeland defense and DSCA. DSCA operations involve DOD support to U.S. civil authorities for domestic emergencies, and for designated law enforcement support and other activities. The primary tasks are—

- Provide support for domestic disasters.
- Provide support for domestic CBRN incidents.
- Support civil law enforcement.
- Provide other designated support.

4-21. DSCA is support provided by U.S. Federal military forces, DOD civilians, DOD contract personnel, DOD component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests to use those forces in title 32, U.S.C., status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. (DODD 3025.18) Many types of missions (disasters, national or state emergency) could constitute a crisis response. For more information on DSCA, see ADRP 3-28 and JP 3-28.

4-22. DSCA operations are usually a Title 32 (state) mission until the state requests federal (Title 10, active military) support or the extent of the mission results in federalization. This type of operation requires extensive coordination between multi-jurisdictional entities (municipal, county, and state agencies) as well as federal agencies and non-governmental agencies. The U.S. Army Reserve and the Army National Guard often have habitual relationships with such agencies to respond quickly and appropriately in support of such operations. This is particularly so when the Joint Task Forces of each state respond to provide consequence management to catastrophes such as CBRN incidents.

4-23. DSCA operations require the chaplain section or UMT to know the restrictions, limitations, and proper responsibilities of the chaplain and religious affairs specialist in providing RS under both civilian law and military authority. See ADRP 3-28, DSCA for

a discussion on tactics, techniques, and procedures for DSCA operations and Joint Guide (JG) 1-05, *Religious Affairs in Joint Operations*.

4-24. Chaplain sections and UMTs provide RS to military units; perform liaison responsibilities with state and federal agencies, pertaining to religious issues; and when directed by the commander, engage with civilian-religious leaders. This is particularly critical when responding to catastrophes, whether manufactured (CBRN incidents) or naturally occurring (hurricane, earthquake, or tornado).

4-25. RS within DSCA operations depends heavily on jurisdictional coordination. When directed by the commander, the chaplain section or UMT conducts multi-component (Active, Reserve, and National Guard), intra-agency, and inter-governmental organization coordination to effectively provide RS. Coordination must occur at the highest level possible. The active and reserve chaplains and religious affairs specialists will integrate and execute a concept of RS that provides seamless RS. This involves extensive coordination and liaison among all three components.

ASSESSMENT ACTIVITIES

4-26. Assessment is the determination of the progress towards accomplishing a task, creating an effect, or achieving an objective (JP 3-0). Assessing is continuous and influences the other three activities in the operations process (plan, prepare, and execute). It precedes and guides every operations process activity and concludes each operation or phase of an operation. For more information on assessment, see ADRP 5-0 and FM 6-0 for more information.

4-27. The assessment process is the responsibility of all staff sections. Successful execution of an operation requires an understanding of the situation to assess its progress and making adjustments if necessary. Assessment is critical to the successful execution of the RS mission. UMTs or chaplain sections maintain running estimates of RS capabilities, religious factors analysis, and readiness. They compare forecasted outcomes (task to move a Catholic priest every seven days) with actual events (weather or enemy activity impacted movement of priest to every 14 days) to determine the overall effectiveness of the concept of RS. They also assess the organizational climate and moral wellness. The primary tools a chaplain section or UMT can use to assess progress include the OPORD, the common operational picture, personal observations, input from subordinates and other staff sections and working groups, running estimates, and the unit assessment plan.

4-28. Chaplains and religious affairs specialists assess religion and RS requirements in the OE by monitoring the current situation to collect relevant information and evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks. Continual assessment allows the chaplain section or UMT to learn and adapt as new information becomes available that provides a clearer picture of RS requirements or changes in the OE.

- **Monitoring.** Monitoring is continuous observation of those conditions relevant to the current operations (ADRP 5-0). The running estimate is a tool to assess the current operational situation and the concept of RS and evaluate

progress toward the desired end state. Chaplain sections and UMTs use new information and updated facts and assumptions as the basis for evaluation.

- Evaluating. Evaluating is using criteria to judge progress toward desired conditions and determining why the current degree of progress exists (ADRP 5-0). Chaplain sections and UMTs analyze relevant information collected through monitoring to evaluate the progress of the execution of the RS mission. Evaluation helps chaplain sections and UMTs determine progress toward mission accomplishment (what is working and not working in the plan, prepare and execute activities), gain insights into better accomplishing the RS mission and make required changes or recommendations to the commander.

4-29. During planning activities, chaplain sections and UMTs analyze the unit mission and the OE in order to understand the current conditions (religious factors, RS requirements, accommodation issues, supervision) and develop an assessment plan (what and how to assess). This enables the chaplain section or UMT to develop facts and assumptions that support the development of the concept of RS.

4-30. Throughout preparation activities, assessment focuses on determining personnel, equipment, and sustainment readiness that supports mission execution. The assessment plan enables chaplain sections and UMTs to verify assumptions that influence the execution of the concept of RS.

4-31. While executing the concept of RS, assessment evaluates the concept of RS to determine if it supports the unit mission and sustains Soldiers. Chaplain sections and UMTs monitor the situation to determine if the facts are still relevant, if their assumptions remain valid, and if new conditions emerged that affect the execution of RS. While assessment may identify problems, unless it results in recommended adjustments to the concept of RS, its use to a chaplain section or UMT or a commander is limited. Execution decisions are based on anticipated decision points. Adjustment decisions are based on variances from the anticipated execution path. See ADRP 5-0 for more information on execution decisions and adjustment decisions.

4-32. Assessment during the execution stage makes it possible to adapt and continuously refine the operation as the situation changes. As part of the operations process, chaplains and religious affairs specialists learn from the execution of their plan and modify or develop a new concept of RS, which is then executed through a fragmentary order. A fragmentary order is the normal means of controlling execution when changes in the base plan or order are required.

SUMMARY

4-33. The impact of deployments, close combat, and religion in the OE cumulatively increase the religious, psychological, and interpersonal demands on Soldiers and Families. Chaplains and religious affairs specialists seek to use all available resources effectively to sustain Soldiers and Families. Planning and preparation activities must leverage time, transportation, available resources, and technology to support the successful execution of the concept of RS.

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Appendix A

Religious Support Planning and the Running Estimate

RUNNING ESTIMATE

A-1. Planning, preparation, execution, and assessment activities require an accurate and up to date running estimate. A running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable (ADP 5-0). Each staff section maintains a running estimate focused on how their specific areas of expertise are postured to support future operations. See FM 6-0 for more information.

A-2. Chaplain sections and UMTs assist commanders by providing RS and advising on religion (internal and external) through the operations process. Chaplain sections and UMTs at all echelons use the running estimate to assess their section's ability to support the commander's mission. Chaplain sections and UMTs immediately begin updating their running estimates upon receipt of mission. As a key product in RS planning, the running estimate must answer the commander's "so what" question. During planning, running estimates are key sources of information during mission analysis. As they transition, they use running estimates to identify the current readiness of the unit in relationship to its mission. The commander and staff also use running estimates to develop, then track, mission readiness goals and additional requirements. During execution, chaplain sections and UMTs incorporate information included in running estimates into the common operational picture. This enables them to depict key information from each functional area or warfighting function as it impacts current and future operations. This information directly supports the commander's visualization and rapid decision making during operations

A-3. Chaplain sections and UMTs continuously analyze new information during operations to assess if operations are progressing according to plan. Chaplain sections and UMTs use their running estimates to develop measures of effectiveness and measures of performance to support their analysis. The assessment of current operations also supports validation or rejection of additional information that will help update the estimates and support further planning.

A-4. Running Estimates vary from one unit to another both in regards to format as well as the preferred editing software. Some units utilize spreadsheets, others use narrative documents, while some use slides. Chaplains and religious affairs specialists need to determine two factors in developing and maintaining running estimates:

- How does the commander prefer to receive information?
- How does the chaplain section or UMT best collaboratively analyze data?

A-5. While formats and methods might vary, the process remains consistent and includes all of the items illustrated in figure A-1 on page A-2. The following paragraphs provide guidelines for integrating RS input by chaplain sections and UMTs while developing and maintaining a running estimate

1. **SITUATION AND CONSIDERATIONS.**
 - a. **Area of Interest.** Identify and describe those factors of the area of interest that affect functional area considerations.
 - b. **Characteristics of the Area of Operations.**
 - (1) **Terrain.** State how terrain affects a functional area's capabilities.
 - (2) **Weather.** State how weather affects a functional area's capabilities.
 - (3) **Enemy Forces.** Describe enemy disposition, composition, strength, and systems within a functional area. Describe enemy capabilities and possible courses of action (COAs) and their effects on a functional area.
 - (4) **Friendly Forces.** List current functional area resources in terms of equipment, personnel, and systems. Identify additional resources available for the functional area located at higher, adjacent, or other units. List those capabilities from other military and civilian partners that may be available to provide support within the functional area. Compare requirements to current capabilities and suggest solutions for satisfying discrepancies.
 - (5) **Civilian Considerations.** Describe civil considerations that may affect the functional area, including possible support needed by civil authorities from the functional area as well as possible interference from civil aspects.
 - c. **Facts/Assumptions.** List all facts and assumptions that affect the functional area.
2. **MISSION.** Show the restated mission resulting from mission analysis.
3. **COURSES OF ACTION.**
 - a. List friendly COAs that were war-gamed.
 - b. List enemy actions or COAs that were templated that impact the functional area.
 - c. List the evaluation criteria identified during COA analysis. All staffs use the same criteria.
4. **ANALYSIS.** Analyze each COA using the evaluation criteria from COA analysis. Review enemy actions that impact the functional area as they relate to COAs. Identify issues, risks, and deficiencies these enemy actions may create with respect to the functional area.
5. **COMPARISON.** Compare COAs. Rank order COAs for each key consideration. Use a decision matrix to aid the comparison process.
6. **RECOMMENDATIONS AND CONCLUSIONS.**
 - a. Recommend the most supportable COAs from the perspective of the functional area.
 - b. Prioritize and list issues, deficiencies, and risks and make recommendations on how to mitigate them.

Figure A-1. Sample running estimate format

SITUATION AND CONSIDERATIONS

A-6. Consider all elements of the situation that influence RS and how religion influences operations and formulate feasible estimates for supporting the proposed COAs. Identify area structures, capabilities, organizations, people, and events that impact or affect functional area considerations.

AREA OF INTEREST

A-7. Identify and describe those factors of the area of interest that affect functional area considerations. Chaplain sections and UMTs determine those factors that influence RS and RS planning. From the mission analysis process, analyze each fact; in the absence of facts, use logical assumptions. Consider any constraints as well.

CHARACTERISTICS OF THE AREA OF OPERATIONS

A-8. Discuss the weather, terrain, enemy forces, friendly forces, civilian considerations, and assumptions as they apply to the execution of RS.

Terrain and Weather

A-9. How will weather and terrain affect the delivery of RS? (access, movement, method of travel) How will weather impact indigenous religious holidays? How will weather impact unit operations? How will the weather affect Soldiers?

Enemy Forces

A-10. What enemy activities or capabilities affect RS execution (movement, CBRN threat level)? Awareness of both regular and irregular threats is essential to feasible COA development.

Friendly Forces

A-11. When discussing the friendly forces, consider unit locations and dispositions, UMT personnel assets, available religious supplies, health service support, and DSCA or stability operations support. UMTs analyze religious density profiles within the unit. UMTs should track counseling trends, visitation, Red Cross messages, casualties (estimated or actual), and Memorial and honors activities. Additionally—

- Unit locations and dispositions includes aerial and sea ports of debarkation, tactical assembly areas, lines of departure, main and alternate supply routes, and forward operating bases, combat outposts, or base clusters without available RS.
- Available UMT personnel assets include other chaplains, multinational chaplains, local civilian clergy, and distinctive religious group leaders. Religious supplies needed to provide RS to authorized personnel.
- Analyze critical religious requirements and holy days during the operation, religious preference profile (religious, worship and dietary needs) and area support requirements.
- Area support requirements consider the following—
 - Adjacent or co-located Army units requiring RS.
 - Adjacent or co-located joint force units requiring RS.
 - Adjacent or co-located multinational units requiring RS.
 - Adjacent or co-located Army, joint or multinational RS personnel who can provide distinctive religious group coverage.

- Distinctive religious group or denominational requirements. Identify low-density religious group requirements, assets in theater, and develop a coverage plan. Identify other requirements, assets, and coverage plan requirements; such as a Catholic priest.
- Requirements for RS during casualty events.
- Materiel readiness (vehicle, radio, tents, camouflage sets, computer)
- Health service support consists of using projected casualty estimates and ensuring the health of the command.
 - Analyze projected or actual casualty estimates in order to anticipate RS requirements.
 - Plan for ambulance exchange points, collection points, evacuation pick-up zones, medical evacuation routes, and roles of care or medical treatment facilities in operational area.
 - Health of the command considerations include morale and unit cohesion, task organized attachments, home-front stressors, units experiencing recent contact, and combat and operational stress control assets (number, location and means of contact).

Civilian Considerations

A-12. Describe civil considerations that may affect the unit mission to include possible support provided to U.S. forces by indigenous populations and institutions. DSCA or stability tasks support considerations discuss any refinement from the religious area analysis of local religious issues that influence the operation:

- Information on religious factors (physical, human, and ideological).
- Location of civil affairs units or slice elements.
- Information on local population (religious, economic, health, political).
- Humanitarian operations, nongovernmental organizations and intergovernmental organizations.

FACTS AND ASSUMPTIONS

A-13. List all facts and assumptions that affect the RS mission. Modify accordingly as assumptions are confirmed or deemed incorrect.

MISSION

A-14. Write the commander's restated mission that comes from mission analysis.

COURSES OF ACTION

A-15. Under COAs, the chaplain section or UMT considers the religious and moral implications of each COA and determines how to provide RS for each. While the operations officer formulates the tactical possibilities, the chaplain and other staff officers consider how to integrate and synchronize their functions into each COA. The resulting plans may be stated in either broad or detailed terms. During the analysis of

COAs, the team may add details, make revisions, or more fully develop its plans. The chaplain section or UMT considers (at a minimum)—

- What is the mission task (offensive, defensive, stability, or DSCA)?
- When will the mission begin and when, including phases and transitions, is it anticipated to end?
- Where will the mission occur?
- How will the commander accomplish the mission (what means)?
- Why is the unit undertaking this mission?
- What are the specified and implied tasks (unit and RS)?
- What are the priorities for RS?
- What are the requirements to accomplish the mission?
- Are there any religious issues or factors that influence any of the unit COAs?

ANALYSIS

A-16. Under analysis, analyze each proposed COA, noting problems that influence delivery of RS and proposed plans for overcoming them.

A-17. Consider facts and assumptions from the mission analysis and their impact on RS.

COMPARISON OF COURSES OF ACTION

A-18. In comparison of COAs, the chaplain section or UMT should have clarified the following—

- Requirements for adjustments of initial disposition of subordinate chaplains and religious affairs specialists
- Potential critical points and events, and how chaplain sections and UMTs will provide RS for each to include low-density faith groups and other critical RS requirements
- Location and composition of additional RS assets and their employment during various phases of the operation
- RS requirements and resources required during each phase of the operation
- Are there any religious factors such as ideology, location of shrines and places of worship, religious holidays, or potential endangerment of civilians that require factoring into the COA comparison?

RECOMMENDATIONS AND CONCLUSIONS

A-19. Here the chaplain section or UMT refines its initial recommendation from the mission analysis for supporting the commander's chosen COA. It must now support the commander's restated mission and synchronized with all warfighting functions (especially the sustainment function).

SUMMARY

A-20. Accurate and current running estimates provide situational awareness and a tool for aligning priorities of RS within the operational framework of the MDMP. Risks, shortfalls, and challenges are identified and recommended COAs are provided to the commander for his or her guidance and direction. The process of developing and maintaining running estimates is a cyclical process requiring continual assessment, updates, and revision of priorities of support.

Appendix B

Religious Support and the Military Decisionmaking Process

THE MILITARY DECISIONMAKING PROCESS

B-1. The MDMP is an iterative planning methodology to understand the situation and mission, develop a COA, and produce an operation plan or order (ADP 5-0). The MDMP integrates the activities of the commander, staff, subordinate headquarters, and unified action partners to understand the situation and mission; develop and compare COAs; decide on a COA that best accomplishes the mission; and produce an operation plan or order for execution. Commanders initiate the MDMP upon receipt of or in anticipation of a mission. It consists of seven steps and each step has various inputs, steps to conduct and outputs. Chaplain sections and UMTs integrate into this process (see figure B-1 on page B-2). For more information on the MDMP see FM 6-0.

B-2. Integrating ethical reasoning and applying moral principles of the Army Ethic into COA development are part of the responsibilities of chaplain sections and UMTs. Utilization of the Ethical Reasoning Model throughout the MDMP ensures ethically sound decisions are made and carried out. In the process of identifying ethical considerations, potential ethical challenges can be identified which may have a negative effect on mission success, and result in moral conflicts between unified action partners and the local population. This also aids in ensuring effective, efficient, and ethical COAs. (See ATP 1-05.03 and ATP 1-05.04 for the Ethical Reasoning Model.)

B-3. Like the running estimate discussed in Appendix A, the products each unit utilizes might vary in terms of the software utilized, the presentation method, or the method in which the commander prefers to receive information and make decisions. Chaplain sections and UMTs likewise need to develop a means of product analysis and development which facilitates collaborative integration with the staff as well as internally. If the chaplain section or UMT conducts split operations or experiences a high operational tempo, the ability to collaborate throughout the MDMP is essential to delivery of uninterrupted RS.

MDMP Steps	Outputs	Religious Inputs/Outputs
Receipt of Mission	<ul style="list-style-type: none"> • Commander's initial guidance • Initial allocation of time 	Gather/Research/Assess <ul style="list-style-type: none"> • RS Capability requirements for concept of support development (Provide/Advise) • Determine RS internal and external advisement requirements (Advise) • Continue RS for current mission (Provide/Advise)
Mission Analysis	Consider during COA development <ul style="list-style-type: none"> • Problem and mission statements • Initial commander's Intent • Initial planning guidance • Updated IPB/Running estimates • Assumptions 	Determine and Develop <ul style="list-style-type: none"> • RS requirements for each COA for concept of support development (Provide/Advise) • Religious impact on operations (Advise) • Assess religious factors (Advise) • COA religious considerations—allies /others (Advise) • Religious acceptability—allies/population (Advise)
COA Development	COA	COA Development
COA Analysis (War Games)	<ul style="list-style-type: none"> • Refine COAs • Potential decision points • War-game results • Initial assessment measures • Update assumptions 	Analyze <ul style="list-style-type: none"> • RS requirements for development of concept of support (Provide/Advise) • Religious feasibility (Provide/Advise) • Religious acceptability (Provide/Advise) • Religious suitability (Provide/Advise)
COA Comparison	Consider consequences of each COA <ul style="list-style-type: none"> • Advantages/ Disadvantages of each COA • COA selection • Update running estimates • Update assumptions 	Compare <ul style="list-style-type: none"> • Religious requirements for concept of support for each COA by phase (Provide/Advise) • Religious factors impact on each COA/by phase (Advise) • Update running estimate
COA Approval	Approved COA	Execute/Assess
Orders Production, Dissemination, and Transition		<ul style="list-style-type: none"> • Develop/Execute RS concept of support (Provide/Advise) • Communicate plan to higher/subordinates and supervise subordinate RS planning/execution (Provide/Advise) • Assess for next planning cycle and update running estimate (Provide/Advise)
COA course of action		MDMP military decisionmaking process
IPB intelligence preparation of battlefield		RS religious support

Figure B-1. Religious support and the military decisionmaking process

STEP 1: RECEIPT OF MISSION

B-4. This step alerts all participants of the pending mission. This enables the commander and staff to conduct an initial assessment to determine the amount of time available for planning and preparation, determine planning requirements, update running estimates, and decide on a planning approach. Time determines the detail to which the commander and staff can plan. The commander issues initial guidance and a warning order is issued to subordinate units. Upon alert, chaplain sections and UMTs prepare for the mission by gathering the tools (inputs) required to conduct mission analysis:

- Higher headquarters order or plan to include all annexes, appendixes, tabs, exhibits, fragmentary orders, and branch plans.
- Maps, unit and higher headquarters SOPs, theater policies, terrain products and current running estimate.
- Relevant doctrinal publications (FM 1-05, ATP 1-05.02, ATP 1-05.03, ATP 1-05.04, and FM 6-0).
- Other products from staff, military sources, civilian agencies, and other sources of published guidance (country studies, assessments, and Soldier and leader engagement reports).

STEP 2: MISSION ANALYSIS

B-5. The MDMP continues with an assessment of the situation called mission analysis. This is the most important step in the MDMP and is crucial to planning. Mission analysis enables units to ask the right questions in order to—

- Understand the situation and problem.
- Identify what the command must accomplish.
- Determine when and where it must be done.
- Determine why it must be done—the purpose of the operation.

B-6. Mission analysis consists of 19 process actions (tasks) that enable commanders (supported by their staffs and informed by subordinate and adjacent commanders and by other partners) to gather, analyze and synthesize information. This step enables the commander and staff better understanding of the terrain, threats, and themselves. See FM 6-0 for more information.

B-7. Chaplain sections and UMTs may not have input or participation in all 19 tasks. However, integration into this step of the process is critical. Mission analysis enables chaplain sections and UMTs to gain a situational understanding of the OE, determine the RS requirements that support the unit mission and set the conditions for the planning, preparation and execution activities. General guidance questions include—

- What is the unit mission? How will we support the mission?
- Who can provide support? Who else can provide support?
- What do we know? What is happening now?
- What do we not know that we need to know? Where do we look for information?

- What are the ethical implications of this mission on unified action partners and the local population?
- Who else needs to know? Who else knows what I need to know?

B-8. The role of the chaplain section or UMT in this step includes an analysis of, but is not limited to—

- Analysis of the higher headquarters' plan or order.
- Review of appropriate SOPs and battle drills.

ANALYSIS OF THE HIGHER HEADQUARTERS' PLAN OR ORDER

B-9. The commander and staff analyze the higher headquarters plan or order to establish where the unit mission, by task and purpose, contributes to the mission(s) of higher and adjacent headquarters. An analysis of the higher headquarters base order or plan, annexes and SOPs enables the chaplain section or UMT to gain a better understanding of the higher headquarters mission intent, higher headquarters technical chain intent, and the higher headquarters concept of the operation. At a minimum, analyze the following—

Annex A: (Task Organization)

B-10. Annex A: (Task Organization) A task organization is a temporary grouping of forces designed to accomplish a particular mission. By analyzing the task organization, chaplain sections and UMTs identify units in the unit area by phase or operation that require RS, supervision, and compare available RS assets to tasks and determine any gaps (sufficient RS assets to accomplish the mission or specified tasks):

- What units are within the AO by phase? Who is in the unit? (Locations by phase, mission).
- Who requires RS? What type? (Lacks organic RS, attachments, area coverage by phase, mission).
- Who else can provide support? (RS personnel (distinctive faith group leaders, joint and multinational assets), equipment, supplies; aviation or convoy assets, medical assets).
- What is the command relationship within the task organization?

Annex B: (Intelligence)

B-11. Annex B: (Intelligence) (terrain, weather, threat, enemy)—

- What are the key religious factors (physical, human, ideology) that influence the unit and RS mission?
- How will terrain, weather, and enemy influence RS mission?
- What are the security issues that influence RS? (routes, mission oriented protective posture status)

Annex C: (Operations)

B-12. Annex C: (Operations) (concept of the operation)—

- What are the unit boundaries, phase lines, and routes?
- Where are we in the AO? By Phase? By operation?
- Why are we here (specific location, for what mission)?
- How will we support Soldiers and the mission from here (worship, counseling, supervision)?
- When, to where, and in what sequence do we displace to ensure continuous RS execution?

Annex E: (Protection)

B-13. Annex E: (Protection) (personnel recovery (appendix 13), CBRN level, air and missile defense, force health protection) (also check unit and higher headquarters SOPs)—

- UMT RS requirements in personnel recovery.
- Mission oriented protective posture status.
- Air defense.

Annex F: (Sustainment)

B-14. Annex F: (Sustainment) (personnel services support, health systems support) to include Appendix 2, Tab D: Religious Support —

- How do we get support from here? (Higher technical chain, transportation, sustainment, other RS assets).
- What is the medical concept of the operation and impact on RS mission requirements (casualty care plan)?
 - What are the locations of military treatment facilities and assets (casualty collection points, Role 1 and 2 facilities, combat and operational stress and other behavioral health assets)?
 - What are the changes by phase?
 - What are the means (air, ground, or combination) and routes of casualty movement from point of injury to each role of care?
 - What UMTs are located or where should they be located at each role of care?
 - What is the mortuary affairs plan? Location? Who provides coverage?
- What is the sustainment concept of operations and impact on RS (methods of unit sustainment—air, ground; convoy schedule)? Identify transportation assets available and coordination requirements.
 - How will chaplains and religious affairs specialists maneuver in order to deliver RS? Identify all means of maneuver (ground, air, convoy, primary vehicle, walking) and requirements for coordination (number of days required to schedule air movement request, convoy request).

- How will the supervisory UMT move RS assets in order to provide coverage for casualty care?
- How will widely dispersed forces, long lines of communication, limited availability, or prioritization of transportation assets, and congested roads influence delivery of RS? Plan multiple means of maneuver and factor in travel time, operational situation, and weather.
- How will anti-access and area denial conditions employed by adversary forces impact delivery of RS?
- How will chaplain sections and UMTs sustain their mission (fuel, ammunition, food)?
- What are the locations (command post, administrative and logistic operation center, military treatment facilities, traveling) of all RS assets by phase, mission, event, and echelon of command? Location facilitates staff coordination, information flow, decision-making, communication, responsiveness to RS requirements, and ability to supervise.
- What is the guidance on memorials or ramps ceremonies, Soldier and leader engagements, distinctive religious group leader approval process, requests for additional assets for specific actions (casualty, reception, staging onward movement and integration, deployment and redeployment)?
- What facilities are currently available and what are planned for later phases of the operation (dining facility, containerized chapel, chaplain tent or converted local buildings)?

Annex J: (Inform and Influence Activities)

B-15. Annex J: (Inform and Influence Activities) (Soldier and leader engagements [appendix 4])—

- What is the commander's guidance on the execution of Soldier and leader engagements by chaplain sections and UMTs?
- What are the approved themes and messages?

Annex K: (Civil Affairs Operations)

B-16. Annex K: (Civil Affairs Operations) What are the key religious factors (physical, human, ideological) that influence the commander's decision-making process, staff operations and the unit and RS mission:

- Physical factors: religious sites, places and structures.
- Human factors: religious leaders.
- Ideological Factors: religions, religious history, holy days, theology, belief system.

Annex H (Signal) and Annex R (Reports)

B-17. Annex H (Signal) and Annex R (Reports) (also check unit and higher headquarters SOPs)—

- What are the platforms that are required to enable chaplains and religious affairs specialists to send reports and communicate or receive information and guidance and access databases?
- What are the reporting requirements (report format, methods of transmission, schedule, and frequency)?
 - Succession of methods in priority order (portal, email, phone, tactical radio).
 - How and when to establish communication with senior chaplain(s) prior to deployment or movement (establishing communication [email, digital mission command systems, call] within 24 hours of reporting into theater)?
 - What RS information is required for the operational phase or mission?

PERFORM AN INITIAL INTELLIGENCE PREPARATION OF THE BATTLEFIELD

B-18. Intelligence preparation of the battlefield is the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations (ATP 2-01.3). Chaplain sections and UMTs develop and maintain an understanding of the religious factors (religious, human, and ideological) of the OE. The religious impact assessment identifies how the religious factors in the OE affect unit operations. Chaplain sections and UMTs must be careful when providing information so as not to assume a position of intelligence gathering and violate their status as a noncombatant. See ATP 1-05.03: for more information on advising on religion and the OE.

DETERMINE SPECIFIED AND IMPLIED TASKS

B-19. The staff analyzes the higher headquarters order and commander's guidance to determine specified and implied tasks. These are found in the base order or in the annexes. Specified tasks are those assigned to a subordinate unit by a higher headquarters. ("Conduct worship services for all company-sized elements in the unit area in accordance with commander's guidance and intent every X days"). Implied tasks are those that must be performed to accomplish a specified task or mission but are not stated in the higher headquarters order. (In order to conduct worship services for all company-sized elements in the unit area, the UMT must coordinate with the appropriate staff elements for transportation support [air or ground] to meet higher headquarters commander's guidance every X days).

REVIEW AND IDENTIFY AVAILABLE ASSETS

B-20. Review available assets and identify resource shortfalls (assets to task). The commander and staff examine additions to and deletions from the current task organization. Mission analysis identifies all units requiring RS and all available RS assets (personnel, equipment, and supplies) and shortfalls (lack of a chaplain, religious affairs specialist, or religious group requirement) in order to determine if they have the assets or need to request additional assets to accomplish the RS mission. Supervisory chaplains and religious affairs specialists develop plans for additional RS requirements

(casualty care, personnel replacement, or religious group requirements). This enables a chaplain section or UMT to determine the Chaplain Corps required capabilities and core competencies requirements by phase, to include—

- RS requirements for pre-deployment, rear detachment operations, deployment, reception, staging, onward movement, and integration, and offensive, defensive, stability and DSCA tasks and redeployment.
- Transitions and the RS requirements for each transition. A transition occurs when the commander makes an assessment that the unit must change its focus from one element of decisive action (offense, defense, stability, or DSCA) to another. Each transition has a specific RS requirement that requires detailed planning.
- Relief in place and transfer of authority operations (transfer of supervision over RS assets, coverage of units, chapel facilities, and religious property) and impact on RS planning, preparation and execution.
- Branches, sequels, or contingencies that may require an adjustment to the concept of RS.

DETERMINE CONSTRAINTS

B-21. Mission analysis of the order or plan identifies constraints that influence the execution of RS. A constraint is a restriction or requirement placed on the command by a higher command. A constraint dictates an action or inaction, thus restricting the freedom of action of a subordinate commander. It can be a requirement to do something (bypass criteria, size of reserve force) or a prohibition on actions (no movement before a certain time, prohibited routes). An example of a RS constraint from higher headquarters could be “all chaplain sections and UMTs will move by air throughout the theater.”

B-22. At the conclusion of the mission analysis step, chaplain sections and UMTs update the running estimate with new information, updated facts, assumptions, or additional tasks.

STEP 3: COURSE OF ACTION DEVELOPMENT

B-23. A COA is a broad potential solution to an identified problem. Mission analysis provides information needed to develop COAs. This step aims to determine one or more ways to accomplish the unit mission. This step generates options for follow-on analysis and comparison that satisfy the commander's intent and planning guidance. Planners develop the approved COA into a concept of operations. General guidance questions include—

- What needs to happen?
- How do we get there (RS mission end state) from here (current situation)?

B-24. Using the time available, chaplain sections and UMTs generate options (comprehensive and flexible RS COAs) for executing Soldier RS and unit mission requirements for each unit COA. The RS COAs become the foundation for the future development of the concept of RS. RS COAs by higher headquarters chaplain sections

and UMTs should give subordinates the maximum latitude for taking the initiative while executing their RS mission. A COA should address—

- Provide requirements (worship, counseling, casualty, memorials) by phase or task.
- Advise requirements (ethical implications of unit COAs, indigenous religions, holy days, religious requirements of Soldiers) by phase or task.
- Sustainment requirements for mission success (transportation, RS personnel, supplies).
- Planning, preparation and coordination requirements to include equipment (eye protection, CBRN protective mask, maps), unit movement schedule, theater medical plan, changes in task organization, change in phase, location by phase.
- RS troop to task analysis (compare RS resources to specified and implied tasks) to determine effective RS force employment.

B-25. During this step, chaplain sections and UMTs work closely with other staff elements to insure that its concept of RS is itself supportable in terms of resourcing (supply, funds, facilities, and personnel), movement of personnel, and security. Planning that affects other units or which redirects subordinate chaplains and religious affairs specialists to tasks outside their normal unit responsibilities should be staffed with those units before finalizing the unit plan.

STEP 4: COURSE OF ACTION ANALYSIS AND WAR-GAMING

B-26. This step enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each COA considered. This step helps them think through the tentative plan. Analysis uncovers potential execution problems, decisions, and contingencies. Analysis influences how a commander and staff understand a problem and may require the planning process to restart. During the war game, the staff takes each COA and begins to develop a detailed plan while determining its strengths or weaknesses. War-gaming tests and improves the COAs. The commander and staff consider how to create conditions for success, protect the force, and shape the OE. General guidance questions include—

- What are the second and third order effects?
- How do we synchronize our efforts (unit, higher, staff)?

B-27. Analysis for chaplain sections and UMTs addresses—

- Problems which will impact the execution of any RS requirements or any religious factors (physical, human and ideological) which will impact unit mission execution.
- Changes to the task organization, unit mission, or phase of the operation and the impact on the concept of RS.

- Required RS and sustainment resources, and where, when and how frequently they will be needed in order to develop priorities of RS.
- Any additional planning and preparation requirements that impact the execution phase.

STEP 5: COURSE OF ACTION COMPARISON

B-28. Comparison of the COAs is critical. This step is an objective process used to evaluate each COA independently and against set evaluation criteria approved by the commander and staff. The goal is to identify the strengths and weaknesses of each COA and enable selecting a COA with the highest probability of success, and further developing it in a plan or order. After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. General guidance questions include—

- What are the advantages and disadvantages of each RS COA?
- What are the potential decision points?
- What are the RS requirements for each COA?
- What are the religious (religious factors) and Soldier RS implications for each COA?

B-29. As a chaplain section or UMT, is each RS COA—

- Feasible—Can we do it? The RS COA can accomplish the mission with the established time, space, and resource limitations.
- Acceptable—What are the cost or benefits? The RS COA balances risk with the advantage gained.
- Suitable—Is it adequate to accomplish the objective(s) of the RS mission? The RS COA can accomplish the mission within the commander's intent and planning guidance.
- Distinguishable—Is it different? Each RS COA must differ significantly from the others.
- Complete—Does it fully support the unit COA? The RS COA must incorporate—
 - How the RS operation leads to mission accomplishment.
 - How RS sustaining operations will be executed in order to ensure the success of the RS mission.
 - How the chaplain section or UMTs account for religious requirements for offensive, defensive and stability or DSCA tasks and will manage transitions between tasks.
 - Tasks (RS, Soldier, survivability) to be performed and conditions achieved.

STEP 6: COURSE OF ACTION APPROVAL

B-30. After the decision briefing, the commander selects the COA that best accomplishes the mission. If the commander rejects all COAs, the staff starts the

development step again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff war games the new COA and presents the results to the commander with a recommendation. After selecting a COA, the commander issues the final planning guidance. Based on the commander's decision and final planning guidance, the staff issues a warning order to subordinate headquarters. This order contains the information subordinate units need to refine their plans. Once a unit COA is approved, the supporting RS COA will be developed into the concept of RS by the chaplain section or UMT. General guidance questions include—

- What required changes to the running estimate?
- Who else needs to know?
- How will I develop this into a concept of RS?

STEP 7: ORDERS PRODUCTION, DISSEMINATION AND TRANSITION

B-31. The staff prepares the order or plan by turning the selected COA into a clear, concise concept of operations and the required supporting information. Army organizations use three types of orders: Operation order, Fragmentary order, Warning order. A chaplain section or UMT develops and publishes the concept of RS as an attachment: Tab D (Religious Support) to Appendix 2 (Personnel Services Support) to Annex F (Sustainment). This step bridges the transition between planning activities and preparation activities.

SUMMARY

B-32. Integration and synchronization with the staff is essential to comprehensive delivery of the required capabilities of provide and advise. The MDMP provides the framework for visualizing, planning, executing, and assessing RS across the range of military operations. Chaplain sections and UMTs require a working understanding and familiarity with the MDMP framework and the corresponding staff products each staff section develops and submits as part of a collaborative mission command process in support of the assigned mission.

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Appendix C

Religious Support Planning and Operational Phases

OPERATIONAL PHASES

C-1. Phasing is a way to view and conduct a complex operation in manageable parts and can be indicated by time, distance, terrain, or event. A *phase* is a planning and execution tool used to divide an operation in duration and activity (ADRP 3-0). An operational phase is characterized by the “focus” that is placed on it. A change in phase (transition) usually involves a combination of changes of mission, task organization, priorities of support, or rules of engagement. Phases are not concrete timelines. Joint operations might experience multiple phases conducted simultaneously with commanders compressing, expanding, or omitting a phase entirely. The Army’s mission is to provide land forces in support of the joint force; the Army’s strategic roles (Chapter 1 of this document) generally align with the joint phases construct depicted below (see figure C-1). For more information on operational phases, see JP 3-0, JP 5-0, ADRP 5-0, and FM 3-0.



Figure C-1. Army strategic roles and their relationships to joint phases

C-2. RS planning aligns with the potential phases of an operation. RS requirements may overlap multiple phases. Each phase requires chaplains and religious affairs specialists to develop a specific concept of RS in order to execute the Chaplain Corps required capabilities (provide and advise) and core competencies (nurture, care and honor). Joint campaigns or operations may be conducted in multiple phases simultaneously if the AO has widely varying conditions and this will influence the planning, preparation and execution of the RS mission at the strategic, operational, and tactical levels.

SAMPLE PHASES

C-3. The following is a sample list of possible activities that could be executed in each operational phase.

Note. This is not a comprehensive list.

PHASE 0: SHAPE

C-4. Phase 0: Shape (Action: Prepare, Prevent) is inclusive of normal and routine military activities. During this phase chaplain sections and UMTs capitalize on all training and readiness opportunities to hone skills in both provision and advisement. The transition from phase 0 can be immediate and unexpected, requiring an expeditionary mindset focused on sustained readiness. For chaplain sections and UMTs, activities can include—

- Provide and Advise: Chapel worship; on-call duty; memorials; funeral duty; relationship and life skills training events; counseling; moral leadership training; staff process integration; and religious accommodation advisement.
- Training: Unit mission training (combat center rotations, gunnery, weapons qualification, collective training events from squad to echelon, regional alignment); monthly division or installation RS training; Soldier tasks; chaplain corps specific battle task training and schools (enlisted and officer).
- Operational: Combat training center; pre-rotation planning; regional alignment planning and preparation; developing and updating operational products (SOPs, running estimates, battle books, battle drills, religious census, and leader books); equipment and supplies (ordering, maintenance, developing load plans); personnel readiness; supervision; and integration into the unit's training plan and staff processes.

PHASE I: DETER

C-5. Phase I: Deter (Action: Crisis Defined) is a phase that includes activities to prepare forces and set conditions for deployment and employment of forces in the event that deterrence is not successful. Once the crisis is defined, these actions may include mobilization, tailoring of forces and other predeployment activities and initial deployment into a theater. For chaplain sections and UMTs, activities can include—

- Provide and Advise: Field and predeployment worship at chapels, unit areas, training areas, railhead, and ports; religious education; pastoral counseling; Family deployment briefings; identification, certification, and maintenance of distinctive religious group leader packets.
- Training: Unit mission training (convoy, weapons qualification, combat training center, Soldier tasks); AO focused training; mission readiness exercise; continual assessment and execution of RS training plan.

- Operational: Participate in initial planning and analyze the mission requirements and higher order for all RS requirements; execute pre-deployment RS tasks (close offices, chapels, briefings, SOPs, battle books, religious area assessment); complete personnel, equipment, and supply requests; pack and load equipment and supplies for movement into theater; initiate rear detachment concept of RS; execute movement into theater; execute reception, staging, onward movement, and integration activities; supervision.

PHASE II: SEIZE THE INITIATIVE

C-6. Phase II: Seize the initiative (Action: Assure friendly freedom of action; Access theater infrastructure). In combat operations, this involves executing offensive operations at the earliest possible time, forcing the adversary to offensive culmination, and setting the conditions for decisive operations. Rapid application of joint combat power may be required to delay, impede, or halt the adversary's initial aggression and to deny the initial objectives. For chaplain sections and UMTs, activities can include—

- Provide and Advise: Field worship (airfield, port, holding area, intermediate staging base, and tactical assembly area); religious education; counseling; casualty care; advisement to the command on religion, ethics, morals, and morale of all assigned, attached, and authorized personnel.
- Training: Unit mission training; continued RS training for all subordinate chaplain sections and UMTs.
- Operational: Participate in additional planning activities and analyze the new mission requirements and higher order for all RS requirements; execute reporting requirements; update religious area assessment and religious impact analysis; update running estimate; prepare equipment and supplies for execution of decisive action; execute sleep plans; rehearsals; supervision; survivability and maintenance preparation (fighting positions, vehicle and equipment preparation); movement to tactical assembly area.

PHASE III: DOMINATE

C-7. Phase III: Dominate (Action: Establish dominant force capabilities; achieve enemy culmination or joint force's commander's favorable conditions for transition) is the phase that focuses on breaking the enemy's will for organized resistance or, in noncombat situations, control of the OE. For chaplain sections and UMTs, activities can include—

- Provide and Advise: Field worship based on the mission variables (mission, enemy, terrain and weather, troops and support available, time available and civil considerations); counseling; casualty care; memorials; continued integration into the staff operations processes and subsequent advisement on both internal and external issues related to the mission, unified action partners, and civilians in the AO.
- Training: The requirement for training remains important as personnel transition, skills atrophy, or conditions change requiring a change in tactics,

techniques, and procedures. In this phase effective and efficient RS training requires adaptive and flexible approaches in both delivery and execution of training.

- Operational: Movement; execute reporting requirements; update religious area assessment and religious impact analysis; update running estimate; execute sleep plans; supervision.

PHASE IV: STABILIZE

C-8. Phase IV: Stabilize (Action: Establish security; Restore services) is required when there is no fully functional, legitimate civil governing authority present. The force may be required to perform limited local governance, integrating the efforts of other supporting and contributing multinational, inter-governmental agency, non-governmental agency, or U.S. Government agency participants until legitimate local entities are functioning. For chaplain sections and UMTs, activities can include—

- Provide and Advise: Field or consolidated worship (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations dependent); counseling; casualty care; memorials; redeployment classes; advisement to the command regarding religion, ethics, morals, and morale following the dominate phase; continued integration into the staff operations processes.
- Training: As in the dominate phase training remains a priority and might become easier to deliver. During the stabilization phase focus on advisement and consolidation of RS provision are of heightened training importance following a kinetic and high operational tempo with increased relative autonomy across units.
- Operational: Establishing area coverage and RS coverage plans; Soldier and leader engagements; working with civil affairs working group, and unified action partners; re-supply; relief in place or transfer of authority RS activities (area coverage responsibilities, task organization changes, facilities, religious factors information); prepare for redeployment; supervision.

PHASE V: ENABLE CIVIL AUTHORITY

C-9. Phase V: Enable civil authority (Action: Transfer to civil authorities; Redeploy) is predominantly characterized by joint force support to legitimate civil governance in theater. The goal is for the force to enable the viability of the civil authority and its provision of essential services to the largest number of people in the region. For chaplain sections and UMTs, activities can include—

- Provide and Advise: Field or chapel worship; casualty care; memorials; funerals; religious education; education (reunion, marital, post-deployment); counseling; preparation for relationship and life skills training events; advisement to the command regarding redeployment concerns for Families and single Soldiers; advisement to the command regarding continued honor and integrity within the formation as personnel experience increased time of inactivity awaiting redeployment.

- Operational: RS redeployment operations; pack and load equipment and supplies for movement; coordinate with rear detachment; execute movement; supervision; prepare to resume home station RS mission (re-open office and chapels, on-call, chapel worship); requisition of supplies and equipment in preparation for re-entering phase 0.

SUMMARY

C-10. Operational phases provide a framework for understanding priorities of effort across the formation as units focus upon aligned tasks aimed towards tactical and operational objectives. While phases are fluid in nature and involve multiple simultaneous tasks, chaplain sections and UMTs provide support prioritized by assigned by the commander's priorities during each phase. Chaplain sections and UMTs also focus on understanding changes in the OE, which signal a transition to another phase of the operation and rapidly adjust priorities of RS accordingly.

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Appendix D

Religious Support Planning and the Force Projection Process

FORCE PROJECTION

D-1. Force projection is the military component of power projection. It is composed of activities required to prepare and move forces, supplies, and equipment to a theater. This involves the force as it task organizes, tailors itself for movement based on the mission, concept of operations, available lift, and other resources. Force projection planning is a logical process that focuses on Soldiers, supplies and equipment, ways to deploy them, and the required information to track them (FM 3-0).

D-2. Chaplain sections and UMTs conduct planning, preparation, execution and assessment activities that enable them to provide RS throughout the full cycle of the deployment process:

- **Mobilization:** the process by which the Armed Forces or part of them are brought to a state of readiness in response to a contingency. This includes activating all or part of the Reserve Components as well as assembling and organizing personnel, supplies, and equipment.
- **Deployment:** the activities required to prepare and move forces, supplies, and equipment to an operational area. Joint transportation assets, including air and sealift, provide movement capabilities for the Army.
- **Employment:** how to apply force or forces to attain specified national strategic objectives. This includes, but is not limited to, entry operations, offensive operations, defensive operations, security operations, and stability operations.
- **Sustainment:** provision of logistics, personnel services, and health service support necessary to maintain and prolong operations until successful mission accomplishment. Sustainment enables operational reach, freedom of action, and endurance.
- **Redeployment:** the return of forces and materiel to home station, the mobilization station, or another theater. It requires retrograde operations of all sustainment activities and reunification of personnel and equipment at their home station.

The initial force projection process is divided into three interrelated phases: predeployment activities, movement, and reception, staging, onward movement and integration. RS planning activities are critical throughout all three of these phases.

PREDEPLOYMENT ACTIVITIES

D-3. During predeployment, units constantly plan for various contingencies and hone their deployment skills. Units validate load and movement plans and ensure personnel readiness (administrative and medical). Chaplain sections and UMTs train with the unit, ensure equipment, supplies, and personnel are ready to deploy, verify the religious census of unit and execute programs that support Soldiers and Families. They work through their technical channels with the garrison RS office to close chapels, transfer hand receipt property, coordinate deployment support, and initiate rear detachment activities.

MOVEMENT

D-4. Deploying units immediately configure for deployment, reduce, or prepare vehicles and aircraft for movement, properly stow and tie down secondary loads, construct pallets, and prepare the required documentation. Chaplain sections and UMTs prepare and load equipment for deployment, execute resiliency activities for deploying Soldiers and Families and prepare themselves for movement into theater.

Fort to Port:

D-5. The Fort to Port phase begins with units preparing and moving personnel and equipment from the installation to a designated aerial port of embarkation and seaport of embarkation for transport to a theater of operations. Units conduct rail operations to move equipment and supplies from home station to the seaport of embarkation. The aerial port of embarkation is the transition point for Army units deploying by air. The unit organizes personnel into deployment packages and personnel rosters are prepared for each chalk or planeload. Based on theater mission requirements, the unit configures personnel into advance party, main body, and trail party for movement by air into theater.

Port to Port

D-6. The port to port phase begins with strategic lift departures from aerial ports of embarkation and sea ports of embarkation and ends with lift assets arriving in the designated theater aerial port of debarkation and sea ports of debarkation with the equipment and personnel required for the mission.

RECEPTION, STAGING, ONWARD MOVEMENT AND INTEGRATION

D-7. This process delivers combat power to the Joint Force Commander in the operational theater. It matches personnel with their equipment, minimizes staging and sustainment requirements while transiting the ports of debarkation, and begins onward movement as quickly as possible in order to execute the unit mission. Units need to have a full understanding of this process in order to support effective planning. Planning factors include the OE, operational tempo, command and control, and force protection (FM 3-0). Upon completion, chaplain sections and UMTs must be prepared to execute the concept of RS in theater as the unit executes an assigned mission.

Reception

D-8. Unloading personnel and equipment from strategic transport assets, managing port marshalling areas, transporting personnel, equipment, and materiel to staging areas, and providing logistics support services to units transiting the aerial and seaports of debarkation. Upon arrival, chaplain sections and UMTs secure equipment, provide RS to Soldiers, and prepare to move.

Staging

D-9. This is organizing personnel, equipment, and basic loads into movement units; preparing the units for onward movement to the tactical assembly area and other locations; and providing logistics support for units transiting the staging area (movement control, repair, medical and protection). Chaplain sections and UMTs continue to provide RS until they are organized with their unit into convoys for movement.

Onward Movement

D-10. Moving units from reception facilities and staging areas to the tactical assembly areas or other theater destinations; moving non-unit personnel to gaining commands; and moving sustainment supplies to distribution sites. Upon arrival in the tactical assembly area, chaplain sections and UMTs prepare equipment and supplies, provide RS to Soldiers, and prepare themselves to support the unit mission.

Integration

D-11. It is the synchronized transfer of capabilities into an operational commander's force prior to mission execution. Units assume their role within the higher headquarters force.

REDEPLOYMENT

D-12. Redeployment involves the return of personnel, equipment, and materiel from the theater back to home or demobilization stations and requires detailed planning, preparation and execution activities. The phases of redeployment are redeployment planning, pre-redeployment activities, movement, and reception and integration at the home or demobilization station. Upon completion of movement back to home station or demobilization station, chaplain sections and UMTs must be prepared to execute a concept of RS that sustains Soldiers and Families (FM 3-0).

SUMMARY

D-13. The force projection process requires intentional RS planning focused upon priorities and concerns related to each respective phase of the cycle. Chaplain sections and UMTs need to understand the priorities of the command as well as anticipated issues and concerns for the Soldiers, Family members, and authorized civilians in each phase. Additionally, the emphasis on provision of RS or advisement transitions rapidly across each phase with a modified focal point for each phase. Chaplain sections and UMTs need to understand and advise the command accordingly regarding the concerns and issues associated with each phase.

Appendix E

Unique Religious Support Planning Considerations

UNIQUE RELIGIOUS SUPPORT REQUIREMENTS

E-1. Unique RS requirements exist which test the adaptive flexibility of RS plans. In these circumstances chaplain sections and UMTs require a working knowledge of both RS doctrine for which the Chaplain Corps is the proponent (e.g., FM 1-05, ATP 1-05.02, etc.) as well as other doctrine publications which convey specified and implied RS requirements as the chaplain section or UMT provides support to the supported elements conducting a task or operation (FM 3-0). Comprehensive RS of these tasks encompass all three Chaplain Corps core competencies; nurture the living, care for the wounded, and honor the dead. MASCAL, DSCA or foreign humanitarian assistance, and mortuary affairs all require adaptive planning and execution. What follows is a brief discussion of each type of task, task-oriented questions for RS staff estimate analysis and RS plan development, and recommended doctrinal publications for consultation in COA development. The intent is to provide a primer for planning and training which can be applied to a broad spectrum of locations and situations.

MASS CASUALTY

E-2. An incident in which the number of casualties produced in a relatively short time, usually as the result of a single incident such as a military aircraft accident, hurricane, flood, earthquake, or armed attack, exceed logistic support capabilities is defined as a MASCAL (JP 4-02 and FM 4-02). These incidents lead to both specified and implied RS requirements. The echelon at which a chaplain section operates impacts whether the response is one of provision or supervision and enabling.

E-3. Questions to consider when planning RS for MASCAL incidents—

- What is the medevac or casualty evacuation movement plan?
- What RS assets are located at or near the point of injury?
- What RS assets are located at or near ambulance exchange points?
- Where are the role 1, 2, and 3 medical treatment facilities?
- Which category of casualties proceed to each facility by severity and role?
- What are the transportation capabilities of each chaplain section or UMT?
- Where are low density or high demand RS assets? Are there distinctive religious group leaders in place to support exigent RS requirements?
- How many casualties are there and how long will the MASCAL run?

- What is the plan to support sustained RS to MASCAL events requiring 24-hour operations?
- Are there training requirements for RS personnel providing support to a MASCAL?
- What behavioral health assets are able to assist with traumatic event management sessions and what coordination is required?
- What is the notification process for RS personnel to support a MASCAL?
- Are there CBRN contamination issues? (Chaplain sections and UMTs will not intentionally travel into a contaminated area.)
- What is the plan for RS to the affected unit(s)?
- What is the plan for RS to responding personnel (incident response teams or medical personnel)?
- What is the plan for ensuring resilience of responding RS personnel?
- What is the plan for follow-on memorial ceremonies, services, and funerals?

E-4. Offices to coordinate with or consult in devising an SOP or battle drill—

- Unit medical officer or surgeon.
- Role 1, 2, and 3 medical facility chaplain sections or UMTs.
- Combat and Operational Stress Control detachment Officer in Charge.
- Unit operations officer.
- Unit sustainment operations officer
- Senior chaplain at potential MASCAL locations where unit personnel are assigned or passing through.
- Local civilian clergy (if applicable).
- Chaplains at local civilian hospitals (if applicable).
- Adjacent units.
- Higher headquarters chaplain sections or UMTs.

E-5. Publications to consult include—

- FM 4-02, *Army Health System*, 26 August 2013.
- ATP 4-02.2, *Medical Evacuation*, 12 August 2014.
- ATP 4-02.5, *Casualty Care*, 10 May 2013.
- ATP 4-25.13, *Casualty Evacuation*, 15 February 2013.
- Local unit SOPs and battle drills.
- Installation or base SOPs and battle drills.

DEFENSE SUPPORT OF CIVIL AUTHORITIES OR FOREIGN HUMANITARIAN ASSISTANCE

E-6. DSCA is support provided by U.S. federal military forces, DOD civilians, DOD contract personnel, DOD component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the States, elects and requests to use those forces in title 32, U.S. Code, status) in response to requests for

assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events (DODD 3025.18)

E-7. Foreign humanitarian assistance is DOD activities conducted outside the U.S. and its territories to directly relieve or reduce human suffering, disease, hunger, or privation. (ADRP 1-02).

E-8. Chaplain sections and UMTs regularly deploy with their assigned units when responding to DSCA missions. Chaplain sections and UMTs primarily mobilize or deploy with their assigned units for the express purpose of providing RS and advisement to all assigned, attached, and authorized personnel.

E-9. While conducting DSCA tasks, chaplain sections and UMTs can be tasked to provide RS across components with no deviation in standards of delivery. I.e., an active component chaplain providing pastoral counseling or worship services for an Army National Guard (ARNG) unit and vice versa.

E-10. Chaplain sections and UMTs are normally prohibited from providing RS to civilians or those not affiliated with U.S. armed forces. However, chaplain sections and UMTs can provide command directed and approved RS to civilians provided the following four criteria are met:

- The support is individually and personally requested.
- The need is acute or urgent, requiring immediate care.
- No civilian clergy unaffiliated with the military can reasonably fulfill the request.
- The support is incidental in nature, in that it incurs no incremental cost or reallocation of resources or personnel from their assigned mission.

E-11. Questions to consider when planning RS tasks in support of DSCA—

- What are the religious demographics of the deploying formation?
- What are the religious demographics of the deployment location?
- What ecclesiastical supplies are required for 60-90 days without resupply?
- What are realistic worship service technological and logistic support expectations?
- Are local ARNG RS assets available for DSCA tasks, or are they also impacted by the incident?
- What are transportation capabilities in the area?
- How do transportation capabilities impact the delivery of RS?
- What are the priorities of lift capabilities and how does this impact the movement of RS assets?
- What augmentation RS assets are available and how are they requested (e.g., chaplain detachments)?
- What unique skillsets are required in the affected area (for example clinical pastoral education trained chaplains or language skills)?

- What is the S/G/J3 tracking in terms of placement of RS assets in the force flow package?
- How many units deployed without RS assets? Where are they located? What is their requirement for RS?
- What training is available to support chaplain sections and UMTs preparedness for DSCA or HA?
- What civilian clergy, faith based, or non-governmental organizations are operational in the area and how can chaplain sections and UMTs synchronize efforts with them?
- What training do chaplain section and UMTs have on Soldier and leader engagements?
- Who are the joint task force chaplains in potential DSCA areas and is contact information up to date and distributed to units identified for DSCA support?
- Who is the lead Army service component command chaplain in the area and what is his or her contact information?

E-12. Offices to coordinate with or consult in devising an SOP or battle drill—

- National Guard Bureau Chaplain's Office.
- Operations Cell.
- U.S. Northern Command Chaplain's Office.
- U.S. Army North Chaplain's Office (DSCA).
- Army Service Component Command Chaplain's Office (HA).
- Joint Task Force Chaplain's Office (DSCA).
- Dual status chaplain (DSCA).

E-13. Publications to consult—

- JP 3-28, *Defense Support of Civil Authorities*, 13 July 2013.
- ADP 3-28, *Defense Support of Civil Authorities*, 26 July 2012.
- ATP 3-28.1, *Multi-Service Tactics, Techniques, and Procedures for Defense Support of Civil Authorities*, September 2015.
- U.S. Northern Command Tactical SOP.
- U.S. Army North Tactical SOP.
- Unit SOP.
- Tab D (Religious Support) of higher headquarters' chaplain sections and UMTs.

MORTUARY AFFAIRS

E-14. RS of mortuary affairs operations directly demonstrates all three core competencies of the Chaplain Corps. The impacted unit, mortuary affairs personnel, and the deceased comprise all three audiences articulated in our core competencies; nurture the living, care for the wounded, and honor the dead. As such, chaplain sections and UMTs should prioritize preparation and training for support to mortuary affairs. Support to mortuary affairs occurs in all phases discussed in appendix C of this publication. As

such, some of the discussion will focus on the garrison or senior chaplain responsibilities at home station.

E-15. The process of providing RS in support of mortuary affairs operations is a difficult task for both experienced and inexperienced RS personnel. Training, experience, and readiness create conditions for effective RS and can attenuate some of the challenges associated with such a task but cannot remove the challenges altogether. RS personnel are well advised to rehearse, build relationships with key personnel, and develop follow-on care plans for the impacted unit and mortuary affairs personnel as well as their subordinate RS teams who engage in these tasks.

DEPLOYED MORTUARY AFFAIRS SUPPORT

E-16. In a deployed or OE, mortuary affairs teams are located across the area of responsibility providing area support to operational units. They are usually a theater asset operating under the command and control of a sustainment command and nested within their echelons of support throughout the geographic combatant commander's area of responsibility. (An example would be a 4-6 person team co-located with a combat support hospital but task organized under a combat sustainment support battalion. The combat sustainment support battalion is further task organized under a sustainment brigade reporting directly to an expeditionary sustainment command.) In working with support units, it is important to understand their command and support relationships with units in your assigned AO (FM 3-0).

E-17. Responding to a mortuary affairs unit under operational conditions usually carries significant impact to the impacted unit and their personnel. The chaplain section or UMT will need to carefully balance priorities of support which include pastoral care, provision of rites or sacraments, and advisement throughout the command. Questions to consider in providing support to mortuary affairs operations in an OE include but are not limited to—

- What are the religious preferences of the deceased personnel?
- Are there chaplains or distinctive religious group leaders of that faith group available and willing or authorized to enter the mortuary affairs work area?
- Is there a volunteer willing to offer faith appropriate prayers for the deceased personnel?
- Are there CBRN contamination concerns or limitations? If so, can RS be provided without physical contact? (Chaplain sections and UMTs will not intentionally travel into a contaminated area.)
- What are the current morale and ethical concerns of impacted unit?
- Who are the primary personnel from the impacted unit who need immediate RS?
- What agreements are in place with the combat and operational stress control detachment?
- Is there a hospital chaplain available to provide support?
- What is the AO RS MASCAL support plan? How is support requested?

- Can chaplain section or UMT personnel travel to the mortuary affairs work site? If not, can RS be provided by proxy through a volunteer on site?
- What are the requirements or limitations on dignified transfers of remains?
- What are the mission, enemy, terrain and weather, troops and support available, time available, and civil considerations for any gathering of personnel for a memorial or dignified transfer of remains?
- What are the doctrinal guidelines and geographic combatant commander's policies for mass interment, hasty burial, or temporary storage of remains?
- What is the follow-on plan for RS to the mortuary affairs team, impacted unit personnel, and chaplain sections or UMTs?

E-18. Offices or personnel to consult with include but are not limited to—

- Mortuary Affairs Team Officer in Charge or Noncommissioned Officer in Charge.
- Combat Support Hospital Chaplain.
- Sustainment Brigade Chaplain.
- Senior Chaplain on site.

E-19. Publications to consult include but are not limited to—

- JP 4-06, *Mortuary Affairs*, 12 October 2011.
- JP 3-11, *Operations in Chemical, Biological, Radiological, and Nuclear Environments*, 04 October 2013.
- ATP 3-11.41, *Multi-Service Tactics, Techniques, and Procedures for CBRN Consequence Management Operations*, 30 July 2015.
- ATP 4-02.7, *Multi-Service Tactics, Techniques, and Procedures for Health Service Support in a Chemical, Biological, Radiological, and Nuclear Environment*, 15 March 2016.
- ATP 4-46, *Contingency Fatality Operations*, 17 December 2014.
- Local SOPs.

HOME STATION MORTUARY AFFAIRS SUPPORT

E-20. At home station mortuary affairs operations fall into one of two categories; routine and catastrophic. Routine mortuary affairs involves the standard staff assigned to any medical treatment facility (civilian or military) following established protocol where the casualties do not exceed logistic support capabilities. Catastrophic mortuary affairs operations involve emergency conditions under which the casualty rate exceeds established logistic support capabilities. Catastrophic mortuary affairs operations more closely resemble an OE until such time that logistic capabilities exceed the demand for casualty affairs support.

E-21. Under routine mortuary affairs conditions the medical treatment facility coordinates with the coroner's office and local cemeteries/morticians as guided by Army Regulations (ARs), local SOP, and applicable laws. While laws and facility layout vary, the role of RS personnel generally remains the same. Questions to consider in providing support to mortuary affairs operations at home station include but are not limited to—

- Is there a counseling room near the mortuary affairs or remains holding area?
- Are next of kin permitted into the mortuary affairs or remains holding area?
- Is the remains holding area conducive to counseling distraught Family members? If not, where is an area which is conducive to grief care?
- Is a Family member required to make initial positive identification of the deceased? Can the chaplain accompany them?
- Who is the lead physician delivering the information to the Family? (Chaplains do not deliver medical information.)
- Is there a hospital chaplain assigned to the medical treatment facility (military or civilian) and what is his or her contact information?
- If the Family has an affiliation with a local religious group, what is the process to bring their clergy to the facility (on post)?
- Are there local Family or close friends who can support the Family?
- Does the unit Family Readiness Group have an active and functional care team?
- Has the unit chaplain been notified and is he or she coming to the medical treatment facility?
- What are the senior or garrison chaplain's notification requirements involving the death of a service member, Family member, or authorized civilian?

E-22. Offices or personnel to consult with include but are not limited to—

- Medical treatment facility medical team lead.
- Medical treatment facility chaplain.
- Senior or garrison chaplain's office.
- Supervisory chaplain.

E-23. Publications to consult include but are not limited to—

- AR 638-2, *Army Mortuary Affairs Program*, 28 November 2016.
- AR 638-8, *Army Casualty Program*, 23 June 2015.
- Local SOPs.

SENIOR OR GARRISON CHAPLAIN SUPPORT

E-24. The senior or garrison chaplain at home station retains responsibilities regarding notification and support of the casualty affairs program throughout all phases of operations. Training for casualty affairs support, maintenance of appropriate duty or contact rosters, establishment of mutually supportive relationships across the installation and the local civilian area, and supervision of the RS aspects of casualty affairs support is essential for effective delivery of all three Chaplain Corps core competencies.

E-25. Under peacetime conditions, the expectation is that a chaplain will accompany all next of kin notifications. The senior or garrison chaplain supports this mission by maintaining a duty roster as governed by AR 220-45. Under operational conditions where units are deployed the garrison or senior chaplain might find it necessary to rely

upon alternate means of support. Questions to consider in providing support to mortuary affairs operations at home station include but are not limited to—

- Are there adequate active component chaplains to support notification(s)?
- Are all assigned chaplains trained in accordance with the Chief of Chaplains' notification training standards (AR 638-8)?
- Is next of kin notification included in annual training plans?
- Are rosters for ARNG and United States Army Reserve chaplains up to date and accurate?
- Are approved and trained local civilian clergy to support funerals and next of kin notifications identified and on the roster for installation access?
- What is the plan for a large-scale casualty event?
- Have SOPs and battle drills which include ARNG and United States Army Reserve chaplains been rehearsed?
- What are the higher headquarters chaplain's notification requirements involving the death of a service member, Family member, or authorized civilian?

E-26. Offices or personnel to consult with include but are not limited to—

- Installation Casualty Assistance Center.
- Joint Task Force Headquarters (ARNG) Chaplain.
- Regional United States Army Reserve Headquarters Chaplain.
- Subordinate or tenant unit chaplains.
- Local civilian clergy.

E-27. Publications to consult include but are not limited to—

- AR 165-1, *Army Chaplain Corp Activities*, 23 June 2015.
- AR 220-45, *Duty Rosters*, 15 November 1975.
- AR 638-2, *Army Mortuary Affairs Program*, 28 November 2016.
- AR 638-8, *Army Casualty Program*, 23 June 2015.
- Local SOPs.

SUMMARY

E-28. The tasks associated with MASCAL, DSCA or HA, and mortuary affairs support address all three core competencies of the Chaplain Corps. As such, establishment of SOPs and battle drills is essential to successful and effective delivery of RS. This requires training on a recurring basis which facilitates refinement and correction of SOPs and battle drills while simultaneously establishing and sustaining proper coordinating relationships with agencies and personnel on post, ARNG and United States Army Reserve chaplain sections and UMTS, and local civilian clergy. The resilience this provides demands prioritization prior to the need for RS.

Appendix F

Considerations for Dispersed Formations Under Anti-Access/Area Denial Conditions

ANTI-ACCESS/AREA DENIAL CONDITIONS AND RELIGIOUS SUPPORT

F-1. Peer adversaries seek positions of relative advantage through identification of positions of vulnerability and attacking those positions. Follow-on precision fire and seizure of terrain prevents reinforcement or counterattack thereby retaining a position of relative advantage. Surprise and speed are key elements of a successful attack. Friendly forces quickly find themselves isolated and rapidly transitioning to defensive operations in the midst of steady state operations. The North Korean attack of South Korea on June 25, 1950 is an example of unanticipated offensive operations creating immediate transition to defensive operations from steady state conditions. U.S. and South Korean forces were caught unaware and geographic lines of communication quickly collapsed creating isolated formations surrounded by hostile enemy forces. In conflict with a peer adversary, all six domains are contested and united action partners quickly find themselves unable to conduct counteroffensive or resupply operations. The adversary continues application of combat power in order to create and maintain anti-access/area denial conditions.

F-2. RS is a function of sustainment impacted by challenges regarding geographically dispersed formations under anti-access/area denial conditions. Whereas political, military, economic, social, information, infrastructure, physical environment, and time is the tool utilized for understanding the OE, situational understanding of anti-access/area denial conditions requires a different approach. Within large-scale combat operations all battle is multi-domain. Therefore, a useful tool for analysis of anti-access/area denial conditions is an analysis of the purpose, plans, priorities, and challenges of each warfighting function within each applicable domain. This provides an understanding of RS priorities and feasible options for integrated RS plans.

F-3. What follows is a primer for planning considerations for chaplain sections and UMTs providing RS to geographically dispersed formations under anti-access/area denial conditions. It is not an exhaustive analysis or written for a specific location or echelon of RS. Chaplain sections and UMTs must utilize creative and adaptive thinking in regards to application of the tactics and techniques discussed in this appendix.

ANTICIPATED CHALLENGES

F-4. Geographic isolation of friendly forces will create challenges regarding transportation of RS assets utilizing ground or air transportation assets. Peer adversaries will employ air defense assets which create contested airspace.

F-5. The rapid transition from steady state operations to large-scale defensive operations creates isolated chaplain sections or UMTs potentially isolated from their assigned unit and vice versa. Units are now operating inside geographically contested space without access to assigned RS assets.

F-6. Communications via radio, land based networks, or satellite based communications are likewise contested with adversarial forces intercepting signals, hacking signals, or utilizing signal sources to deliver precision fire munitions. This negates the ability to communicate or provide RS utilizing anticipated communication systems.

F-7. The lack of reliable modes of communication, geographic lines of communication, and aerial superiority provide challenges for higher headquarters' ability to maintain situational awareness regarding the location of RS assets and RS needs.

PLANNING CONSIDERATIONS

F-8. Questions to consider when planning RS for geographically dispersed formations under anti-access or area denial conditions:

- Where are units located?
- What are the RS priorities (E.g., casualty care, handling of remains, advisement to the command, routine RS tasks, etc.)?
- What anticipated enemy activities are pending and what are the implications for security and increased casualties?
- Where are RS assets located throughout the AO?
- What are the transportation capabilities of each chaplain section or UMT?
- Where are low density/high demand RS assets? Are there distinctive religious group leaders in place to support RS requirements?
- What additional forces are inbound to support defensive operations and conduct counteroffensive operations?
- What advisement is required for the commander, the staff, and service members?
- What host nation humanitarian assistance issues are impacting operations and how is religion or RS a factor for consideration and advisement?
- What is a reasonable expectation regarding delivery of routine RS?
- Are alternate means available for delivery of limited RS utilizing technology or local civilian clergy (Network devices might experience limited windows of connectivity in order to avoid detection by adversarial electronic warfare forces or precision fire targeting cells.)?
- What is the sustainment plan and how can chaplain sections and UMTs synchronize efforts with the sustainment plan?
- Is it more advantageous for personnel requiring RS to move with sustainment teams than for chaplain sections or UMTs to move to isolated locations?

- What units (small teams and detachments) are operating inside the AO and have no assigned RS assets? What is the area coverage plan and who is responsible for developing, implementing, and supporting an area coverage plan?
 - What supplies are required at each location to support expeditionary delivery of RS under anti-access/area denial conditions and are the supplies rotated and inventoried on a regular basis?
 - Are chaplain sections and UMTs prepared to deliver RS under austere and isolated conditions with little reliance upon technological support platforms?
 - What is the plan for ensuring resilience of responding RS personnel?
- F-9. Offices to coordinate with or consult in devising an SOP or battle drill—
- Unit operations officer.
 - Unit sustainment section.
 - Mayor cells, garrison commanders, and senior unit commands at each location.
 - Local civilian clergy (if applicable).
 - Adjacent units.
 - Higher headquarters chaplain sections or UMTs.
 - Subordinate chaplain sections and UMTs.
- F-10. Publications to consult include—
- ADRP 3-90, *Offense and Defense*, 31 August 2012.
 - FM 3-0, *Operations*, 06 October 2017.
 - FM 1-05, *Religious Support*, 31 July 2018.
 - Local unit SOPs and battle drills.
 - Installation or base SOPs and battle drills.

SUMMARY

F-11. The rapid transition to large-scale defensive operations from steady state conditions requires intentional development of battle drills, tactical SOPs, and training plans (FM 7-0) which provide opportunities to train, rehearse, and refine the response to RS provision to geographically dispersed formations under anti-access/area denial conditions. The battle drills and SOPs require simple reporting formats which facilitate rapid communication of data. The reports, guidance, requests for support, and area coverage plans must be easily transmitted via multiple modes of communication. An expeditionary mindset towards RS, both delivery expectations from supported units and personnel, and simplicity in delivery by RS personnel are key to effective and efficient delivery of RS under anti-access/area denial conditions.

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Glossary

The glossary lists acronyms with Army or joint definitions.

SECTION I – ACRONYMS AND ABBREVIATION

ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AO	area of operations
AR	Army regulation
ARNG	Army National Guard
ATP	Army techniques publication
CBRN	chemical, biological, radiological, and nuclear
COA	course of action
DOD	Department of Defense
DODD	Department of Defense directive
DSCA	defense support of civil authorities
FM	field manual
JG	joint guide
JP	joint publication
MASCAL	mass casualty
MDMP	military decisionmaking process
OE	operational environment
OPORD	operation order
RS	religious support
SOP	standard operating procedure
UMT	unit ministry team
U.S.	United States

SECTION II – TERMS

There are no terms defined in this publication.

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FM 3-0. *Operations*. 06 October 2017.

RELATED PUBLICATIONS

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THE UNITED STATES LEGAL DOCUMENTS

The United States Code can be found online: <http://uscode.house.gov>

United States Code Title 10, Armed Forces.

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ATP 1-05.01
31 July 2018

By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:

A handwritten signature in black ink, appearing to read 'Mark F. Averill', written in a cursive style.

MARK F. AVERILL
Acting Administrative Assistant
to the Secretary of the Army
1820507

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