
Religious Support and the Operations Process

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Preface

Army Techniques Publication (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 is chaplains and chaplain assistants assigned to operational units who deploy to execute decisive action. It is also applicable to Unit Ministry Teams and chaplain sections that provide support to operational units as part of their overall mission. Trainers at combat training centers and educators throughout the Army will also use 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 their Soldiers operate in accordance with the law of war and the rules of engagement. (See Field Manual 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. Unless this ATP states otherwise, masculine nouns and pronouns do not refer exclusively to men.

The Proponent for ATP 1-05.01 is the United States Chaplain Center and School. The preparing agency is the Directorate Capabilities Development Integration Division, 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 the Department of the Army (DA) Form 2028 format when submitting recommended changes.

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 the diverse Soldier religious requirements in an operational environment. The techniques contained in this ATP serve as a guide and are not to be considered prescriptive. ATP 1-05.01 nests with Field Manual (FM) 1-05.

This ATP was written for Unit Ministry Teams and chaplain sections at all echelons of command 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 chaplain assistants serving in a joint force land component command or a joint task force should refer to Joint Publication (JP) 1-05 and other joint planning publications for further guidance.

ATP 1-05.01 contains four chapters:

- **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.

Chapter 1

Religious Support Planning and Unified Land Operations

OVERVIEW

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

ARMY MISSION

1-2. The mission of the United States 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 United States 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 (Army Doctrinal Publication {ADP} 1). 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 religious support to the Army across unified land operations by assisting the commander in providing for the free exercise of religion and providing religious, moral, and ethical leadership through its required capabilities (provide and advise) and core competencies (nurture, care and honor). The Chaplain Corps does this by:

- Organizing, equipping, supervising, and training chaplains and chaplain assistants 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 the religious support mission 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 religious support by identifying the religious requirements of the Soldiers in the unit and analyzing the impact of the operational religious factors (physical, human, and ideology) on the unit mission. The concept of religious support is executed in order to:

- Provide religious support to Soldiers to include worship, sacramental ministry, religious education, guidance and pastoral counseling and advise the commander on the religious requirements of the Soldiers in the unit. Chaplains and chaplain assistants develop a concept of religious support 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 the execution of unit operations to include identifying the significance of indigenous religious leaders, structures, holy days and ideologies.
- Provide leadership to subordinate chaplains and chaplain assistants as they plan, prepare, execute and assess their concept of religious support.

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

UNIFIED LAND OPERATIONS

1-5. Unified action is the synchronization, coordination, and integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (Joint Publication). 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 and maintain a position of relative advantage in sustained land operations through decisive action. 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 religious support by chaplain sections and UMTs at all echelons of command. Close combat against an armed adversary is an intense, lethal human activity. Throughout our history, chaplains and chaplain assistants have served alongside Soldiers, enduring the same hardships, and bearing the same burdens. Chaplains and chaplain assistants must be able to deliver religious support during close combat while coping with the physical, moral, and psychological demands close combat 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 prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution (ADP 3-0). Each task (offense, defense, stability or DSCA) has its own specific religious support requirements.

- Operations conducted outside of the United States and its territories simultaneously combine three tasks – offense, defense and stability.
- Within the United States 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 chaplain assistants. The continuous and simultaneous execution of offensive, defensive and stability or Defense Support of Civil Authorities tasks affects the religious support planning, preparation and execution activities and the employment of available religious support assets required for mission accomplishment. Chaplains and chaplain assistants need to conduct thorough mission analysis (operational environment, unit mission, Soldier religious requirements, phases of the operation) in order to develop a concept of religious support 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 CORE COMPETENCIES

1-9. Within unified land operations are two Army core competencies: *combined arms maneuver* and *wide area security*. These Army core competencies are the means by which the Army executes decisive action. When planning for decisive action, chaplains and chaplain assistants must understand that decisive action requires a weighted combination of both Army competencies. By integrating into the operations process and collaborating with other members of the staff, UMTs and chaplain sections determine the religious support requirements for the combined execution of the Army competencies and prioritize their religious support efforts accordingly.

- Combined Arms Maneuver. Combined arms maneuver is the application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative (ADP 3-0).
 - As an example, as part of the planning process, chaplains and chaplain assistants analyze the capabilities of their unit, unit mission requirements, Soldier requirements, specific religious support requirements for offensive tasks and defensive tasks and the impact of religion on unit operations in order to develop the concept of religious support. Analyzing the impact of religion on the unit mission, casualty ministry, memorial ceremonies, worship opportunities, pastoral counseling are more likely during this type of operation.
- Wide Area Security. Wide area security is the application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative (ADP 3-0).
 - As an example, as part of the planning process, chaplains and chaplain assistants analyze the unit mission requirements for improving civil conditions, ensuring effective governance or initiating construction projects and the impact of religion on these types of unit missions. Analyzing the impact of religion in the operational environment and Soldier and leader engagements are more likely during this type of operation.

For a more detailed discussion on Army core competencies, see ADP 3-0.

MISSION COMMAND

1-10. 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

1-11. A commander's mission command system begins with people capable of adjusting to changes in the operational environment. As part of the commander's staff, chaplains and chaplain assistants are an essential part of the mission command system. Mission command requires chaplains and chaplain assistants 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 religious support mission. This enables chaplains and chaplain assistants 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 religious support.

1-12. Leadership is critical at all levels and it is important that supervisory chaplains and chaplain assistants know and understand subordinate unit missions in order to provide effective leadership and synchronize efforts.

WARFIGHTING FUNCTION

1-13. 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 (Army Doctrinal Reference Publication (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.

1-14. 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.

1-15. Religious support is part of the sustainment warfighting function (personnel services) and is nested across all other warfighting functions. Like sustainment, religious support execution must act, rather than react to religious support requirements. UMTs and chaplain sections are guided by eight sustainment principles that impact the execution of religious support. These principles instill confidence in commanders that religious support will be there when needed (ADRP 4-0). They are:

- **Integration.** Integration is the most critical principle. Integration of religious support 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 religious support with the unit's operational plan. Not properly integrating religious support and unit operations could result in mission failure.
- **Anticipation.** Anticipation of religious support facilitates responsive support. Anticipation is the ability to foresee events and requirements and initiate necessary actions that most appropriately respond to the needs. Anticipating religious support requirements means staying abreast of operational plans, continuously assessing requirements, and tailoring support to meet current operations and the changing operational environment.
- **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 religious support requirements that meet the needs across the area of operations. 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 religious support. Simplicity enables economy and efficiency in the use of religious support resources, while ensuring effective support of forces. Mission orders, rehearsals, battle drills, and standard operating procedures contribute to simplicity.
- **Economy.** Economy means providing religious support 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 religious support resources.
- **Survivability.** Survivability is the ability to protect personnel, information, infrastructure, and assets from destruction or degradation. UMTs and chaplain sections 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 religious support mission.
- **Continuity.** Continuity is the uninterrupted provision of religious support across all levels of war and throughout all levels of command. Chaplains and chaplain assistants, at all levels, work hand in hand with operational staffs ensuring synchronization of religious support requirements over the entire course of the operation.
- **Improvisation.** Improvisation is the ability to adapt the concept of religious support to unexpected situations or circumstances affecting a mission. Religious support resources are not always available

due to the “fog of war”. Chaplain sections and UMTs must be creative to facilitate mission accomplishment.

1-16. *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. Religious support 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 religious support mission at the decisive place and time.
- **Timeliness.** Timeliness ensures decision makers have access to relevant religious support and operational information and analysis that support current and future operations.
- **Stewardship.** Stewardship is the careful and responsible management of religious support 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 UMTs and chaplain sections.
- **Consistency.** Consistency involves providing uniform and compatible guidance and support to UMTs and chaplain sections across all levels of operations.

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

OPERATIONS PROCESS

1-17. 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.

1-18. Chaplains and chaplain assistants must be part of the operations process (See Figure 1-1). The operations process is the overarching process that guides UMTs and chaplain sections throughout the conduct (planning, preparing, executing, and assessing) of operations.

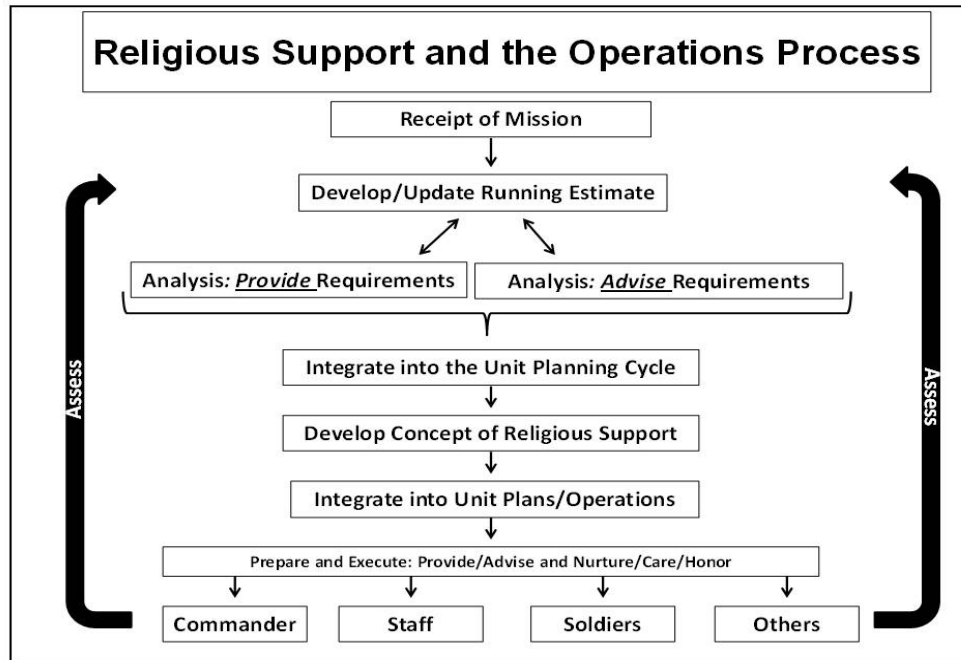


Figure 1-1. Religious support and the operations process

RELIGIOUS SUPPORT PLANNING

1-19. As part of the deployment, employment and redeployment process, UMTs and chaplain sections must plan for meeting the religious requirements of Soldiers, moving equipment, supplies and personnel throughout all phases of the deployment, employment and redeployment process. Religious support 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.

1-20. The end state of religious support planning is a concept of religious support. The concept of religious support focuses on the sequence of actions (tasks) the UMT or chaplain section must execute to accomplish its mission. For the technical chain, a concept of religious support may outline the tasks in which subordinate or supporting UMTs and chaplain sections will cooperatively accomplish to execute the overall theater religious support mission. It identifies the main and supporting efforts of the UMT or chaplain section, sustainment requirements and priorities of religious support. A *priority of religious support* is the priority that the UMT or chaplain section will execute based on time or phase of the operation to ensure each unit has the required religious support throughout the mission.

1-21. One of the most important and most difficult tasks for chaplains and chaplain assistants is participating in and supporting unit staff planning cycles. UMTs and chaplain sections will work with command post integrating cells (current operations cell, future operations cell, and plans cell), certain functional cells (sustainment, mission command) and various working groups to accomplish the necessary planning activities. (See Army Tactics, Techniques, and Procedures (ATTP) 5-0.1 for more information.) By integrating into the unit planning process, UMTs and chaplain sections can focus on time, space and resources required to plan, prepare, execute and assess the concept of religious support that supports the unit plan or mission. This can include:

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

Operational Variables

1-22. The operational environment shapes Army operations. An operational environment 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 chaplain assistants analyze the operational environment using a framework of eight interrelated *operational variables*: Political, Military, Economic, Social, Information, Infrastructure and Physical Environment, Time (PMESII-PT). The analysis of these variables and their interactions determine the nature of an operational environment and includes the impact of the religious factors (physical, human and ideological) and religion on unit operations. For a more detailed discussion on religious support and the operational variables, see ATP 1-05.03: Religious Support and External Advisement.

Mission Variables

1-23. UMTs and chaplain sections 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 (METT-TC). Mission variables describe characteristics of an area of operations, 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 operational environment and to visualize, describe, direct, lead and assess operations (ADRP 5-0).

1-24. By analyzing the mission variables, chaplains and chaplain assistants refine their understanding of the operational environment and its impact on the religious support mission.

- Mission. The mission is the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore (JP 3-0). It is always the first variable UMTs and chaplain sections consider during decision-making. A mission statement defines the "who, what, when, where, and why" of the operation. UMTs and chaplain sections analyze the higher headquarters' warning order or operations order to determine how their unit contributes to the higher headquarters' mission and the religious support implications. They examine the following information that affects their unit and religious support 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 to be achieved. 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 impacts religious support planning, preparation, execution and assessment activities.

- Enemy. 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. UMTs and chaplain sections identify how the enemy may conduct operations and its implications for executing the religious support 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. An analysis of the terrain to include natural features (rivers or mountains) and manmade features (cities or bridges) and weather in the operational environment 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 impact 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 religious support mission. (See ATTP 5-0.1 for more information.)
- Troops and support available. 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 impacts the preparation, planning and execution of religious support. UMTs and chaplain sections also realistically determine all available resources that support the execution of religious support. This can include religious support personnel, supplies, services and support from joint, host-nation, and unified action partners that can support the UMT or chaplain section's mission. UMTs and chaplain sections know the status of their subordinates, their experience and training, and their strengths and weaknesses and the status of all equipment.
- Time available. The UMT or chaplain section 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 religious support execution.
- Civil considerations. Civil considerations are the influence of manmade infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations within an area of operations 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 the mission. See ATP 1-05.03: Religious Support and External Advisement for more information on religious support and civil considerations.

SUMMARY

1-25. Chaplains and chaplain assistants make decisions, develop plans and execute a concept of religious support in a fluid and dynamic operational environment. Working within the commander's intent, the concept of religious support is the means by which chaplains and chaplain assistants 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 operational environment. The execution of the religious support mission requires careful planning as any other tactical mission, to include:

- Participation in the military decisionmaking process
- Continuous mission analysis and assessment
- Research (religious leader information, religious area assessment, religious impact assessment)
- 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.

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
- Military decisionmaking process
- 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 operational environment, 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 UMTs and chaplain sections to understand the operational environment, seek to identify the right religious support problem(s) and to develop the right solutions (courses of action) 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.

MILITARY DECISIONMAKING PROCESS (MDMP)

2-4. The military decisionmaking process is an iterative planning methodology to understand the situation and mission, develop a course of action, 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 courses of action; decide on a course of action that best accomplishes the mission; and produce an operation plan or order for execution.

2-5. Commanders initiate the military decisionmaking process upon receipt of or in anticipation of a mission. The military decisionmaking process consists of seven steps. Each step has various inputs, steps to conduct and outputs (see Figure 2-1.) 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 ATTP 5-0.1 for more information.)

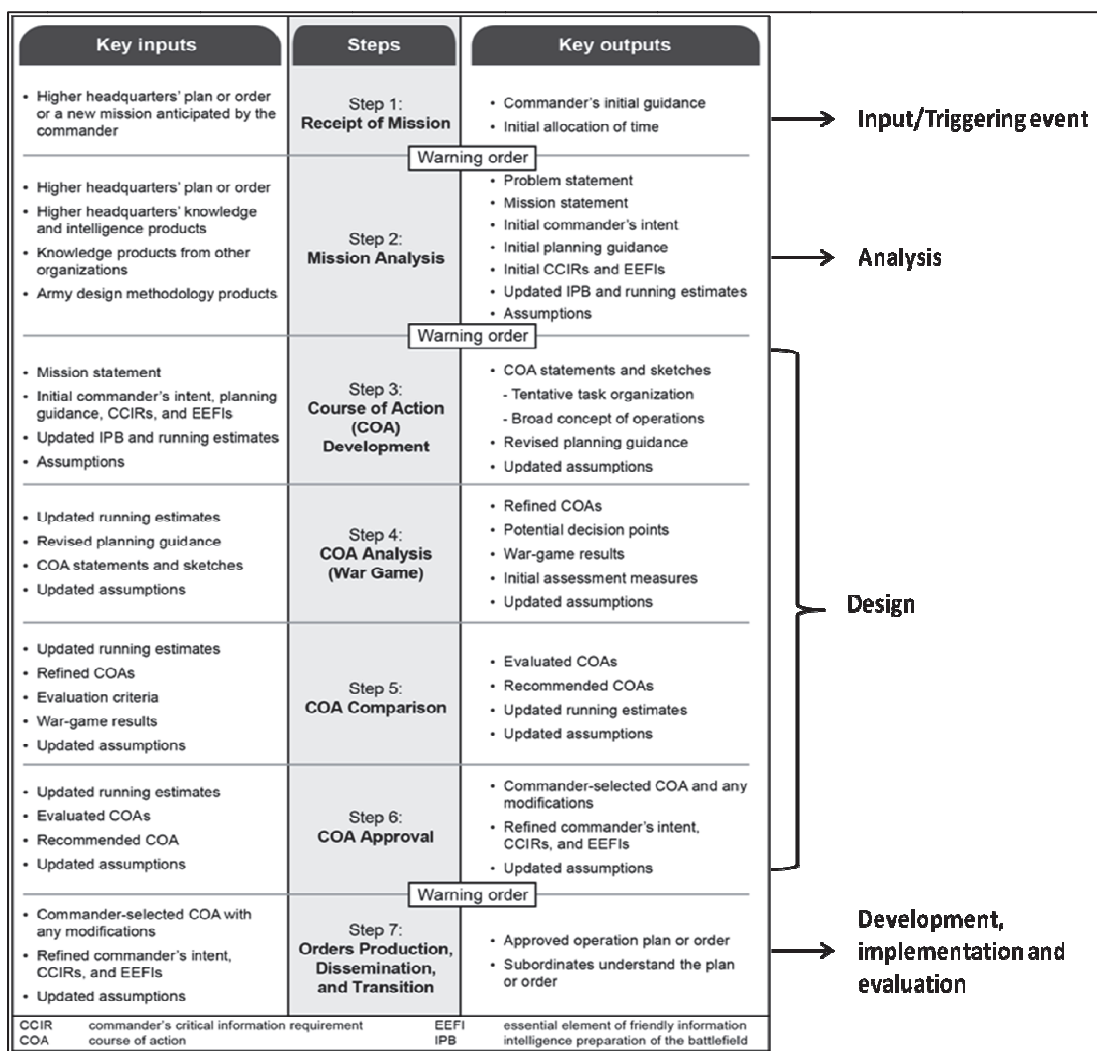


Figure 2-1. Military decisionmaking process overview

2-6. Chaplains and chaplain assistants participate in this process in order to facilitate collaborative planning, integrate religious support information and requirements into the unit plan and develop a concept of religious support that sustains Soldiers executing decisive action. In the process, chaplains and chaplain assistants collect and categorize facts, develop assumptions where needed, conduct a logical analysis or evaluation of this information, and develop a concept of religious support that supports the unit's course of action. 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 military decisionmaking process, 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 course of action 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 is alerted for deployment. Prior to any notification of a deployment, UMTs and chaplain sections plan for various contingencies (operational deployment, DSCA mission, regional alignment 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 (standard operating procedures, battle books, load plans, battle drills) and required personnel requirements (shortages, faith specific requirements). UMTs and chaplain sections 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 operations order. The most valuable resource in the planning process is time. Planning activities orient UMTs and chaplain sections on future religious support requirements while simultaneously executing religious support requirements of current operations. Key planning considerations include:

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

2-11. Planning for UMTs and chaplain sections is the art and science of understanding a situation, envisioning a desired future for religious support, and laying out effective ways of bringing about that vision through a concept of religious support. The concept of religious support addresses religious support requirements in current and future operations. It is not a script to follow, but an adaptable framework for UMTs and chaplain sections to execute religious support requirements. It must be flexible in order to enable UMTs and chaplain sections to adapt their actions to changes in the plan or operational environment. 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 religious support and synchronize the execution of religious support 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. UMTs and chaplain sections analyze the complex religious support requirements necessary to support the simultaneous combination of offensive, defensive, stability or DSCA tasks. Activities can include:

- Analyzing the mission to determine religious support requirements in the operational environment or in support of the deployment (casualty care, ramp ceremony, convoy to conduct religious services at remote sites or rear detachment plan).
- Identifying all available religious support assets in the force and shortages that impact religious support 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 or similar planning process or while serving as an advisor as part of a unit working group or cell.
- Providing supervision for subordinate religious support planning and execution activities that impact the unit mission.

2-13. As planning activities continue, the UMT and chaplain section 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 religious support to Soldiers, UMTs and chaplain sections integrate all planning activities for preparing and executing the concept of religious support mission with the commander, key staff, subordinates and other relevant personnel. The concept of religious support is not a separate activity outside of the unit's operational mission. Religious support is a sustaining activity that supports unit operations and Soldiers as they execute the unit mission. Religious support planning requires a clear understanding of commander's intent and support from the unit staff, planning cells, working groups, subordinates and other personnel.

As a key advisor on religion, UMTs and chaplain sections have the ability to input relevant religious information into the unit planning cycle that may affect unit operations. Analysis of the religious factors (physical, human and ideological) and religious requirements of Soldier and coalition partners (holy days, worship requirements, diet) must be integrated into the planning process through planning cells, working groups and briefings in order to have any impact. While the UMT or chaplain section 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

2-14. A standard operating procedure 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 standard operating procedures of the unit, higher headquarters command and chaplain supervisory UMTs or sections. Initially, chaplains and chaplain assistants develop most standard operating procedures while at home station. This enables chaplains and chaplain assistants to conduct standard operating procedure training and validation exercises during home station training and at combat training centers and then revise them upon notification of a deployment. Chaplains and chaplain assistants may have to develop or integrate other standard operating procedures (higher command or theater-specific) into the battle rhythm upon entering a theater of operations.

INTERNAL

2-15. An internal standard operating procedure standardizes the internal operations within a command post, at an aid station, chapel or other locations and includes religious support executed during battle drills and any administrative requirements. Ensure unit standard operating procedures and battle drills include notification of the UMT if applicable (death of a Soldier). Supervisors ensure subordinate standard operating procedures are developed, staffed, nested with unit standard operating procedures and battle drills and rehearsed. Internal unit and religious support standard operating procedures 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 chaplain assistants.
- 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 religious support specific required actions (mass casualty or death of a Soldier) and operational survivability requirements (protection from indirect fire, dispersion, uniform standards, convoy drills, and first aid).

EXTERNAL

2-16. External standard operating procedures standardize interactions between supervisory chaplains and chaplain assistants and subordinates as it applies to executing the religious support mission in the operational environment. When possible, supervisors conduct training prior to deployment. External standard operating procedures can cover:

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

RUNNING ESTIMATE

2-17. 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 area of operations 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.

2-18. Chaplains and chaplain assistants use running estimates to facilitate situational understanding and support decision-making during planning, preparation, execution and assessment activities. Like standard operating procedures, chaplains and chaplain assistants initially develop a running estimate at home station. Upon notification of a deployment to a specific theater of operations, chaplains and chaplain assistants update the running estimate based on an analysis of the operational environment 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.

2-19. An estimate should contain the information necessary to answer any religious support question the commander poses. The estimate consists of facts, events, conclusions and recommendations on how best to use available religious support resources to accomplish the mission. During *planning*, estimates provide key information for UMTs and chaplain sections to conduct mission analysis. During *preparation*, estimates identify the current readiness of the UMT or chaplain section and subordinates in relationship to its religious support mission and the unit mission. During *execution*, information in the running estimate is incorporated into the common operational picture enabling the UMT or chaplain section to depict key religious support information as it impacts current and future operations. During *assessment*, UMTs and chaplain sections analyze new information to understand if the religious support mission is progressing according to plan. The assessment plan includes:

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

2-20. 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, religious support assets available in theater, supplies, religious holy days and movement or location of subordinate chaplains and chaplain assistants. Failure to maintain an up to date running estimate may lead to errors or omissions that result in the flawed execution of religious support or impede the ability to offer sound religious advisement. See Appendix A for more detail.

ATTACHMENT: TAB D (RELIGIOUS SUPPORT)

2-21. The product of the military decisionmaking process is an operations order. 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 ATTP 5-0.1 for more information.)

2-22. Within the operations order, a UMT or chaplain section publishes the concept of religious support as an attachment: Tab D (Religious Support) to Appendix 2 (Personnel Services Support) to Annex F (Sustainment). The Tab D (Religious Support) is part of the official published base order and provides planning, preparation and execution guidance on how UMTs and chaplain sections will provide religious support 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*."

2-23. Use the Tab D (Religious Support) to:

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

2-24. The attachment also builds upon the unit tactical standard operating procedure and higher chaplain section standard operating procedures. This reduces the amount of information required to publish the Tab D. If religious support execution information is in the published tactical standard operating procedure, do not repeat it in the attachment. If additional religious support 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 standard operating procedure. This enables 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 UMT or chaplain section can use a fragmentary order to address changes. Supervisory chaplains and chaplain assistants ensure subordinates understand the intent and any guidance requirements of the higher headquarters religious support attachment that impact the subordinate concept of religious support.

BATTLE RHYTHM

2-25. *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 and make decisions and working groups and boards that provide analysis, coordination and recommendations.

2-26. For UMTs and chaplain sections, 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

2-27. UMTs and chaplain sections must maintain situational understanding throughout planning, preparation and execution activities in order to safely and comprehensively execute the concept of religious support. 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).
- UMT or chaplain section (technical chain, subordinates, DFGL, multinational, Joint).
- Other assets (command post, medical, civil affairs).
- Survivability and security issues (route status, mission oriented protective posture level).
- Routes (main and alternate) within operational environment.
 - Main Supply Route.
 - Alternate Supply Route.
 - Air Movement.
 - Ground.
- Religious area assessment and analysis.
- Demographic information (population concentrations, indigenous religious boundaries).

SUMMARY

2-28. Religion is an important element of all military operations. Planning determines the required religious requirements necessary to sustain Soldiers during the execution of decisive action. Meeting the goal of providing responsive and focused religious support relies on chaplains and chaplain assistants that have the training, collective knowledge, Army and branch specific skills and the ability to focus and apply those skills during the execution of decisive action.

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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 refine plan.
- Integrating new Soldiers and units.
- Training.
- Conducting pre-operation checks and inspections.

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 a deployment, the UMT or chaplain section prepares for various contingencies in order to support any future deployments. This can include attending schools (enlisted, officer and branch specific), developing deployment products (standard operating procedures, 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. UMTs and chaplain sections 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 an alert, preparation focuses on the necessary activities required to deploy, execute the concept of religious support while in theater and then redeploy.

3-3. Planning and preparation can overlap as chaplains and chaplain assistants execute religious support requirements while simultaneously conducting planning activities with the unit staff. Religious support 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 UMT or chaplain section's ability to execute the concept of religious support and can include:

- Improving situational understanding on the operational environment (updating running estimates, analyzing data in a portal folder or from working groups).
- Refining the concept of religious support 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 religious support assets are ready and positioned (pre-combat checks, pre-combat inspections, packing for deployment or redeployment, opening or closing out offices).
- Training or rehearsing religious support 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 chaplain assistants task organized into the formation (command relationships, reporting requirements, support requirements and support to overall mission).
 - Conducting preparation activities for religious support execution throughout the full cycle of the deployment.
 - Rehearsing the communication plan for religious support reporting using *PACE*: PPrimary, Alternate, Contingency and Emergency.
- 3-4. As preparation activities continue, the UMTs and chaplain sections 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 chaplain assistants 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 religious support mission. The size of the operational environment and the increased dispersion of forces require both internal (unit staff sections) and external (higher, lower and adjacent chaplains and chaplain assistants) coordination to ensure religious support mission success. Coordination ensures the successful execution of the religious support mission through the integration of the actions of multiple and interrelated religious support 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 religious support mission requires the knowledge, expertise and support of the commander, staff, other chaplains, chaplain assistants and other agencies in order to be successful.

TIME

3-5. Time is a critical factor in all operations. UMTs and chaplain sections should take full advantage of all the time available to conduct preparation activities that support the unit mission and their execution of the concept of religious support. The planning process enables chaplains and chaplain assistants to determine the time needed to conduct preparation activities that impact the execution of their mission. Chaplain and chaplain assistants prepare in order to execute a concept of religious support synchronized with unit actions in time, space, and purpose and developed within the operations process. The chaplain and chaplain assistant execute religious support effectively when they have a clear understanding of the context and complexities of the unit plan and the operational environment as it relates to time. Aspects of time include:

- Religious support requirements synchronized with the unit mission.
- Unit movement activities and the impact on the execution of the concept of religious support.
- Unit mission activities (crossing line of departure; phase transitions) and the impact on religious support 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: A *backbrief* is a briefing by subordinates to the commander to review how subordinates intend to accomplish their mission. Supervision is a key aspect of backbriefs. Subordinate chaplains and chaplain assistants perform backbriefs during planning and preparation activities to keep the technical chain informed of their 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: A *combined arms rehearsal* is a rehearsal in which subordinate units synchronize their plans with each other. This is a critical for UMTs and chaplain sections to attend. This rehearsal enables UMTs and chaplain sections to synchronize their concept of religious support with the unit plan and to synchronize religious support actions with each other (between battalion UMTs, other religious support assets and higher technical chain).
- Sustainment rehearsal: 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 UMTs and chaplain sections to rehearse coordination and procedures drills that impact the execution of their concept of religious support (convoy operations, casualty evacuation).
- Battle drill or SOP rehearsal: A battle drill is a collective action rapidly executed without applying a deliberate decisionmaking 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).

3-7. 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 UMTs and chaplain sections to identify and fix unresolved problems. (See ATTP 5-0.1 for more information.)

SUPERVISION

3-8. Changes in the operational environment, task organization, and the operational and mission variables have an impact on preparation activities. Supervisory chaplains and chaplain assistants ensure subordinates are prepared to execute the concept of religious support that is integrated with the unit's concept of operations. They ensure subordinate UMTs are positioned, resourced by command to meet the religious support requirements, and have the ability to move and communicate. As part of their religious leader capability, supervisory UMTs perform or provide pastoral support to subordinate UMTs to improve their resiliency prior to the execution of their mission.

SUMMARY

3-9. Mission success depends as much on preparation as on planning. Preparing for the religious support mission should be an intentional and well-planned activity. Effective preparation for the religious mission includes:

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

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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 religious support into action in order to support the Soldier executing the unit mission. Executing the concept of religious support 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 operational environment.

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 the defense or stability. This transition from offense to defense or stability would require a change in the unit's plan and necessitate a change in the concept of religious support

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.

SUSTAINING 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. Religious support 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 chaplain assistants must plan and prepare for the rapid movement of forces over large areas. Planning and preparation must identify best

times and locations for delivering religious support 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 chaplain assistants. 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 religious support requirements and demands for religious support. During the offense, the mission to deliver religious support is the same, but the religious support requirements may vary from mission to mission and unit to unit. UMTs and chaplain sections develop priorities of religious support based on a number of variables that can include task organization changes, main and supporting efforts, time available, casualty rates, and changes in the operational environment. 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 religious support on a different scale and at different times from those in a theater sustainment battalion. The concept of religious support 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 religious support. All UMTs and chaplain sections must consider alternative methods for delivering religious support in emergencies. The primary focus for chaplains and chaplain assistants 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 operational environment and the mission variables influence the execution of the religious support mission. Thorough planning, rehearsals, and the ability to adapt in the area of operations enable the chaplain and chaplain assistant to provide comprehensive religious support 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 UMTs and chaplain sections supervise subordinates, clarify subordinate understanding of the mission, answer requests for information, anticipate potential religious support requirements, plan and prepare for the required resources and then develop a priority of religious support.

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

SUSTAINING 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 area of operations 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 religious support and apply maximum religious support assets to critical areas. Proper analysis and planning enhance the synchronization of the delivery of religious support during the different phases and increase the effectiveness of the concept of religious support. Chaplains and chaplain assistants 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 religious support.

4-13. Like in the offense, the primary focus for religious support 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 chemical, biological, radiological and nuclear threats will require significant planning and preparation activities (ability to travel or gather Soldiers for worship or other

religious support activities, primary and alternate protection positions, communication plan and required equipment).

4-14. The chaplain and chaplain assistant consider the following when planning religious support in the defense:

- Degree of engagement with enemy forces by friendly forces
- Threats (artillery, enemy aviation, chemical, biological, radiological and nuclear)
- Level of exposure and risk to Soldiers and equipment when gathered for worship and other activities
- Priorities for religious support based on time, space and unit mission
- Anticipated operations in response to enemy attack and UMT or chaplain section actions
- Other available religious support assets (other UMTs, distinctive faith group leaders, multinational chaplains)

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

SUSTAINING STABILITY TASKS

4-16. Stability is an overarching term encompassing various military missions, tasks, and activities conducted outside the United States, 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. The primary tasks are:

- Civil security
- Civil control
- Restore essential services
- Support to governance and support to economic and infrastructure development

For more information, see ADP 3-07.

4-17. The chaplain section or UMT always places a priority on first performing and providing religious support to Soldiers and command-authorized civilians. Depending on the mission of the unit and the type of unit they serve, chaplains and chaplain assistants 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 leverage the chaplain to conduct a Soldier and Leader Engagement as a means to support the stability operation. See ATP 1-05.03 for more information on Soldier and leader engagements.

4-18. Chaplain sections or UMTs provide support to planning and operations with cultural awareness information – specifically information on religion and religious issues within the area of operations. 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.

SUSTAINING DEFENSE SUPPORT OF CIVIL AUTHORITIES (DSCA) TASKS

4-19. Department of Defense support for domestic emergencies is executed through two distinct but interrelated missions – Homeland Defense and Defense Support of Civil Authorities. DSCA operations involve Department of Defense support to U.S. civil authorities for domestic emergencies, and for designated law enforcement and other activities. The primary tasks are:

- Provide support for domestic disasters.
- Provide support for domestic chemical, biological, radiological and nuclear incidents.
- Support civil law enforcement.
- Provide other designated support.

4-20. Defense support of civil authorities is defined as support provided by United States Federal military forces, National Guard forces performing duty in accordance with Title 32, United States Code, Department of Defense civilians, contract personnel and component assets, in response to requests for assistance from civil authorities for special events, domestic emergencies, designated law enforcement support, and other domestic activities. (Department of Defense Directive 5111.13) Many types of missions (disasters, national or state emergency) could constitute a crisis response. For more information on DSCA, see ADP 3-28.

4-21. DSCA operations usually are 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 United States 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 chemical, biological, radiological and nuclear incidents.

4-22. DSCA operations require the chaplain section or UMT to know the restrictions, limitations, and proper responsibilities of the chaplain and chaplain assistant in providing religious support under both civilian law and military authority. See ADRP 3-28, DSCA for a discussion on tactics, techniques, and procedures for DSCA operations and JP 1-05, Religious Affairs in Joint Operations.

4-23. Unit ministry teams perform or provide religious support 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 man-made (chemical, biological, radiological and nuclear incidents) or naturally-occurring (hurricane, earthquake or tornado).

4-24. Religious support within DSCA operations depends heavily on jurisdictional coordination. When directed by the commander, the chaplain section or UMT conducts multi-component (active, Reserve National Guard), intra-agency, and inter-governmental organization coordination to effectively perform and provide religious support. Coordination must occur at the highest level possible. The active and reserve chaplains and chaplain assistants will integrate and execute a concept of religious support that provides seamless religious support. This involves extensive coordination and liaison among the active, Guard and Reserve components.

ASSESSMENT ACTIVITIES

4-25. 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 ATP 5-0.1 for more information.

4-26. 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 religious support mission. UMTs or chaplain sections maintain running estimates of religious support 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 religious support. The primary tools a UMT or chaplain section can use to assess progress include the operations order, the common operational picture, personal observations, input from subordinates and other staff sections and working groups, running estimates, and the unit assessment plan.

4-27. Chaplains and chaplain assistants assess religion and religious support requirements in the operational environment 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 UMT or chaplain section to learn and adapt as new information becomes available that provides a clearer picture of religious support requirements or changes in the operational environment.

- 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 religious support and evaluate progress toward the desired endstate. UMTs and chaplain sections 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). UMTs and chaplain sections analyze relevant information collected through monitoring to evaluate the progress of the execution of the religious support 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 religious support mission and make required changes or recommendations to the commander.

4-28. During planning activities, UMTs and chaplain sections analyze the unit mission and the operational environment in order to understand the current conditions (religious factors, religious support requirements, accommodation issues, supervision) and develop an assessment plan (what and how to assess). This enables the UMT or chaplain section to develop facts and assumptions that support the development of the concept of religious support.

4-29. Throughout preparation activities, assessment focuses on determining personnel, equipment and sustainment readiness that supports mission execution. The assessment plan enables UMTs and chaplain sections to verify assumptions that impact the execution of the concept of religious support.

4-30. While executing the concept of religious support, assessment evaluates the concept of religious support to determine if it supports the unit mission and sustains Soldiers. UMTs and chaplain sections 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 religious support. While assessment may identify problems, unless it results in recommended adjustments to the concept of religious support, 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, paragraphs 4-22 to 4-33 for more information on execution decisions and adjustment decisions.

4-31. 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 chaplain assistants learn from the execution of their plan and modify or develop a new concept of religious support 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

4-32. The impact of deployments, close combat and religion in the operational environment cumulatively increase the religious, psychological, and interpersonal demands on Soldiers and Families. Chaplains and chaplain assistants 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 religious support.

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Appendix A

Religious Support Planning and the 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 ATTP 5-0.1 for more information.

A-2. UMTs and chaplain sections assist commanders by providing religious support and advising on religion (internal and external) through the operations process. UMTs and chaplain sections at all echelons use the running estimate to assess their section's ability to support the commander's mission. UMTs and chaplain sections immediately begin updating their running estimates upon receipt of mission. As a key product in religious support 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, UMTs and chaplain sections 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 decisionmaking during operations

A-3. UMTs and chaplain sections continuously analyze new information during operations to assess if operations are progressing according to plan. UMTs and chaplain sections 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. The following format provides guidelines for integrating religious support input by UMTs and chaplain sections while developing and maintaining a running estimate (see figure A-1).

<p>1. SITUATION AND CONSIDERATIONS</p> <ul style="list-style-type: none">a. Area of interestb. Characteristics of the Area of Operations<ul style="list-style-type: none">1) Terrain2) Weather3) Enemy Forces4) Friendly Forces5) Civilian Considerationsc. Assumptions <p>2. MISSION</p> <p>3. COURSES OF ACTION</p> <ul style="list-style-type: none">a. List friendly COAs that were war gamedb. List enemy actions or COAs that were templated to impact functional area.c. List the evaluation criteria identified during COA analysis. All staff must use the same criteria. <p>4. ANALYSIS</p> <p>5. COMPARISON</p> <p>6. RECOMMENDATION AND CONCLUSIONS</p> <ul style="list-style-type: none">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.
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Figure A-1. Running estimate format

A-4. In **SITUATION AND CONSIDERATIONS**, consider all elements of the situation that influence religious support and how religion impacts operations and formulate feasible estimates for supporting the proposed courses of action. Identify area structures, capabilities, organizations, people, and events that impact or affect functional area considerations.

A-5. In **Area of Interest**, identify and describe those factors of the area of interest that affect functional area considerations. UMTs and chaplain sections determine those factors that influence religious support and religious support planning. From the Mission Analysis process, analyze each fact; in the absence of facts, use logical assumptions. Consider also both restraints and limitations.

A-6. In **Characteristics of the Area of Operations**, discuss the weather, terrain, enemy forces, friendly forces, civilian considerations, and assumptions as they apply to the execution of religious support.

- **Terrain and Weather**: How will weather and terrain impact delivery of religious support? (access, movement, method of travel) How will weather impact indigenous religious holidays? How will weather impact unit operations? How will the weather impact Soldiers?
- **Enemy Forces**: What enemy activities or capabilities impact religious support execution (movement, chemical, biological, radiological and nuclear threat level)?
- **Friendly Forces**: When discussing the friendly forces, consider the unit locations and dispositions, UMT personnel assets, available religious supplies, health service support, and defense support of civil authorities 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.
 - 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 religious support.
 - Available UMT personnel assets include other chaplains, multinational chaplains, distinctive faith group leaders. Religious supplies needed to perform and provide religious support 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 without chaplains requiring religious support.
 - Adjacent or co-located joint force units without chaplains requiring religious support.
 - Adjacent or co-located multinational units without chaplains requiring religious support.
 - Adjacent or co-located Army, joint or multinational religious support personnel who can provide shortage faith group coverage.
 - Distinctive faith group or denominational requirements. Identify low density faith group requirements, assets in theater and a coverage plan. Identify other requirements, assets and coverage plan such as a Catholic priest.
 - Requirements for religious support during casualty events.
 - Materiel readiness (vehicle, radio, tents, camouflage sets, computer)
 - Health service support consists of using casualty estimates and ensuring the health of the command.
 - Analyze casualty estimates in order to anticipate religious support 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 having been in recent contact, and combat stress control assets (number, location and means of contact).

- Civilian Considerations. Describe civil considerations that may affect the unit mission to include possible support needed by civil authorities from UMTs and chaplain sections as well as possible interference from civil aspects. DSCA or stability tasks support considerations discuss any refinement from the religious area analysis of local religious issues that impact 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 Inter-Governmental Organizations

A-7. Under **Assumptions**, list all assumptions that affect the religious support mission

A-8. Under the **MISSION**, write the commander's restated mission that comes from mission analysis.

A-9. Under **COURSES OF ACTION**, the UMT considers the religious and moral implications of each course of action and determines how to provide religious support for each. While the operations officer formulates the tactical possibilities, the Chaplain and other staff officers consider how to integrate and synchronize their warfighting functions into each course of action. The resulting plans may be stated in either broad or detailed terms. During the analysis of courses of action, the team may add details, make revisions, or more fully develop its plans. The UMT or chaplain section 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 religious support)?
- What are the priorities for religious support?
- What are the requirements to accomplish the mission?
- Are there any religious issues or factors that impact any of the unit courses of action?

A-10. Under **ANALYSIS**, analyze each proposed course of action, noting problems that impact delivery of religious support and proposed plans for overcoming them.

- Consider facts and assumptions from the Mission Analysis and their impact on religious support.

A-11. In **COMPARISON**, done on completion of course of action analysis, the UMT or chaplain section should have clarified the following:

- Requirements for adjustments of initial disposition of subordinate chaplains and chaplain assistants.
- Probable critical points and events, and how the UMTs will provide religious support for each to include low density faith groups and other critical religious support requirements.
- Location and composition of additional religious support assets and their employment during various phases of the operation.
- Religious support 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 should be factored into the course of action comparison?

A-12. Under **RECOMMENDATION AND CONCLUSIONS**, the UMT refines its initial recommendation from the mission analysis for supporting the commander's chosen course of action. It must now support the commander's restated mission and synchronized with all warfighting functions (especially the sustainment function).

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Appendix B

Religious Support and the Military Decisionmaking Process

B-1. The military decisionmaking process (MDMP) is an iterative planning methodology to understand the situation and mission, develop a course of action, 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 courses of action; decide on a course of action 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. UMTs and chaplain sections integrate into this process (see Figure B-1). For more information on MDMP, see ATTP 5-0.01.

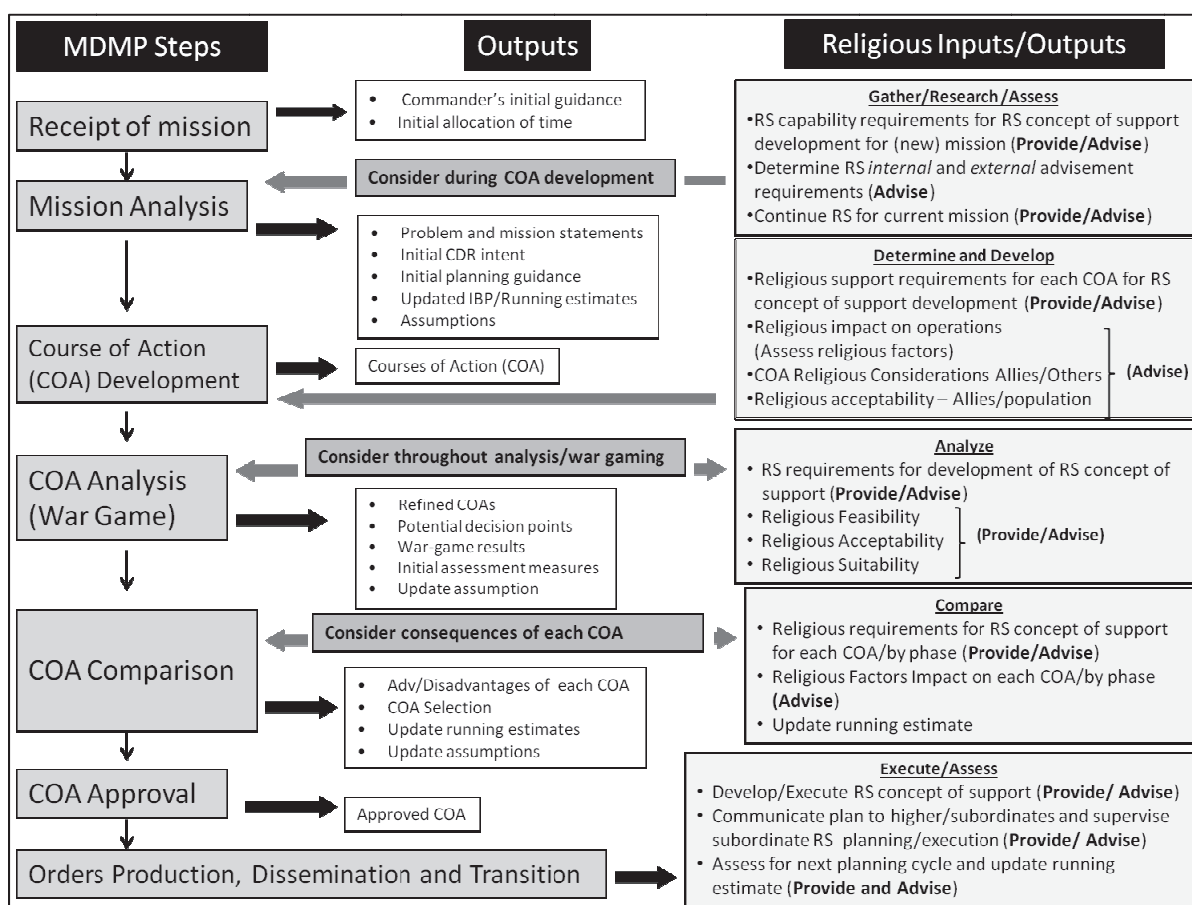


Figure B-1. Religious support and the Military Decisionmaking Process

B-2. **Step 1: Receipt of Mission.** 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, UMTs and chaplain sections 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 standard operating procedures, theater policies, terrain products and current running estimate.
- Relevant doctrinal publications (FM 1-05, ATP 1-05.02, ATP 1-05.03 and ATTP 5-0.1.).
- Other products from staff, military sources, civilian agencies and other sources of published guidance (country studies, assessments, Soldier and Leader Engagement reports).

B-3. **Step 2: Mission Analysis.** 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.

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 to better understand the terrain, threats and themselves. See ATTP 5-0.1 for more information.

UMTs and chaplain sections may not have input or participation in all 19 tasks. However, integration into this step of the process is critical. Mission analysis enables UMTs and chaplain sections to gain a situational understanding of the operational environment, determine the religious support 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?
- **Who** else needs to know? **Who** else knows what I need to know?

The role of the UMT or chaplain section in this step includes an analysis of, but is not limited to:

Analysis of the higher headquarters' plan or order. 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 standard operating procedures enables the UMT or chaplain section 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. A task organization is a temporary grouping of forces designed to accomplish a particular mission. By analyzing the task organization, UMTs and chaplain sections identify units in the unit area by phase or operation that require religious support, supervision and compare available religious support assets to tasks and determine any gaps (sufficient religious support assets to accomplish the mission or specified tasks).
 - **What** units are within the area of operations by phase? Who is in the unit? (Locations by phase, mission).

- **Who** requires religious support? What type? (lacks organic religious support, attachments, area coverage by phase, mission).
- **Who** else can provide support? (religious support 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 (terrain, weather, threat assessment).
 - **What** are the key religious factors (physical, human, ideology) that impact the unit and religious support mission?
 - **How** will terrain, weather and enemy impact religious support mission?
 - **What** are the security issues that impact religious support? (routes, mission oriented protective posture status)
- Annex C: Operations (concept of the operation).
 - **What** are the unit boundaries, phase lines and routes?
 - **Where** are we in the area of operations? 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 religious support execution?
- Annex E: Protection (personnel recovery (appendix 2), chemical, biological, radiological and nuclear level, air and missile defense, force health protection) (also check unit and higher headquarters standard operating procedures)
 - UMT religious support requirements in personnel recovery.
 - Mission oriented protective posture status.
 - Air defense.
- Annex F: Sustainment (personnel services support, health systems support) to include Appendix 2, Tab D: Religious Support; Appendix 1, Tab H: Mortuary Affairs; Appendix 3: Army Health System Support.
 - **How** do we get support from here? (higher technical chain, transportation, sustainment, other religious support assets).
 - **What** is the medical concept of the operation and impact on religious support mission requirements (casualty care plan)?
 - What are the locations of military treatment facilities and assets (casualty collection points, Role I and II facilities, combat 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 religious support (methods of unit sustainment – air, ground; convoy schedule)? Identify transportation assets available and coordination requirements.
 - How will chaplains and chaplain assistants maneuver in order to deliver religious support? 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 religious support 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 impact delivery of religious support? Plan multiple means of maneuver and factor in travel time, operational situation and weather.
 - How will UMTs and chaplain sections sustain their mission (fuel, ammunition, food)?
- **What** are the locations (command post, administrative and logistic operation center, military treatment facilities, traveling) of all religious support assets by phase, mission, event and echelon of command? Location facilitates staff coordination, information flow, decision-making, communication, responsiveness to religious support requirements and ability to supervise.
 - **What** is the guidance on memorials or ramps ceremonies, Soldier and leader engagements, distinctive faith 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 (Soldier and leader engagements (appendix 4))
 - **What** is the commander's guidance on the execution of Soldier and leader engagements by UMTs and chaplain sections?
 - **What** are the approved themes and messages?
- Annex K: Civil Affairs Operations
 - **What** are the key religious factors (physical, human, ideological) that impact the commander's decisionmaking process, staff operations and the unit and religious support 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) (also check unit and higher headquarters standard operating procedures)
 - **What** are the platforms that are required to enable chaplains and chaplain assistants 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 or call) within 24 hours of reporting into theater)
 - What religious support information is required for the operational phase or mission?

Perform an Initial Intelligence Preparation of the Battlefield. This is a systematic and continuous process that enables the commander and staff to develop an understanding of the operational environment to include the threat, terrain, weather and key civil considerations. UMTs and chaplain sections develop and maintain an understanding of the religious factors (religious, human and ideological) of the operational environment. The religious impact assessment identifies how the religious factors in the operational environment affect unit operations. UMTs and chaplain sections 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: External Advisement on advising on religion and the operational environment.

Determine specified and implied tasks. 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 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 religious support and all available religious support assets (personnel, equipment and supplies) and shortfalls (lack of a chaplain, chaplain assistant or faith group requirement) in order to determine if they have the assets or need to request additional assets to accomplish the religious support mission. Supervisory chaplains and chaplain assistants develop plans for additional religious support requirements (casualty care, personnel replacement or faith group requirements). This enables a UMT or chaplain section to determine the Chaplain Corps required capabilities and core competencies requirements by phase, to include:

- Religious support requirements for pre-deployment, rear detachment operations, deployment, reception, staging and onward movement and integration and offensive, defensive, stability and DSCA tasks and redeployment.
- Transitions and the religious support 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 defense support of civil authorities) to another. Each transition has a specific religious support requirement that requires detailed planning.
- Relief in Place and Transfer of authority operations (transfer of supervision over religious support assets, coverage of units, chapel facilities and religious property) and impact on religious support planning, preparation and execution.
- Branches, sequels or contingencies that may require an adjustment to the concept of religious support.

Determine constraints. Mission analysis of the order or plan identifies constraints that impact the execution of religious support. A constraint is a restriction 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 religious support constraint from higher headquarters could be "all UMTs will move by air throughout the theater."

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

B-4. **Step 3: Course of Action Development** A course of action is a broad potential solution to an identified problem. Mission analysis provides information needed to develop courses of action. 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 course of action into a concept of operations. General guidance questions include:

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

Using the time available, UMT and chaplain sections generate options (comprehensive and flexible religious support courses of action) for executing Soldier religious support and unit mission requirements for each unit course of action. The religious support courses of action will become the foundation for the future development of the concept of religious support. Religious support courses of action by higher headquarters UMTs and chaplain sections should

give subordinates the maximum latitude for taking the initiative while executing their religious support mission. A course of action should address:

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

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

B-5. Step 4: Course of action Analysis and War-gaming. This step enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each course of action being 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 course of action and begins to develop a detailed plan while determining its strengths or weaknesses. War-gaming tests and improves the courses of action. The commander and staff consider how to create conditions for success, protect the force, and shape the operational environment. General guidance questions include:

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

Analysis for UMTs and chaplain sections addresses:

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

B-6. Step 5: Course of action Comparison. Comparison of the courses of action is critical. This step is an objective process used to evaluate each course of action independently and against set evaluation criteria approved by the commander and staff. The goal is to identify the strengths and weaknesses of each course of action and enable selecting a course of action 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 course of action and makes a recommendation. General guidance questions include:

- What are the advantages and disadvantages of each religious support course of action?
- What are the potential decision points?
- What are the religious support requirements for each course of action?

- What are the religious (religious factors) and Soldier religious support implications for each course of action?

As a UMT or chaplain section, is each religious support course of action:

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

B-7. **Step 6: Course of action Approval.** After the decision briefing, the commander selects the course of action that best accomplishes the mission. If the commander rejects all courses of action, the staff starts the development step again. If the commander modifies a proposed course of action or gives the staff an entirely different one, the staff war games the new course of action and presents the results to the commander with a recommendation. After selecting a course of action, 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 course of action is approved, the supporting religious support course of action will be developed into the concept of religious support by the UMT or chaplain section.

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 religious support?

B-8. **Step 7: Orders Production, Dissemination and Transition.** The staff prepares the order or plan by turning the selected course of action into a clear, concise concept of operations and the required supporting information. Army organizations use three types of orders: Operation order (OPORD), Fragmentary order (FRAGORD), Warning order (WARNORD). A UMT or chaplain section develops and publishes the concept of religious support 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.

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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. (See Figure C-1.) A change in phase (transition) usually involves a combination of changes of mission, task organization, priorities of support, or rules of engagement. For more information on operational phases, see JP 3-0, JP 5-0 and ADRP 5-0.

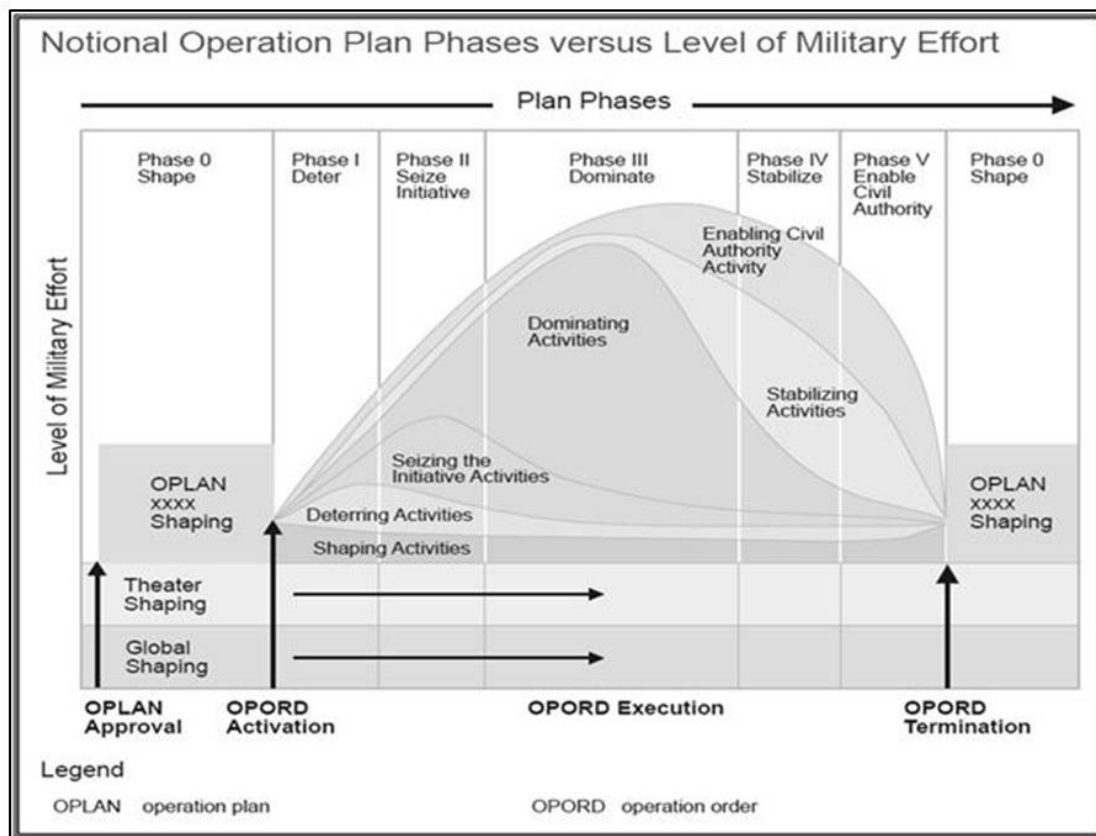


Figure C-1. Notional operational plan phases

C-2. Religious support planning aligns with the potential phases of an operation. Religious support requirements may overlap multiple phases. Each phase requires chaplains and chaplain assistants to develop a specific concept of religious support in order to execute the Chaplain Corps required capabilities (provide and advise) and core competencies (nurture, care and honor). In addition, a joint campaign or operation may be conducted in multiple phases simultaneously if the area of operations has widely varying conditions and this will impact the planning, preparation and execution of the religious support mission at the strategic, operational and tactical levels.

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 (Action: *Prepare, Prevent*)

- C-4. Inclusive of normal and routine military activities. For UMTs and chaplain sections, activities can include:
- Provide and Advise: Chapel worship, on-call duty, memorials, funeral duty, retreats, counseling.
 - Training: Unit mission training (combat center rotations, gunnery, weapons qualification, regional alignment), monthly division or installation training, Soldier tasks, chaplain corps specific training or schools (enlisted, officer, counseling skills).
 - Operational: Combat training center pre-rotation planning, regional alignment planning and preparation, developing and updating operational products (standard operating procedures, running estimates, battle books, battle drills, religious census, and leader books), equipment and supplies (ordering, maintenance, developing load plans), personnel readiness, supervision.

Phase I: Deter (Action: *Crisis Defined*)

C-5. This phase 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 UMTs and chaplain sections, 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.
- Training: Unit mission training (convoy, weapons qualification, combat training center, Soldier tasks); Area of operations focused training; mission readiness exercise.
- Operational: Participate in initial planning and analyze the mission requirements and higher order for all religious support requirements; execute pre-deployment religious support tasks (close offices, chapels, briefings, standard operating procedures, 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 religious support; execute movement into theater; execute reception, staging, onward movement and integration activities; supervision.

Phase II: Seize the initiative (Action: *Assure friendly freedom of action; Access theater infrastructure*)

C-6. 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 UMTs and chaplain sections, activities can include:

- Provide and Advise: Field worship (airfield, port, holding area, tactical assembly area); religious education; counseling; casualty care.
- Training: Unit mission training.
- Operational: Participate in additional planning activities and analyze the new mission requirements and higher order for all religious support 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 (Action: *Establish dominant force capabilities; achieve enemy culmination or joint force's commander's favorable conditions for transition*)

C-7. The *dominate* phase focuses on breaking the enemy's will for organized resistance or, in noncombat situations, control of the operational environment. For UMTs and chaplain sections, 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.
- Operational: Movement; execute reporting requirements; update religious area assessment and religious impact analysis; update running estimate; execute sleep plans; supervision.

Phase IV: Stabilize (Action: *Establish security; Restore services*)

C-8. The *stabilize* phase 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 United States Government agency participants until legitimate local entities are functioning. For UMTs and chaplain sections, activities can include:

- Provide and Advise: Field worship (METT-TC dependent); counseling; casualty care; memorials; redeployment classes.
- Operational: Establishing area coverage and religious support coverage plans; Soldier and leader engagements; working with civil affairs working group, and Inter-Governmental Organizations; re-supply; relief in place or transfer of authority religious support activities (area coverage responsibilities, task organization changes, facilities, religious factors information); prepare for redeployment; supervision.

Phase V: Enable civil authority (Action: *Transfer to civil authorities; Redeploy*)

C-9. This phase 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 UMTs and chaplain sections, activities can include:

- Provide and Advise: Field or chapel worship; casualty care; memorials; funerals; religious education; education (reunion, marital, post-deployment); counseling; retreats (reunion, Family, Single Soldier).
- Operational: Religious support redeployment operations; pack and load equipment and supplies for movement; coordinate with rear detachment; execute movement; supervision; prepare to resume home station religious support mission (re-open office and chapels, on-call, chapel worship).

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Appendix D

Religious Support Planning and the Deployment Cycle

DEPLOYMENT

D-1. Deployment 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. Deployment planning is a logical process that focuses on Soldiers, supplies and equipment, ways to deploy them, and the required information to track them (FM 3-35).

D-2. UMTs and chaplain sections conduct planning, preparation, execution and assessment activities that enable them to provide religious support 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 for war or other national emergency. This includes activating all or part of the Reserve Components as well as assembling and organizing personnel, supplies, and equipment.
- Deployment: the activities required to prepare and move forces, supplies, and equipment to a theater and the movement of forces to an operational area in response to an order.
- Employment: how to apply force or forces to attain specified national strategic objectives.
- Sustainment: provision of logistics, personnel services, and health service support necessary to maintain and prolong operations until successful mission accomplishment.
- Redeployment: the return of forces to the home or demobilization station.

The deployment cycle is divided into three interrelated phases: predeployment activities, movement, and reception, staging, onward movement and integration. Deployment religious support planning activities are critical throughout all three 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). UMTs and chaplain sections 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 with the installation chaplain section to close chapels, 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. UMTs and chaplain sections prepare and load equipment for deployment, execute resiliency activities for deploying Soldiers and Families and prepare themselves to move into theater.

- Fort to Port: 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 will 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: 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-5. 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 operational environment, operational tempo, command and control and force protection (FM 3-35). Upon completion, UMTs and chaplain sections must be prepared to execute the concept of religious support in theater as the unit executes the assigned mission.

- Reception: 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, UMTs and chaplain sections secure equipment, provide religious support to Soldiers, and prepare to move.
- Staging: 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). UMTs and chaplain sections continue to provide religious support until they are organized with their unit into convoys for movement.
- Onward Movement: 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, UMTs and chaplain sections prepare equipment and supplies, provide religious support to Soldiers, and prepare themselves to support the unit mission.
- Integration: 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-6. 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, UMTs and chaplain sections must be prepared to execute a concept of religious support that sustains Soldiers and Families (FM 3-35).

Glossary

The glossary lists acronyms with Army or joint definitions.

ACRONYMS

ADP	Army Doctrinal Publication
ADRP	Army Doctrinal Reference Publication
ATP	Army Techniques Publication
ATTP	Army Tactics, Techniques, and Procedures
DA	Department of the Army
DOD	Department of Defense
FM	Field Manual
DSCA	Defense Support of Civil Authorities
JP	Joint Publication
MDMP	Military Decisionmaking Process
UMT	Unit Ministry Team

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These documents must be available to intended users of this publication.

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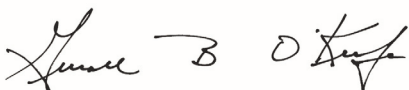
12 May 2014

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*General, United States Army
Chief of Staff*

Official:

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*Administrative Assistant to the
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