Religious Support Handbook for the Unit Ministry Team

TC 1-05
May 2005

HEADQUARTERS
DEPARTMENT OF THE ARMY

Distribution Restriction. Approved for public release; distribution is unlimited.

This publication is available at Army Knowledge Online (www.us.army.mil) and the General Dennis J. Reimer Training and Doctrine Digital Library at (www.train.army.mil).

Training Circular **TC 1-05**
No 1-05 **Headquarters**
Department of the Army
Washington, DC, 10 May 2005

Religious Support Handbook

for the Unit Ministry Team

Contents

Preface ..... **v**
Chapter 1 **Military Religious Support Mission** **1-1**
Section I – Unit Mission 1-1
Section II – Mission Origin 1-2
Section III – Functions and Activities 1-5
Chapter 2 **Unit Ministry Team** **2-1**
Section I – The UMT and Religious Support 2-1
Section II – Religious Support Coverage 2-3
Section III – Roles of the Chaplain 2-4
Section IV – Roles of the Chaplain Assistant 2-7
Chapter 3 **Command and Staff** **3-1**
Section I – Roles and Responsibilities 3-1
Section II – Staff Structure 3-2
Section III – Responsibilities and Duties of Battalion, Brigade, and Division Staff Officers 3-11

Distribution Restriction: Approved for public release; distribution is unlimited.

Section IV – Characteristics of Staff Officers 3-19
Section V – Military Channels 3-23
Section VI – Command Posts 3-24
Chapter 4 Decisionmaking, Plans, and Orders 4-1
Section I – Military Decisionmaking Process 4-1
Section II – Commander and Staff Actions in the Decisionmaking Process 4-3
Section III – Estimates 4-4
Section IV – Operational Plans and Orders 4-7
Section V – Annexes and Appendixes of Orders 4-14
Section VI – Standing Operating Procedures 4-15
Chapter 5 Operations and Tactics 5-1
Section I – Battlefield Visualization 5-1
Section II – Joint, Interagency, and Multinational Operations 5-4
Section III – Tactical Mission Tasks 5-9
Section III – Tactical Mission Definitions 5-12
Appendix A Religious Support Planning A-1
Appendix B Leadership B-1
Appendix C Combat Stress Control C-1
Appendix D Religious Area/Impact Assessment D-1
Appendix E Moral and Ethical Issues E-1
Appendix F Values, Oaths, and the Soldiers Creed F-1
Appendix G Briefings G-1
Appendix H After Action Reviews and Reports H-1
Appendix I Risk Management I-1
Appendix J Spiritual Readiness J-1
Appendix K Equipment and Vehicles K-1
Appendix L Chaplain Field Fund L-1
Glossary Glossary-1

References References-1
Index Index-1

Figures

Figure 3-1. Generic staff structure....3-5
Figure 3-2. Generic battalion and brigade staff model....3-12
Figure 4-1. Military decisionmaking process....4-2
Figure 5-1. Contiguous and noncontiguous areas with linear and nonlinear operations....5-3
Figure A-1. Sample RS matrix model....A-7
Figure C-1. Link between combat stress behaviors and post-traumatic stress disorder....C-4
Figure C-2 Treatment plan for soldiers suffering from light and heavy battle fatigue....C-5
Figure I-1. Risk Assessment Matrix....I-4
Figure J-1. Spiritual Leadership....J-5

Tables

Table 4-1. METT-TC outline....4-8
Table 4-2. OCOKA guide....4-11
Table 5-1. Command relationships....5-7
Table C-1. Combat stress prevention....C-9
Table D-1. Religious assessment guide....D-2
Table E-1. Ethical climate assessment survey....E-13
Table H-1. Open-ended discussion guide....H-3
Table L-1. Managing a chaplain field fund....L-4

Preface

The Unit Ministry Team (UMT) handbook provides an unclassified staff reference book for chaplains and chaplain assistants. It emphasizes essential activities during combat operations at division and lower echelons.

This handbook is considered a "living document"—that is, it will receive periodic formal review by the proponent, but it also should be reviewed and revised by the user to meet specific needs. Chaplains and chaplain assistants should use this handbook as a guide, being mindful that they must remain knowledgeable of policies and procedures established by regulations, standing operating procedures (SOP), and other local directives.

This publication applies to the Active Army, the Army National Guard (ARNG), and the U.S. Army Reserve (USAR).

The U.S. Army Training and Doctrine Command (TRADOC) is the proponent of this publication.

Users are encouraged to recommend changes and submit comments using DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to the Commandant, United States Army Chaplain Center and School, ATTN: ATSC-CD, Fort Jackson, South Carolina 29207-7090.

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

This page intentionally left blank.

Chapter 1

Military Religious Support Mission

Section I – Unit Mission

Mission

The mission of the UMT is to provide military religious support (RS) to soldiers, families, and authorized civilians as directed by the commander. To perform this mission, each chaplain fulfills two roles: religious leader and special staff officer—ensuring the following key tasks are completed—

- RS for all faith groups.
- Moral leadership.
- Emergency RS.
- Provision of professional expertise to the commander on free exercise of religion, morals, morale, and the ethical impact of command decisions.
- UMT readiness.

RS activities are addressed in FM 1-05 using the terms "perform" and "provide." Chaplains "perform" RS when their actions are in accordance with the tenets or beliefs of their endorsing faith group. Chaplains "provide" RS for religious services or practices that they cannot personally perform.

Scope

RS includes religious leader activities, such as religious services, rites, sacraments, ordinances, religious education, pastoral care and counseling, religious education, family life ministry, and institutional

ministry. RS also includes special staff officer activities, such as, professional support to the command, management and administration, humanitarian support, training, and religious support planning and operations.

Section II – Mission Origin

The first amendment of the United States Constitution guarantees every American freedom of religion. The RS mission of the UMT is rooted in the free exercise clause of the first amendment and ensures this Constitutional right for soldiers.

> *"Congress shall make no law respecting an establishment of religion or prohibiting the free exercise thereof..."*
>
> First Amendment, U.S. Constitution

The establishment clause of the first amendment forbids any governmental authority from mandating a particular religion as the "official" religion or way of prayer. This means that many religions exist side-by-side, and that each is equally valid legally in our society. In the pluralistic religious setting of the military, UMTs work to ensure RS for all soldiers in the command. Subject to resource constraints and military necessity, all religions are entitled to RS (except for practices that violate the Uniform Code of Military Justice [UCMJ], Command Policy, or Army Values). Chaplains cooperate in ministry with each other without compromising their own faith, tradition, or ecclesiastical endorsement requirements. Together, chaplains perform and provide RS to ensure the most comprehensive RS possible for soldiers.

The UMT and the chaplain are required by public law to conduct religious services for soldiers in their assigned command.

> *Each chaplain shall, when practicable, hold appropriate religious services at least once on each Sunday for the command to which he is assigned, and shall perform appropriate religious burial services for members of the Army who die while in that command.*
>
> Title 10 U.S. Code, Section 3547

The free exercise clause of the first amendment guarantees all individuals the right to practice what their religion requires and conscience dictates. In the military, operational requirements can interfere with such free exercise of religion. Potential areas of conflict include worship, dietary, medical, and wear and appearance religious practices. When a conflict occurs, the soldier may ask the commander to consider accommodation of the desired religious practice.

Accommodating Religious Practices

When accommodation is requested, the chaplain assists the commander and the soldier in clarifying military necessity, faith practices, and available courses of action. The commander may approve, disapprove, or partially disapprove the request. (For procedures and appeals, consult AR 600-20 and DA Pam 600-75.)

The Army's policy is for commanders to approve requests for accommodation of religious practices when possible, subject to the limits of "military necessity." This means that concern for military readiness, unit cohesion, morale, discipline, and safety or health can lead the commander rightly to deny the request.

The commander decides whether or not to accommodate religious practices. Accommodation of a soldier's religious practices cannot always be guaranteed and depends on military necessity. The planning factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC) enter into the commander's accommodation decision.

Section III – Functions and Activities

The traditional mission of the Chaplaincy is accomplished through three major RS functions of the Chaplain Corps.

Major RS functions
Nurture the living.
In preparation for missions that span the full spectrum of operations, UMTs develop and provide RS activities to strengthen and sustain the spiritual resilience of soldiers and family members. During the battle, UMTs bring hope and strength to those who have been wounded and traumatized in body, mind, and spirit, assisting the healing process.
Care for the dying.
UMTs provide RS, spiritual care, comfort, and hope to the dying. This focus of RS affirms the sanctity of life, which is at the heart of the Chaplaincy. Through prayer and presence, the UMT provides the soldier with courage and comfort in the face of death.

Honor the dead.
Our Nation reveres those who have died in military service. RS honors the dead. Funerals, memorial services, and ceremonies reflect the emphasis the American people place on the worth and value of the individual. Chaplains conduct these services and ceremonies, fulfilling a vital role in rendering tribute to America's sons and daughters who paid the ultimate price serving the Nation in the defense of freedom.

UMT Religious Support Activities

There are 11 RS activities performed by UMTs.

Religious leader activities
Religious services.
Includes all command sponsored religious services of worship, including funerals and memorial services, occurring in field and in garrison.
Rites, sacraments, and ordinances.
Includes specific rites, sacraments, and ordinances that normally take place apart from formal religious services of worship such as marriages, burials, baptisms, confirmations, blessings, daily prayers, and other religious ministrations.
Pastoral care and counseling.
Includes prayers, visitations, religious counseling, care for casualties and caregivers, RS to survivors, and critical event debriefings.

Religious education.
Includes all activities of faith sustainment, formation, study, or instruction that occur in the field or in garrison such as classes on religious teachings, activities of faith sustainment (enrichment, formation, study, or instruction) and religious-based programming in marriage enrichment, problem solving, communication skills, parenting skills, youth programs, and other vital areas.
Family life ministry.
Includes training UMTs, directing the Chaplain Family Life Center (CFLC), and implementing Family Life Ministry through the CFLC programs and formal training, and implementing unit level family life ministry activities.
Institutional ministry.
Includes RS in institutional settings, such as supporting family members receiving medical services and conducting institutional ministry in hospitals and confinement or correctional facilities.
Special Staff Officer/NCO
Professional support to the command.
Includes those requirements related to the role of the chaplain and NCO as staff officers and the functions of the UMT as a staff activity on matters of religion, morals/ethics, and morale. UMTs offer advice to the commander, such as providing professional expertise to the commander on matters of religion, morals, and morale; facilitating RS; assessing unit climate by visiting soldiers; and providing advice on the religious needs of soldiers and families.

Management and administration.
Includes those requirements for conducting management and administration activities, the Command Master Religious Plan (CMRP), NAF Chaplain's Funds management, and the management and administrative requirements of the UMT as a staff activity such as facilities, manpower, supplies, and equipment.
Humanitarian support.
Includes those requirements for conducting RS programs in support of domestic disasters and/or emergencies and in the support of entitled and authorized individuals during the course of an emergency or crisis.
RS training.
Includes those requirements for conducting institutional, unit, and self development training in support of the military religious support mission such as providing training for homiletics, counseling, spiritual fitness, moral leadership, ethical decisionmaking, suicide intervention and prevention, military occupational specialty (MOS) tasks, and other training required by UMTs, commanders, staff, soldiers, and family members.
RS planning/operations.
Includes those requirements for conducting readiness tasks and mobilization, deployment, redeployment, and demobilization (MDRD) planning and operations, such as providing the commander with programs for all mobilization requirements involving RS during stability and support operations, special operations, demobilization and redeployment, and planned ministries for families of deployed soldiers.

This page intentionally left blank.

Chapter 2

Unit Ministry Team

Section I – The UMT and Religious Support

Chaplains ordained and endorsed by distinctive faith groups must be people of integrity who consistently live according to the highest principles of the Army and the distinctive faith groups they represent. Chaplain assistants are also expected to be people of the utmost integrity whose lives reflect high moral standards and the values of the Army. The UMT must mirror the Army's values—loyalty, duty, respect, selfless service, honor, integrity, and personal courage (LDRSHIP).

Mission Statement

The mission of the Unit Ministry Team is to provide and perform religious support to soldiers, families, and authorized civilians as directed by the commander.

FM 1-05

Chaplains serve as special or personal staff officers to commanders at all levels of the command, providing professional expertise on free exercise of religious issues, troop and unit morale, quality of life matters, ethical decisionmaking, combat stress, pastoral counseling, and the impact of religion on the operation.

Religious Support Plan

Commanders are responsible for the religious, spiritual, moral, and ethical welfare of all personnel in their command, and they address these religious needs through a religious support plan (RSP). The RSP provides guidance for managing RS assets to cover all religious needs of the organization. The RSP is the commander's plan; the UMT executes that plan for the commander.

UMT Structure

The UMT consists of at least one chaplain and one chaplain assistant. Continued mission and task analysis determines the distribution and size of UMT assets.

The modularity of the Army will increasingly require UMTs to be flexible, adaptable, and scalable to best serve the RS needs of commanders and soldiers.

The UMT is integrated and embedded into the Army force structure as organic and central to the organization. The UMT structure assists the commander in providing religious ministry and support.

Minimum Personnel for a Unit Ministry Team

The minimum personnel requirement for the UMT is one chaplain and one chaplain assistant assigned to the same Army unit.

UMTs are located at all levels of assignment, from battalion level through major Army command (MACOM). Mission requirements and task analyses determines the distribution and size of UMT assets. FM 3-0 and FM 1-05 specify the UMT's mission requirements.

Section II – Religious Support Coverage

It is customary for RS to be expressed in terms of coverage. Traditionally, coverage deals with the support a chaplain and chaplain assistant provide to elements of the unit. RS coverage consists of three types of RS: unit support, area support, and denominational support.

RS Coverage
Unit support.
Support provided to the unit to which the UMT is assigned or attached. The team normally gives first priority to this mission.
Area support.
Support provided to soldiers, members of other services, and authorized civilians who are not a part of the team's unit but operate within the supporting unit's area of operations (AO).
Denominational or faith group support.
Support provided to soldiers and other authorized persons belonging to the chaplain's denomination or faith group. Limited assets affect the availability of specific denominational or faith group support.

Section III – Roles of the Chaplain

Religious Leader

Chaplains personally deliver RS. They have two roles: religious leader and special staff officer.

As a religious leader, the chaplain—

- Executes the RS mission, which ensures the free exercise of religion for soldiers, family members, and authorized personnel.
- Upholds the Army Chaplain Corps values: spirituality, accountability, compassion, religious leadership, excellence, and diversity (SACRED).

The chaplain is a noncombatant and will not bear arms or engage in combatant acts (AR 165-1).

Staff Officer

The chaplain is a staff officer responsible for coordinating the RS assets and operations within the command. The chaplain is a confidential advisor to the commander for RS matters. A chaplain is located at every echelon of command above battalion. In addition to common staff responsibilities, the chaplain's specific responsibilities include—

- Advising the commander on issues of religion, ethics, and morale, including the religious needs of all personnel for whom the commander is responsible.
- Providing commanders with pastoral care, personal counseling, advice, confidentiality, and SACRED confidence.
- Developing and implementing the commander's RSP.
- Exercising staff supervision and technical control over RS throughout the command.

- Providing moral and spiritual leadership to the command and community.
- Coordinating RS with UMTs, religious support teams (RST) of higher and adjacent headquarters, other Services, and multinational forces or coalition partners.
- Translating operational plans into battlespace ministry priorities for RS.
- Helping the commander ensure all soldiers have the opportunity to exercise their religion.
- Advising the commander and staff, with the G5 (S5), on the impact of faith and practices of indigenous religious groups in an AO.
- Performing or providing religious rites, sacraments, ordinances, services, and pastoral care and counseling to nurture the living, care for the dying, and honor the dead.
- Providing RS to the command and community, including confined or hospitalized personnel, enemy prisoners of war (EPW), civilian detainees, and refugees.
- Supporting the commander, as appropriate, in the execution of civil military operations.

Historical Foundations and Values

Chaplains have served in the U.S. Army since the Revolutionary War. The Continental Congress enacted regulations and salaries governing chaplains. George Washington, as Commander-in-Chief, was resolute in his view that chaplains were necessary for the good order of the military and was steadfast in his conviction that only well-qualified clergy should be chosen to serve as chaplains. To Colonel George Taylor, Washington wrote that chaplains should be a clergy of “Character and good

conversation…who will influence the manners of the Corps both by precept and example." On July 29, 1775, the Continental Congress provided for the appointment of chaplains for the Armed Forces. The Chaplain Corps anniversary is recognized on this date, making it the second oldest branch in the Army, preceded only by the Infantry.

Army Chaplaincy values
Spirituality.
The bedrock of all faiths, providing meaning and direction in life.
Accountability.
The means to measure how we practice what we preach.
Compassion.
The love that sees beyond the surface and discerns our common humanity.
Religious leadership.
Interprets the role of leadership prophetically.
Excellence.
The standard of staff work and religious responsibilities.
Diversity.
Being respectful of different views and ideas that are not like our own.

The primary mission of the chaplain is to perform or provide religious ministry to soldiers. The chaplain as a religious leader executes the RS mission, which ensures the free exercise of religion for soldiers and authorized personnel. Essential to providing our Army with the means to practice the religious beliefs of its personnel

is the ability of the chaplain to function in the Army's pluralistic environment.

The chaplain's presence and support to all soldiers assist in the well being and health of the command. A soldier's experience on the battlefield can range from mild to extreme brutality. Combat stress can result in immoral, even inhumane, practices. These practices can include the dehumanizing treatment of friendly troops, enemy prisoners of war or civilians; violations of codes of morality; illegal acts; desecration of sacred places; and disrespect for human life. Through worship, pastoral counseling, and moral instruction, chaplains affirm the value of human life, justice, dignity, and truth, thereby, challenging soldiers to serve their country and their God honorably.

Noncombatant Status

Chaplains will not bear arms or engage in combatant acts. The Geneva and Hague Conventions, Customary and International Law accord the chaplain the status of noncombatant. When captured by enemy forces (detaining powers), the chaplain is not a prisoner of war (POW) but is retained for the sole purpose of ministering to POWs held by the detaining power. See FM 1-05 and FM 27-10 for more information.

Section IV – Roles of the Chaplain Assistant

The chaplain assistant (MOS 56M) is a soldier who has received special technical training to assist the chaplain in accomplishing the RS mission. The chaplain assistant performs two essential roles: staff noncommissioned officer (NCO) and RS provider. The chaplain assistant is vitally important and a full member of the UMT. The

mission of the UMT cannot be fully accomplished without the chaplain assistant. The chaplain assistant must possess a minimum of a secret security clearance and a valid military driver's license. The chaplain assistant is a combatant and bears arms for the UMT.

Combatant Status

As a combatant, the chaplain assistant qualifies with weapons and maintains qualification to provide the following:

- Protection for the UMT during movement.
- Additional protection during the conduct of religious activities in the AO.
- Additional defense, when necessary, of friendly units and positions.
- Defense of wounded soldiers and caregivers, providing life-saving aid.
- Protection of the chaplain, who is a noncombatant.

Note. Because of the requirement to bear arms and the training necessary to accomplish the above tasks, the chaplain assistant or (in the absence of a chaplain assistant) a "special duty" assistant to the chaplain cannot be a conscientious objector.

Scope of Commitment

In the performance of duty, the chaplain assistant must respect and support religious traditions. The chaplain assistant's personal conduct must be consistent with the values supported in the RSP. Apart from official duties, chaplain assistants are entitled to the same right to free exercise of religion, as are the soldiers they support.

In accepting the chaplain assistant MOS, enlisted soldiers accept the high moral and ethical standards of this position. The chaplain

assistant must be committed to the Army values (LDRSHIP), the Chaplain Corps values (SACRED), and The Soldier's Creed.

The chaplain assistant is a soldier who is professionally trained to assist the chaplain in RS and essential to the RS mission. Under the supervision of the chaplain, the chaplain assistant coordinates many details of UMT operations (such as security, travel plans, service locations, and logistics).

Chaplain assistants may participate voluntarily as individuals in lay ministries, as long as it does not interfere with their normal duties. This must be done with the approval and supervision of the appropriate chaplain. For example, chaplain assistants may serve as a Catholic representative or distinctive faith group leader (DFGL) under the same requirements and restrictions as any other lay leader.

The chaplain assistant performs many staff functions. The chaplain assistant attends briefings and monitors the tactical situation. The chaplain assistant assists the chaplain in preparing the religious support estimate (RSE) plan and annex and coordinates religious activities. The chaplain assistant helps assess soldier morale and provides this information to the chaplain. The chaplain assistant performs administrative and logistical tasks to support the RS mission.

The chaplain assistant accompanies the chaplain in the area of operations. As a combatant, the chaplain assistant carries appropriate weapons and provides protection for the team on the battlefield. The chaplain assistant assists with battle fatigue prevention, identification, and reporting. The chaplain assistant also assists with emergency RS for wounded and dying soldiers on the battlefield.

Chaplain Assistant NCO

The chaplain assistant NCO advises the command sergeant major on enlisted issues affected by religion or morale and is an active member of the NCO support channel. The chaplain assistant NCO supervises, mentors, and trains chaplain assistants in subordinate units and participates in the planning process and execution of the RS mission. The chaplain assistant NCO procures contracts for goods and services and coordinates and monitors the Command Master Religious Program.

The chaplain assistant NCO provides training to the unit and to subordinate chaplain assistants in suicide prevention awareness as well as battle fatigue identification and reporting. Chaplain assistant NCOs plan, brief, and perform operational training with other staff NCOs; coordinate enlisted taskings; and recommend the assignment of enlisted personnel.

Chapter 3

Command and Staff

Section I – Roles and Responsibilities

Command is the authority that a commander exercises over subordinates by virtue of rank and assignment. Command is considered a sacred trust provided to the leader by the people of the United States for the lives of its citizens.

Command includes the authority and responsibility for using available resources effectively and for planning, organizing, directing, coordinating, and controlling military forces to accomplish assigned missions. Command also includes the responsibility for the health, welfare, morale, training, and discipline of assigned and attached personnel.

Commander

The commander alone is responsible for all the unit does or fails to do. Commanders cannot delegate this responsibility. The commander has the final responsibility as well as the final decision.

Assistant Commander, Chief of Staff, and Executive Officer

The commander establishes definite responsibilities for assistant commanders, the chief of staff (COS), and the executive officer (XO), who at battalion and brigade levels generally functions as the chief of staff with oversight of the staff. At division level and higher, there will generally be assistant commanders and a chief of staff. The commander prescribes the roles, duties, and relationships of the chief of staff, the staff, and the commanders of subordinate units.

Staff and Chaplain

A military staff is organized to assist the commander with the accomplishment of the mission. The staff's work permits the unit commander to focus combat power rapidly and to protect and sustain the force. The Army chaplain, in addition to being a religious leader, is a member of the commander's personal staff. The chaplain works under the immediate control of the commander and has direct access to the commander. No other officer exercises coordinating staff responsibility over the chaplain.

Section II – Staff Structure

Factors Affecting Staff Organizations

Commanders use their professional knowledge, experience, and leadership style to organize their individual staffs. Several factors influence staff organization:

- Size and diversity of responsibilities.
- Local (distinct) requirements.
- Amount of relevant information (RI) each section manages.
- Availability, qualifications, and performance of personnel.

- Organization and locations of command posts (CP).
- Mobility requirements.
- Requirements for 24-hour operations and security.
- Ability to combine related activities.
- Desired span of control.
- Commander and chief of staff preferences.

Authorizations for Staff Organizations

Every organization and activity requires an authorization document that states a unit's approved structure and resources (see FM 100-11). It is the basis and authority for personnel assignments and equipment requisitions. This document is a modified table of organization and equipment (MTOE), a table of distribution and allowance (TDA), or a combination of both.

A table of organization and equipment (TOE) is a standard authorization document that prescribes organizational structure, personnel, and equipment requirements of a military unit. Commanders establish wartime authorizations by developing an MTOE from the TOE for their individual units. Commanders prescribe, in more detail, organization, personnel, and equipment authorized to accomplish doctrinal missions in specific operational or geographical environments or at specific points on a modernization path. Commanders can change their individual MTOEs with Department of the Army approval.

A TDA prescribes organizational structures for units with support missions or functions where no TOE exists. They may include civilian positions. TDAs are unique authorization documents. They help staffs attain the most efficient operational capability possible—

using the command's force-structure manpower spaces—to accomplish specific missions and functions. Types of TDAs include mobilization, augmentation, and full-time support.

Basic Staff Structure

Staffs at every echelon are structured differently; however, all staffs are similar. The basic staff structure includes a chief of staff (COS) or executive officer (XO), and three staff groups: coordinating, special, and personal. The number of coordinating, special, and personal staff officers within each staff group varies at different levels of command. Commanders may integrate TDA staffs with MTOE staffs to promote unity of effort and save resources.

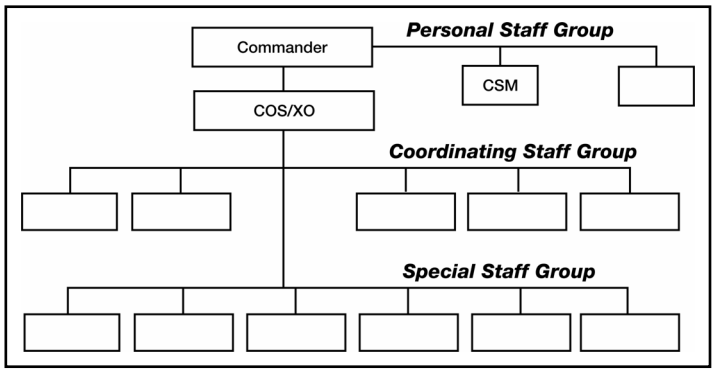


Figure 3-1. Generic staff structure

The COS/XO is the commander's principal staff officer. He directs staff tasks, oversees staff coordination, and ensures efficient and prompt staff actions. The COS oversees coordinating and special staff officers. He does not necessarily oversee the personal staff officers, although he normally interacts with them. The commander normally delegates authority to the COS for executive management of coordinating and special staff officers.

Coordinating staff

Coordinating staff officers are the commander's principal staff assistants. They are directly accountable to the COS/XO. They have functional responsibilities over one or a combination of fields of

interest. Collectively, through the COS/XO, coordinating staff officers are accountable to their commander for all their responsibilities. The staff is not accountable for fields of interest the commander decides to control personally.

Commanders may designate coordinating staff officers as assistant chiefs of staff, deputy chiefs of staff, directors, or regular staff officers. These positions generally reflect the degree of authority the commander delegates to them and the scope and complexity of operations the command conducts. However, commanders establish a staff officer's actual authority, if it is not inherent in the position's title.

Coordinating staff officers' authority is limited to advising, planning, and coordinating actions within their individual fields of interest. They also exercise planning and supervisory authority over designated special staff officers. Commanders may also delegate to coordinating staff officers additional authority to act on specific matters within the staff officer's field of interest.

Directors have staff and line authority. For example, directors of logistic operations might be responsible for operating support activities in addition to their normal responsibilities. Typically, commanders delegate to directors significant responsibility for specific functions and the authority necessary to accomplish them.

Normally, coordinating staff officers have a direct interest in other staff officers' fields of interest. Clearly defined staff responsibilities are necessary to facilitate coordination and eliminate conflict. Unit SOPs or organization and functions manuals contain procedures that specify primary responsibilities and coordination requirements.

Coordinating staff officers are responsible for collecting information and analyzing its implications and impact on the command. More important, coordinating staff officers provide timely and accurate recommendations to their individual commanders to help them make the best possible decisions. While doing so, they often request and receive information and recommendations from special staff officers. They also inform other coordinating staff officers, as required.

Special staff officers

Special staff officers help commanders and other staff members perform their functional responsibilities. The number of special staff officers and their duties vary with the level of command. Special staff sections are organized according to professional or technical responsibilities. For example, the fire support coordinator (FSCOORD) is the staff officer responsible for fire support. In some cases, special staff officers command units. For example, the division FSCOORD is normally the division artillery commander. Chaplains may be selected as a special staff officer and remain as a personal staff officer to the commander.

The commander delegates planning and supervisory authority over each special staff function to a coordinating staff officer. Although special staff sections may not be integral to a coordinating staff section, there are usually areas of common interest and habitual association. For example, a division G3 coordinates matters relating to fires with the FSCOORD, engineer coordinator (ENCOORD), Marine liaison team (MLT) commander, aviation coordinator (AVCOORD), and air liaison officer (ALO).

Special staff officers usually deal routinely with more than one coordinating staff officer. For example, the provost marshal (PM)

usually functions under the G3, but coordinates with the G1, G2, G4, G5, and G7.

Personal staff

Personal staff members work under the commander's immediate control. They may also serve as special staff officers when they coordinate with other staff members. When performing their duties as special staff officers, personal staff officers may work through the COS/XO and under a coordinating staff officer for coordination and control purposes. Members of the personal staff include—

- Personal assistants, such as aides-de-camp.
- Personnel the commander supervises directly.
- Personnel who, by law or regulation, have a special relationship to the commander.

Personal staff officers work under the immediate control of, and have direct access to, the commander. The commander establishes guidelines or gives guidance on when a personal staff officer informs or coordinates with the COS/XO or other staff members.

Some personal staff officers have responsibilities as special staff officers and work with a coordinating staff officer. They do this case-by-case, depending on the commander's guidance or the nature of the task. Personal staff officers may also work under the supervision of the COS XO.

By law or regulation, personal staff officers have a unique relationship with the commander. Typical personal staff officers on a commander's staff are the—

- Command sergeant major (CSM).
- Aide-de-camp.
- Chaplain.

- Inspector general (IG).
- Public affairs officer (PAO).
- Staff judge advocate (SJA).

Chaplain. The chaplain is the personal staff officer responsible for RS operations. The chaplain advises the commander on matters of religion, morals, and morale, as affected by religion, and on the impact of indigenous religions on military operations. The chaplain works under the immediate control of the commander and has direct access to the commander. No officer exercises coordinating staff responsibility over the chaplain. The chaplain's responsibilities include—

- Advising the commander on the issues of religion, morals, and morale as affected by religion, including the religious needs of all assigned personnel.
- Providing the commander with pastoral care, personal counseling, advice, and privileged communications.
- Developing and implementing the commander's RS program.
- Exercising staff supervision and technical control over RS throughout the command.
- Providing moral and spiritual leadership to the command and the community.
- Coordinating RS with UMTs of higher and adjacent headquarters, other Services, and multinational forces.
- Translating operational plans into battlefield ministry priorities for RS.
- Helping the commander ensure that all soldiers have the opportunity to exercise their religion.

- Advising the commander and staff of the impact faith and practices of indigenous religious groups have in an AO (with the G5 [S5]).
- Performing or providing religious rites, sacraments, ordinances, services, and pastoral care and counseling to nurture the living, care for the dying, and honor the dead.
- Providing RS to the command and community, including confined or hospitalized personnel, EPWs, civilian detainees, and refugees.
- Providing liaison to indigenous religious leaders (with the G5 [S5]).
- Training, equipping, and supporting subordinate chaplains and chaplain assistants.

Staff Authority

Staff responsibility assignment does not confer command authority over other staff officers or over any other elements of the command. Battalion or higher-level commanders delegate authority to the chaplain to take final action on RS matters within command policy. The authority delegated to the chaplain varies with the level and mission of the command and the immediacy of operations for the command. The commander retains overall responsibility.

The chaplain is responsible for the manner in which delegated authority is exercised and for the results obtained. When chaplains exercise staff authority on behalf of the commander, they must ensure that all authority is exercised in a professional manner consistent with the Army and Chaplain Corps Values. The chaplain is also responsible for any authority temporarily assumed while acting in the commander's name in response to an emergency situation. However,

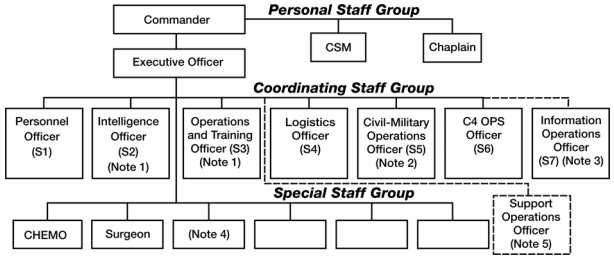
the chaplain does not command. Rather, the chaplain exercises delegated authority through supervision.

Section III – Responsibilities and Duties of Battalion, Brigade, and Division Staff Officers

The principal staff officers at battalion and brigade are the S1 (personnel and adjutant), S2 (intelligence), S3 (plans and operations) and S4 (logistics). Their counterparts at division are the G1, G2, G3 and G4, respectively. A G5 (civil-military operations officer) is found at division level. Current tables of organization and equipment (TOE) do not authorize an S5 at battalion and brigade level.

When an S5 is not provided, the S3 performs this function. However, an S5 may be authorized this function at battalion and brigade levels by modified table of organization and equipment (MTOE) or by local command action for units engaged in internal defense and development (IDAD) or foreign internal defense (FID) operations.

At battalion and brigade levels, an XO is second in-line-of-command to the commander and directly supervises the staff. At division, a COS fulfills overall supervision of the principal staff.



Notes:

1. In combat service support (CSS) units, the functions of the S1 and S2 are usually combined.
2. In units where the TOE or TDA does not authorize an S5, the commander gives an officer (usually the S3) the responsibility for civil-military operations.
3. Selected brigades only.
4. For brigades and battalions not authorized a specific special staff officer, the commander appoints an officer to perform the function as an additional duty, if required. The command may form other staff groups when Department of the Army or the ASCC authorizes.
5. In support battalions, a support operations officer is added to the coordinating staff.

Figure 3-2. Generic battalion and brigade staff model

The following are major staff responsibilities. See FM 6-0 for additional details.

Executive Officer (XO)

- Supervises all tasks assigned to the staff.
- Directs the efforts of coordinating and special staff officers.
- Integrates and synchronizes plans and orders.
- Supervises management of the CCIR.
- Establishes, manages, and enforces the staff planning timeline (per the commander's guidance).
- Supervises the targeting and other cross-forward line of own troops (FLOT) planning cells.
- Integrates fratricide countermeasures into plans and orders.
- Determines liaison requirements, establishes liaison information exchange requirements, and receives liaison teams.
- Directly supervises the main command post (CP) and headquarters cell, including displacement, protection, security, and communications.
- Monitors the staff's discipline, morale, and operational readiness.
- Conducts staff training.
- Ensures staff work conforms to the mission, commander's guidance, and time available.
- Ensures the staff integrates and coordinates its activities internally and with higher, subordinate, supporting, supported, and adjacent commands.
- Ensures all staff sections participate in, and provide functional expertise to, intelligence preparation of the battlefield (IPB), managed by the G2 (S2) in coordination with the G3 (S3).

- Informs the commander, deputy or assistant commanders, other primary staff officers, and subordinate unit COSs about new missions, instructions, and developments.
- Directs and supervises staff planning.
- Supervises ISR integration.
- Ensures the staff renders assistance to subordinate commanders and staffs.
- Integrates risk management across the staff throughout the operations process.
- Maintains knowledge of all directives, orders, and instructions the commander issues to the staff, subordinate commanders, and subordinate units and verifies their execution.

S1/G1

The S1/G1 is the principal staff officer for matters concerning human resources and is responsible for the following:

- Prepares administrative plans, orders, and estimates.
- Maintains unit strength manpower.
- Develops replacement policies and requirements.
- Provides soldier support services.
- Ensures the safety of personnel and prevents accidents.
- Ensures that discipline, law, and order are maintained within the command.
- Manages headquarters administration.
- Provides administrative support for other personnel (for example, enemy prisoners of war, augmentees, and others).

S2/G2

The S2/G2 is the principal staff officer for military intelligence matters and is responsible for the production of intelligence, including the following:

- Recommends priority intelligence and information requirements.
- Identifies requirements for reconnaissance, surveillance, and target acquisition.
- Requests, receives, and processes information from other intelligence elements.
- Processes information into intelligence.
- Supervises and coordinates the command's intelligence collection and target acquisition activities.
- Conducts IPB.
- Disseminates intelligence
- Conducts counter intelligence and intelligence training.

S3/G3

The S3/G3 is the principal staff officer for operations, organization, and training and is responsible for the following:

- Recommends priorities for allocating critical resources for the command (such as, ammunition basic loads, allocation of nuclear and chemical ammunition, required supply rates, need for unit replacements).
- Maintains a current operations estimate of the situation.
- Prepares operation plans and orders.
- Estimates the number and type of units to be organized and equipped.
- Assigns, attaches, and detaches units, detachments, or teams.

- Receives units, detachments, or teams and orients, trains, and reorganizes them.
- Processes The Army Authorization Documents System (TAADS) reports and submits modified or recommended changes to TOEs.
- Trains.
- Identifies training requirements based on the combat and garrison missions and trains status of the unit.
- Ensures that training requirements for combat are oriented on conditions and standards of combat, not administrative convenience.
- Prepares and carries out training programs, directives, and orders; plans and conducts field exercises.
- Determines the requirements for, and allocation of, training aids and facilities, including ammunition for training.
- Organizes and conducts schools.
- Plans and conducts training inspections and tests.
- Compiles training records and reports.
- Maintains the unit readiness status on each unit in the command.
- Plans the training budget and monitors the use of training funds. UMTs should be aware that S3/G3 training funds are available for their use to conduct and participate in various training activities.
- Supervises psychological operations (PSYOP).
- Incorporates electronic warfare into operation plans.
- Identifies the command's operational security (OPSEC) and OPSEC support needs.

- Assumes staff responsibility for civil-military operations in the absence of an S5 (corresponds generally to those stated for the G5 in FM 101-5).

S4/G4

The S4/G4 is the principal staff officer for logistics and is responsible for the following:

- Ensures supply and equipment requirements are requisitioned, procured, stored, distributed, accounted for, and secured.
- Ensures that all equipment is properly maintained, including monitoring and analyzing the maintenance status, determining maintenance requirements, and recommending maintenance priorities.
- Supplies transportation support required by the command.
- Provides services, including facilities, installations, real estate, real property, food service, fire protection, and personal services.

G5

A division G5 is the principal staff officer for the commander in all matters pertaining to the civilian impact on military operations and the political, economic, and social effects of military operations on civilian personnel in the area of operations. The G5 is responsible for the following:

- Advises, assists, and makes recommendations relating to civil-military operations, including the impact of psychological operations (in coordination with the G3) on the civilian population.

- Recommends policy for civil-military activities and prepares, implements, and supervises the execution of all civil affairs plans.
- Prepares, estimates, and conducts surveys and studies in support of all civil-military activities.
- Prepares and supervises the execution of the civil-military portion of all operation and administrative/logistics plans and orders.
- Determines the requirements for resources to accomplish civil-military activities of the command.
- Recommends command policy concerning obligations between civil and military authorities and policy concerning the population of the area of operations and activities arising from treaties, agreements, international law, and U.S. policy.
- Advises the commander on matters pertaining to the civil population, local government, institutions, economy, and the availability of local labor and economic resources for military use.
- Advises the commander on the impact of friendly nuclear and chemical weapon employment and the impact of enemy employment on the civilian population.
- Provides technical advice and assistance in the reorientation of enemy defectors, enemy prisoners of war, and civilian internees/detainees.
- Provides advice and assistance to host governments, civil organizations, and allied armed forces in all aspects of civil-military operations.

Section IV – Characteristics of Staff Officers

FM 22-100 discusses the values, attributes, skills, and actions expected of all leaders. As Army leaders and personal staff officers, chaplains are expected to possess and develop leader characteristics and skills; however, staff work requires specialized applications. A good chaplain leads an UMT that demonstrates the following:

- Competence.
- Initiative.
- Creativity.
- Flexibility.
- Self-confidence.
- Loyalty.
- Team player.
- Effective manager.
- Effective communicator.

Competence

Effective staff officers are competent in all aspects of their functional responsibilities and know their duties. They are familiar enough with the duties of other staff members to accomplish vertical and lateral coordination. Commanders expect staff officers to analyze each problem and know—not guess—the correct answer before making a recommendation. Staff officers must possess the moral courage to admit when they do not know something.

Initiative

Staff officers exercise subordinates' initiative. They anticipate requirements rather than wait for taskings. They do not wait for orders. They anticipate what the commander needs to accomplish the

mission and prepare answers to those questions before they are asked. Effective staff officers know the commander's intent two levels up and operate within their own commander's intent. They do not hesitate to take advantage of opportunities. In the commander's absence, they exercise the authority delegated to them to achieve the commander's intent. When exercising subordinates' initiative, staff officers report their actions to the commander as soon as possible.

Creativity

Commanders are always looking for new and innovative solutions to problems. Thus, effective staff officers are creative in researching solutions to difficult and unfamiliar situations. If they cannot recommend a course of action (COA) in one direction or area, they find an alternative. As team players, staff officers draw on the creativity of all staff and command members. Staff officers brief solutions, not problems. They always give the commander a recommended COA.

Flexibility

Staff officers require the maturity and presence of mind to keep from becoming overwhelmed by changing requirements and priorities. Commanders often change their minds or redirect the command after receiving additional information or a new mission. They may not share with the staff the reason for such a change. Staff officers remain flexible and adjust to changes. They master setting priorities when there are more tasks to accomplish than time allows. They learn to juggle multiple commitments simultaneously. It is essential that staff officers meet suspenses; the commander and other staff members depend on their contributions to decisionmaking. Staff officers meet suspenses or request a time or priority adjustment in advance.

Self-confidence

Staff officers possess mental discipline and self-confidence. They understand that all staff work serves the commander, even if the commander rejects the resulting recommendation. Staff officers do not give a "half effort" when they think the commander will disagree with their recommendations. Effective staff work helps commanders make the best possible decisions.

Staff officers develop multiple sides of an issue. They do not bias the evaluation criteria in favor of any COA. Staff officers give the commander an unbiased look at a problem and recommend the best possible solution.

Staff officers understand that a five-minute answer for the commander may require ten hours of staff work. Spending that much time appears to be worth the return. In-depth research by staff officers relieves commanders of that task, allowing them to focus on the overall operation. Furthermore, the knowledge staff officers develop for the commander is a form of professional development. It gives them experience needed to base future decisions as staff officers and commanders. During a crisis, knowledge of what works provides the basis for self-confidence that underlies subordinates' initiative.

Loyalty

Staff officers are loyal to the commander and the soldiers of the command. This means staff officers tell the commander what they believe, not what the commander wants to hear. Staff officers require moral courage. They must be willing to tell the commander good and bad news. Staff work eventually affects soldiers who must execute

staff officer recommendations the commander approves. Staff officers never forget that their recommendations affect soldiers.

Team Player

Staff officers are team players. They cannot complete staff actions and staff work in a vacuum. They must advise, consult, and cooperate with others. They are prepared to represent another's decisions and to sacrifice individual interests when the overall good requires it. Staff officers maintain a pleasant disposition. This practice contributes to effective cooperation and coordination.

Effective Manager

Good staff officers effectively manage time and resources. Time is always critical. Staff officers consider not only their own time, but that of other staff members and subordinate units as well. Staff officers recognize that not all projects can be the highest or second highest priority. They set reasonable suspenses that allow completion of lower priority (but nonetheless important) projects.

Staff officers are good stewards of resources (people, environment, and money) the Nation entrusts to their care. They are diligent in efforts to efficiently manage these resources and preserve the environment. They avoid waste, destruction, and duplication of effort.

Effective Communicator

Effective communication is crucial for staff officers. They must be able to clearly articulate and effectively present information orally, in writing, and visually (with charts and graphs). Staff officers routinely brief individuals and groups. They know and understand briefing techniques that convey complex information in easily understood

formats. They can write clear and concise orders, plans, staff studies, staff summaries, and reports (see FM 5-0).

Efficient staff officers use current computer technology. This includes being able to produce visual briefing aids—such as, charts, graphs, slides, and multimedia products. They are proficient in using computer technology—such as, word processing, electronic mail, and other available resources—to manage time and to solve problems.

Staff officers frequently prepare briefings and written documents for the commander or higher staff officers. They prepare these products as if they are going to sign or brief them personally.

Section V – Military Channels

Command

Command channels are official links between headquarters for communication from commander to commander. All orders and official instructions are transmitted from higher level to lower level commanders via these channels. Staff officers use command channels when acting "for the commander." By using command channels, official plans and orders affecting the religious program (such as RSP) are also transmitted.

Staff

Staff channels are used for coordination and for passing information between members of the staff. Staff channels are also used for communications between staffs of different units. These channels are staff-to-staff links between headquarters for the coordination and transmission of information.

Technical

Technical channels are links between two commands for transmission of technical instructions. Commanders and staff officers use these channels when given the authority, due to the technical nature of their official activities. Technical channels are used for communications among UMTs at all levels, including chaplains and RS personnel from other units and services. These channels are used to send reports and instructions, seek advice, coordinate RS, meet denominational requirements, and share professional data. Technical channels are not used to convey orders or communicate policy.

Section VI – Command Posts

A command post (CP) is established to assist the commander in providing for acquisition, consolidation, and coordination of the critical information necessary to control the operation. This integration of staff functions assists the commander in synchronizing combat power and enhances the ability to respond rapidly to changes in the tactical situation. At brigade and battalion levels, command posts are normally organized into tactical, main, and alternate command posts.

Tactical Post

At battalion level, the tactical posts usually referred to as the command group or "jump" tactical operations center (TOC). The tactical assault center (TAC) is the forward echelon of the headquarters. It is normally located forward on the battlefield so the commander can directly influence the battle.

The TAC is normally employed when a key phase of the operation requires additional control, when the main command post is displacing, or when disposition of forces over extended distance requires communications relay.

The main CP is primarily a coordination, information, communication, and planning center. It is located to the rear of the forward deployed forces. At division level, this means out of the range of most enemy artillery. The CP operates under the control of the chief of staff/executive officer and is organized into shifts to ensure continuous 24-hour operations.

In general, the following elements are present in the TAC operations.

Brigade
S3, representatives from the fire support element (FSE), tactical air control party (TACP), brigade airspace management element (BAME) and other staff, as required.
Battalion
S3, fire support officer (FSO), fire support coordinator (FSCOORD), and air liaison officer (ALO).

Main Command Post

The main CP consists of staff activities involved in sustaining current operations and plans for future operations. The TOC is the focal point for those operations within the CP.

The ministry team coordinates with the G2/S2 or G3/S3 to ensure that team members have access to the TOC and, when appropriate, the emergency operations center (EOC).

The CP staff may vary depending on the nature of the operation. In general, the following elements are present:

Brigade
S2, S3, FSE, TACP, BAME, communications, representatives from the engineers, MI, other task-organized combat support elements, and other staff sections, as appropriate.
Battalion
S2, S3, FSE, FSCOORD, TACP, representatives from other task-organized combat support elements, and other staff sections, as appropriate.
Note: At battalion level, the TOC is the battalion main CP. The minimum staff required at battalion level to ensure effective TOC functioning is S2, S3, and FSCOORD.

Alternate Command Post

An alternate CP is normally designated to ensure continuity of operations during displacement (particularly if a TAC is not employed) or in case of serious damage to the main CP. Complete staffing of an alternate CP with personnel and equipment is normally not possible. However, sufficiently trained personnel and equipment should be on hand to provide immediate continuity until additional personnel join the alternate CP.

The alternate CP monitors the battalion (or brigade) command net and maintains a duplicate staff journal and situation map. The alternate CP should be able to perform the functions of the main CP.

Alternate CP Operations

The following staff is designated for alternate CPs.

Brigade
Subordinate BN TOC; direct support artillery BN TOC; and BDE administrative/logistics operations center (ALOC).
Battalion
Combat support company CP (antitank company CP—"J" series TOE); heavy mortar platoon CP; a reserve company (until committed); and BN ALOC in the trains.

Battalions and brigades also operate combat trains command posts (CTCP) and field trains command posts (FTCP).

This page intentionally left blank.

Chapter 4

Decisionmaking, Plans, and Orders

Section I – Military Decisionmaking Process

The commander and staff use the military decisionmaking process (MDMP) to reach and execute tactical decisions. The UMT participates in this collaborative planning process with other staff sections. RS planning is continuous, detailed, and systematic, examining all factors relating to the operation. Some actions occur in sequence; others take place concurrently. Time available, urgency of the situation, and the judgment of the commander affect the MDMP, which is outlined in figure 4-1.

When time does not allow formal procedure, the commander must take the necessary action to ensure timely decisions. The commander may have to proceed through the decisionmaking process and issue oral orders based on knowledge of the situation, without taking the time required to formally include the staff in the process.

The chaplain and chaplain assistant must decide what action to take and recognize when a decision of the commander is necessary.

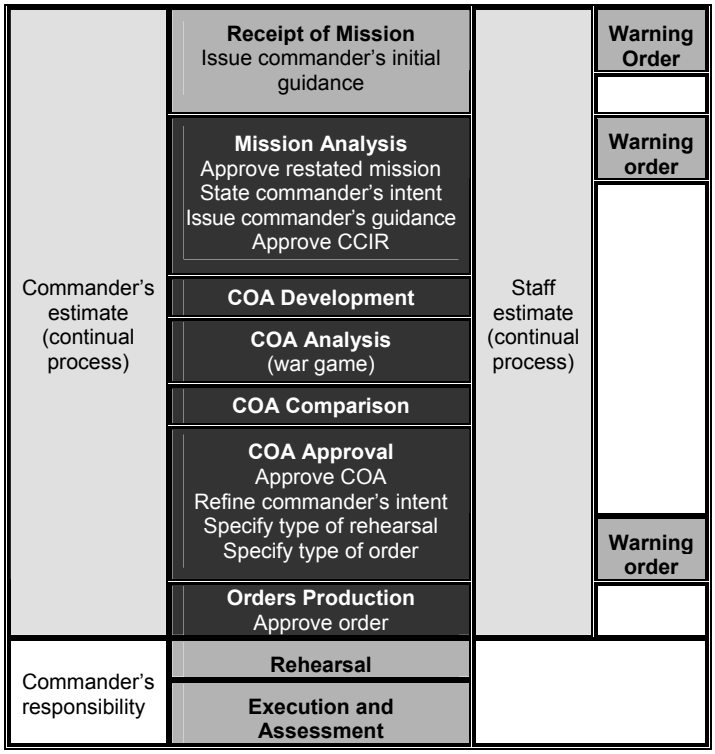


Figure 4-1. Military decisionmaking process

Section II – Commander and Staff Actions in the Decisionmaking Process

Understanding the intent of the commander allows the subordinate to execute the mission in the absence of communications. It is a means of further instructions or to adjust plans to capitalize operational opportunities that support the commander's goals.

Mission

The commander is assigned by higher headquarters to develop the mission. The commander either initiates mission analysis at this point or requires, requests, and develops additional information.

Commander

The commander and staff exchange information about the mission and the staff provides the commander with information on the current situation required to complete the mission analysis.

Mission Analysis

Mission analysis ensures that the commander identifies all tasks required to accomplish the mission. Some tasks are specified in the operation plan or order, as received from higher headquarters. Other tasks may be implied by the situation, mission, and purpose of the operation and must be deduced by the commander during the analysis. The commander relates the tasks, if possible, to the terrain or enemy.

Restated Mission

The restated mission is a clear, concise statement of the specified and implied tasks to be accomplished by the command and the goals to be achieved. Based on the commander's mission analysis, the restated mission includes only the tasks that are essential to the overall success of the mission. Tasks that are routine or inherent responsibilities of a commander are not included.

The restated mission becomes the basis of the commander and staff's estimates and is paragraph 1 (situation) of those estimates, oral or written. The restated mission is also paragraph 2 (mission) of the command's operation plan or order.

Planning Guidance

The commander provides planning guidance to the staff, as required. The commander may choose to issue initial planning guidance to the staff when the restated mission is announced.

Section III – Estimates

Staff members assist the commander in reaching a decision by making estimates in their assigned areas of responsibility.

Staff estimates—

- Provide an analysis of the factors (within the staff officer's particular field of interest) that influence the accomplishment of the command's mission.
- Identify factors that affect formulation analysis and comparison of feasible COAs.
- Provide recommendations for the commander of feasible COAs.

The UMT develops the RSE that becomes the basis for the RSP. Development of the RSE ensures the careful and intentional planning of RS. In the development of the RSE, the chaplain considers the—

- Location and movement of the UMT during all phases of the operation.
- Logistical and communication support required for specific missions.
- Replacement and/or augmentation of UMT members in the event UMT members become casualties or are unable to meet all RS needs during especially intense fighting.
- Religious, moral, and morale issues that affect the soldiers and the unit.
- Impact of indigenous religions on the military operation.

The preparation of the estimate follows a logical, continuous, and methodical process to provide the appropriate RS for the commander's selected COA.

In conjunction with other staff sections, the UMT prepares the RSE using the staff estimate preparation process.

Staff estimate preparation process
Note. UMTs include the religious preference profile and facts pertaining to the indigenous religions of the area of operations.
Gather facts and assumptions.
Facts are statements of known data concerning the situation and include the following: - Enemy and friendly dispositions. - Available troops. - Unit strengths. - Materiel readiness. - Mission and the commander's intent.

Staff estimate preparation process
An assumption is a supposition about the current or future situation, assumed to be true. Assumptions are necessary only when they bear directly on the planning or execution of the plan.
Analyze the mission.
The UMT participates with the rest of the staff in mission analysis by identifying specified and implied RS tasks.
The UMT considers religious factors that may directly affect the mission (see FM 101-5, appendix J).
Develop courses of action.
As the staff begins to develop COAs, the chaplain considers the religious, moral, and ethical implications of each proposed COA and how to provide RS. The chaplain also leads the UMT in considering the impact of indigenous religions on the operation.
While the operations officer formulates the tactical possibilities, the chaplain and other staff officers consider how to integrate their functional areas into each COA.
Analyze and compare courses of action.
COA analysis consists of two parts: war gaming and COA comparison. Through this process, the staff identifies the best COA to recommend to the commander.
During the war gaming phase of the MDMP, chaplains must pay particular attention to where the casualties are expected.
Make a recommendation.
After choosing the best COA, the staff briefs the commander.
The UMT uses the concepts of support developed during the RSE process to prepare the RS annex or plan.

Section IV – Operational Plans and Orders

Plans and orders are used to disseminate the commander's decision and concept. They usually require compromise between speed, responsiveness, orderly procedure, and detailed planning and are reviewed constantly. While an operation is in progress, fragmentary orders can be used to make changes to previous instructions.

The art of planning is to anticipate. A plan is a continuous, evolving framework, used as a reference point rather than a blueprint.

Plans

Success in planning rests on the ability to accomplish four tasks:

- Understand the full scope of the situation.
- Analyze the situation to discern what is important—the key elements of operational design.
- Devise simple, effective, and flexible plans.
- Prepare the force to execute those plans.

Consider factors of the situation following the METT-TC outline (see table 4-1).

Table 4-1. METT-TC outline

Acronym	Definition	Situation factors
M	Mission	The UMT identifies specified or implied RS tasks from the higher headquarters operation plan (OPLAN) or operation order (OPORD). For example, a requirement to provide area RS may be implied but not specified by a higher headquarters task organization. Other considerations may include protection of religious shrines, artifacts, or sacred places in the AO.
E	Enemy	The team identifies how the enemy can threaten the RS mission. For example, enemy activity in rear areas may restrict team travel and necessitate additional area support requirements. The team may also consider how religion plays a part in the enemy's capacity or inclination to fight.
T	Terrain and weather	The UMT assesses the terrain and weather in the AO. Trafficability, weather extremes, and the amount of daylight affect the RS mission. Consider observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach (OCOKA [see Table 4-2. OCOKA guide]).

Table 4-1. METT-TC outline

Acronym	Definition	Situation factors
T	Troops and support available	RS is focused on soldiers. What soldiers are doing often determines their availability for RS. The UMT adjusts its plan to match the soldiers' schedules and meet their needs. The UMT must also assess the level of anxiety and fatigue among the troops to shape its ministry to the soldiers more effectively. The UMT advises the commander on the moral and spiritual health, morale, and welfare of soldiers.
T	Time available	The UMT assesses the time required for planning and the time available for executing the RS mission. The amount of planning time determines the detail of the plan. The team considers the travel time to each unit, preparation time, and available light.
C	Civil considerations	The UMT researches and advises the command on the religious attitudes and activities of the civilian population, religious and cultural dynamics, religious organizations, and religious leaders within the battlespace. Coordination with civil-military operations (CMO) personnel is essential. The chaplain advises the commander regarding civil concerns and their impact on the mission: 📖 Understand the operational religious environment.

Table 4-1. METT-TC outline

Acronym	Definition	Situation factors
		🕮 Recognize religious implications for COAs during planning. 🕮 Anticipate and control negative impacts on the local religious climate. 🕮 Consider long-term effects of operations on the indigenous religious climate. 🕮 Ensure legitimacy and credibility of friendly forces. 🕮 Balance operational priorities with concern for religious freedom. 🕮 Minimize negative effects of operation on unit soldiers belonging to the same faith group as the local population.

In considering the effects of terrain and weather on enemy and friendly forces, the following OCOKA guide is commonly used (see Table 4-2).

Table 4-2. OCOKA guide

Acronym	Definition	Explanation
O	Observation and fields of fire	The leader considers ground that allows observation of the enemy throughout the area of operation. The leader considers fields of fire in terms of the characteristics of the weapons available (for example, maximum effective range, the grazing fire, required, the arming range, and time of flight for antiarmor weapons).
C	Cover and concealment	The leader looks for terrain that will protect the unit from direct and indirect fires (cover) and aerial and ground observation (concealment).
O	Obstacles	In the attack, the leader considers the effect of restrictive terrain on the ability to maneuver. In the defense, the leader considers how to tie in obstacles to the terrain to disrupt, turn, fix, or block an enemy force and protect the unit from enemy assault.

Table 4-2. OCOKA guide

Acronym	Definition	Explanation
K	Key terrain	Key terrain is any locality or area whose seizure or retention affords a marked advantage to either combatant. The leader considers key terrain in the selection of objectives, support positions, and routes in the offense and on the position of the unit in the defense.
A	Avenues of approach	An avenue of approach is an air or ground route of an attacking force leading to its objective or key terrain in its path. In offense, the leader identifies the avenue of approach that affords the greatest protection and places the unit at the enemy's most vulnerable spot. In defense, the leader positions key weapons along the avenue of approach most likely to be used by the enemy.

Plans provide the coordinated actions required to carry out the decision of the commander to conduct a future anticipated tactical operation. Plans can be written or presented orally and are kept current with the changing combat situation.

Classes of Orders

There are two general classes of orders:

- Routine: Routine orders cover normal administrative operations and include general, special, and letter orders; court-martial orders; bulletins; circulars; and memoranda.
- Combat: Combat orders pertain to strategic or tactical operations and the associated combat service support in the field. They may be initially issued as a plan to become a specified order or issued, as contingencies arise.

Under field and combat conditions, the UMT uses information from five types of combat orders to plan and provide ministry and RS.

Types of combat orders

- Warning order. The warning order (WARNO) is a preliminary notice of an order or action that is to follow. Warning orders help subordinate units and their staffs prepare for new missions. It clearly informs the recipient of required tasks now and of possible future tasks. However, a WARNO does not authorize execution (other than planning) unless specifically stated.
- Operation order. An operation order (OPORD) allows coordinated action to carry out the decision of the commander conducting an operation. The term “operation order” is general and includes movement orders.
- Movement order. A movement order gives advance notice of an action or an order that is to follow. It is usually issued as a brief oral or written message.
- Fragmentary order. A fragmentary order (FRAGO) is a form of operation order. A FRAGO contains information of immediate concern to subordinate units. Usually issued as oral or written messages, a FRAGO provides brief, specific, and timely

instructions without loss of clarity. Fragmentary orders are normally issued after an OPORD. The FRAGO changes or modifies the OPORD. A FRAGO has no prescribed format.

📖 Administrative/logistics order. An administrative/logistics order (ADMIN/LOGO) stipulates coordinated combat service support for the command.

Section V – Annexes and Appendixes of Orders

Annexes provide details not readily incorporated into the basic order and keep the basic text short. They should increase the usefulness of the basic order by providing combat support, combat service support, and administrative details and instructions that amplify the basic order.

An annex/appendix can be a written text, a matrix, a trace, an overlay, an overprinted map, a sketch, a plan, a graph, or a table. Annexes are components to an order but not required, if deemed unnecessary. They are sequenced alphabetically in capital letters and have one or more appendixes numbered in Arabic numerals.

> **Note**: Annexes are referenced in the body of the OPORD and are listed under the heading "Annexes" at the bottom of the order.

Appendixes contain information necessary to expand an annex. Follow the five-paragraph filed order format to prepare these documents. A sample RS appendix is provided in the RS planning appendix.

Religious Support Plan

The staff officer with responsibility for the activity or services covered in the annex/appendix prepares the document. The chaplain and the chaplain assistant prepare the RSP for each tactical operation, based on the chaplain section SOPs to be incorporated into the OPLAN.

Annexes may be issued simultaneously with the order or distributed separately. Annexes include the following:

- Details that amplify the basic order (such as operation overlay and intelligence instructions).
- Combat support instructions (such as fire support and engineer).
- Administrative details (such as service support overlay, traffic circulation, and control instruction).
- Information or instructions on related operations (such as civil affairs, area damage control, psychological operations, rear area security, reconnaissance, and surveillance).
- Other information or directions required to amplify the order.

Section VI – Standing Operating Procedures

Unit Job Performance Standards

SOPs establish a standard for job performance within a unit. An SOP informs people of what is to be done, how it will be done, and who will do it. UMTs need to prepare SOPs. SOPs define a standard way to do a task, prevent repeated questions about how to do a specific job, set up procedures for a new task or organization, or change a current SOP required to improve job performance.

SOPs must accomplish the following:

- Include the title, number, scope, and definition of terms, responsibilities, procedures, and references. (Use appendixes for detailed information.)
- Agree with all current governing publications and directives.
- Present clear, concise descriptions of procedures and responsibilities so anyone who has to perform tasks can easily understand them.
- Be grammatically correct and contain correct punctuation, spelling, capitalization, and word usage.

To develop an SOP—

- Read current regulations having a direct bearing on the tasks.
- Examine flow process charts, work distribution charts, and physical layout charts, if applicable.
- Ask personnel involved in the activity what procedures they currently use to perform tasks. (Take notes as necessary.)
- Compare procedures with regulatory guidance. (Note variations and discrepancies.)
- Determine the best available or most efficient procedure that conforms to current directives.
- Include the following elements in the SOP draft:
  - Title. The subject matter covered by the SOP.
  - SOP number and date. Number all SOPs in sequence. If there are ten previous SOPs established for your office, the next one is number eleven.
  - Paragraph 1. Purpose: State what activity or procedure the SOP establishes.
  - Paragraph 2. Scope: Tell to whom the SOP applies.

- Paragraph 3. Definitions: Explain words, terms, and acronyms pertaining to the SOP.
- Paragraph 4. Responsibilities: State the major functions or responsibilities of persons involved in the procedure.
- Paragraph 5. Procedures: Provide detailed instructions on how to perform the activity or procedure. When writing this section, make the description concise.
  - Use concrete words that clearly state the actions required by the task.
  - Use short, concise sentences. Do not copy material from resources that are difficult to read. Completely rewrite the previous SOP, if necessary.
- Paragraph 6. Files: List procedures established by the office for maintaining files.
- Paragraph 7. References: List any publication that governs or guides the procedure.
- Signature block and signature. Establishes the SOP as your official policy.
- Appendixes. If applicable, include this section in the SOP. Appendixes contain frequently referenced charts, decision matrixes, or regulations that apply to the procedure.

📖 Double-check to ensure the procedures in your draft SOP conform to regulatory guidance. If required (or desired), distribute the draft SOP to unit members for comments. Modify it as necessary in response to the comments received.

📖 Type, sign, and distribute the SOP to all people affected by it. Establish a file for your duty section to use the SOPs.

This page intentionally left blank.

Chapter 5

Operations and Tactics

Section I – Battlefield Visualization

Army forces execute full spectrum operations in environments that contain complex operational considerations. All operations include challenges. These complex operational considerations require special attention by commanders and staffs:

- Nuclear, biological, and chemical (NBC) environments and weapons of mass destruction (WMD).
- Local populace and displaced persons.
- Unconventional threats.
- Urban operations.

Battlefield organization is the allocation of forces in the AO by purpose. It consists of three all-encompassing categories of operations: decisive, shaping, and sustaining.

- Decisive operations directly accomplish the task assigned by higher headquarters. Decisive operations conclusively determine the outcome of major operations, battles, and engagements.
- Shaping operations create and preserve conditions for the success of the decisive operation at any echelon.
- Sustaining operations enable shaping and decisive operations by providing combat service support, rear area and base security, movement control, terrain management, and infrastructure development at any echelon.

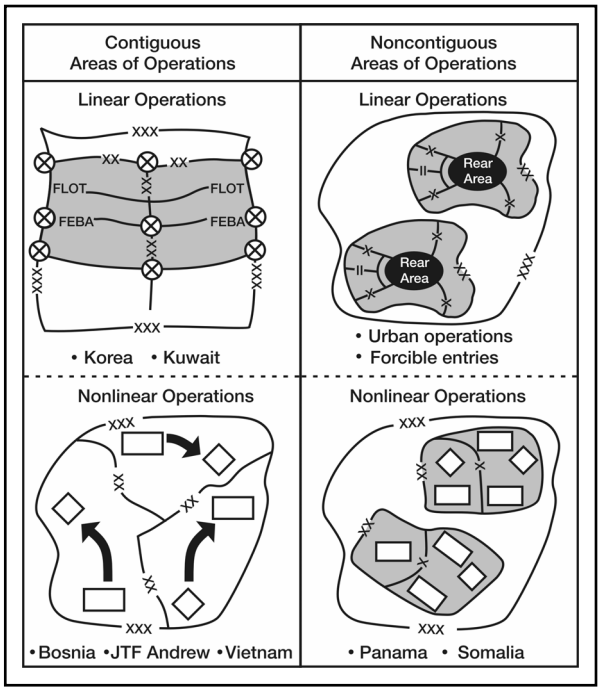


Figure 5-1. Contiguous and noncontiguous areas with linear and nonlinear operations

The UMT must understand the environment and maintain situational awareness. The UMT must take reasonable risks to accomplish the mission. The purpose for tracking the battle is to monitor the fight enabling timely responses to emerging battlespace conditions requiring RS. Battle tracking also includes awareness of the status of UMT resources, equipment, and personnel.

Section II – Joint, Interagency, and Multinational Operations

Army units deploy with other military services and agencies of the U.S. government. Increasingly, the U.S. Army operates with other countries as well. Army forces normally deploy as part of a joint, interagency, and multinational (JIM) operation. UMT members must possess the requisite joint, expeditionary and coalition mindset required to successfully conduct RS in the JIM environment. These operations are collectively called unified actions. This is true not only when the military effort is the prime strategic option, but also when other strategic options (diplomatic, informational, and economic) are preferred.

In joint operations, two or more American military departments are employed. Joint doctrine is published under the authority of the Chairman of the Joint Chiefs of Staff. JP 1-05 provides doctrinal guidance for RS in joint operations. Joint publications take precedence over doctrine of the participating Services (FM 1-05, paragraphs 2-26 and 2-27).

Army doctrine speaks of four kinds of operations: offense, defense, stability, and support operations. During each operation, the UMT implements its RSP. With agile and adaptive thinking, the chaplain

implements the three major religious service functions: nurture the living, care for the dying, and honor the dead. The UMT's plan considers the phases of the operation and is proactive in providing RS. The priority of RS depends on the phase of the operation. How and where can the UMT best provide RS prior to engagement, during engagement, and after the engagement?

Planning Religious Support in Joint Operations

As in the Army planning process, the UMT is included in the system of joint planning (FM 1-05, paragraph 3-23). JP 1-05 refers to the Religious Support Team (RST), and the RST is composed of a chaplain and chaplain assistants. The RST is intricately involved with the orders process at each echelon. In planning RS operations, RSTs must consider—

- Denominational assets.
- Command relationships.
- Location of RSTs.
- Logistical requirements.

Planning Religious Support in Multinational Operations

RS planning with multinational forces in an operation must include differences in RS doctrine (or military custom of providing RS), capabilities, force structure, logistics, and culture (denominational representation, language, and supervision [FM 1-05, paragraph 3-24]). Communication, cooperation, and coordination are essential in planning multinational RS operations. The senior RST needs to understand the capabilities and limitations of RS with each country represented within the coalition. Planning must remain flexible due to these differences while emphasizing similarities like common language between countries, denominational backgrounds of

chaplains, and locations for area support. Senior U.S. RSTs must be highly sensitive to allocating RS assets of another country and should only do so with prior consultation and coordination. Planning considerations include—

- Communication requirements and limitations.
- Command relationships.
- Denominational representation.
- Language difficulties.
- Limitations in formal chaplain structures.

In the Joint Interagency Multinational (JIM) environment, the Religious Support Team at all levels must be aware of the task organization and command relationships. Command relationships provide an understanding of the staff authority the RST may have in recommending uses and responsibilities of subordinate RSTs (see table 5-1).

Table 5-1. Command relationships

	If relationship is—	Inherent responsibilities							
		Command relationship with—	Task organized by—	Receives CSS from—	Assigned position or AO by—	Provides liaison—	Establishes or maintains communications—	Priorities established by—	Gaining unit can impose further command or support relationship of—
COMMAND	Attached	Gaining unit	Gaining unit	Gaining unit	Gaining unit	As required by gaining unit	With unit to which attached	Gaining unit	Attached OPCON; TACON; GS; GSR; R; DS
	OPCON	Gaining unit	Parent unit, gaining unit; may pass OPCON to lower HQ[1]	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	OPCON; TACON; GS; GSR; R; DS
	TACON	Gaining unit	Parent unit	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	GS; GSR; R; DS
	Assigned	Parent unit	Parent unit	Parent unit	Gaining unit	As required by parent unit	As required by parent unit	Parent unit	Not applicable

[1]In NATO, the gaining unit may not task organize a multinational unit (see TACON).

Table 5-1. Command relationships

	If relationship is—	Inherent responsibilities							
		Command relationship with—	Task organized by—	Receives CSS from—	Assigned position or AO by—	Provides liaison—	Establishes or maintains communications—	Priorities established by—	Gaining unit can impose further command or support relationship of—
SUPPORT	DS	Parent unit	Parent unit	Parent unit	Supported unit	To supported unit	With parent unit and supported unit	Supported unit	[2]
	R	Parent unit	Parent unit	Parent unit	Reinforced unit	To reinforced unit	With parent unit and reinforced unit	Reinforced unit; then parent unit	Not applicable
	GSR	Parent unit	Parent unit	Parent unit	Parent unit	To reinforced unit and as required by parent unit	With reinforced unit and as required by parent unit	Parent unit; then reinforced unit	Not applicable
	GS	Parent unit	Parent unit	Parent unit	Parent unit	As required by parent unit	As required by parent unit	Parent unit	Not applicable

[2]Commanders of units in DS may further assign support relationships between their subordinate units and elements of the supported unit, after coordination with the supported commander.

Reconstitution Planning

Reconstitution is a method of replenishing units that have been decimated to the extent they are no longer combat effective (see FM 100-9). Such units are withdrawn from contact to a rear area. The focus is on personnel, equipment, rest, and recuperation. These units require special RS. Major subordinate command (MSC) UMTs must

be proactive in supporting reconstitution not only for unit personnel, but also the UMTs of that unit, its leadership, and caregivers.

RS encompasses the following:

- Honoring the dead with memorial services and ceremonies.
- Nurturing the living with counseling, worship, and critical event debriefings.

Planning considerations:

- What is the status of the assigned UMT members?
- What are the spiritual needs?
- What additional UMT support is required and available?
- What are the needs of the unit personnel?

The following shows tactical mission tasks and the relationship between the actions by the friendly force and the effects on the enemy. The types and forms of operations are also listed.

Section III – Tactical Mission Tasks

As stated in FM 3-90, the tactical mission tasks describe the results or effects the commander wants to achieve to accomplish the mission. A mission statement contains the *who*, *what*, *when*, *where*, and *why* associated with a specific operation.

These tasks have specific military definitions that are different from those found in a dictionary. They include results or effects in relation to the enemy, terrain, or friendly forces not associated with any specific type or form of an operation.

Tactical mission tasks		
Actions by friendly force		**Effects on enemy force**
Assault	Follow and assume	Block
Attack-by-fire	Follow and support	Canalize
Breach	Linkup	Contain
Bypass	Occupy	Defeat
Clear	Reconstitute	Destroy
Combat search and rescue	Reduce	Disrupt
Consolidation and reorganization	Retain	Fix
Control	Secure	Interdict
Counter-reconnaissance	Seize	Isolate
Disengagement	Support-by-fire	Neutralize
Exfiltrate	Suppress	Penetrate
		Turn

Types and forms of operations	
Movement to contact	**Retrograde operations**
Search and attack	Delay
Attack	Withdrawal
Ambush	Retirement
Demonstration	**Reconnaissance operations**
Feint	**Security operations**
Raid	**Information operations**
Spoiling attack	**Combined arms breach operations**
Exploitation	**Passage of lines**
Pursuit	**Relief in place**
Offensive maneuver	**River crossing operations**
Envelopment	**Troop movement**
Frontal attack	Administrative movement
Infiltration	Approach march
Penetration	Road march
Turning movement	
Area defense	
Mobile defense	

Section IV – Tactical Mission Definitions

Ambush: A surprise attack by fire from concealed positions on a moving or temporarily halted enemy.

Attack by fire: A tactical mission task in which a commander uses fires (direct and indirect) to engage an enemy without closing in to destroy, suppress, fix, or deceive the enemy.

Breach: A tactical mission task where the unit employs all available means to break through or secure a passage through an enemy defense, obstacle, minefield, or fortification.

Block: A tactical task assigned to a unit that requires it to deny the enemy access to an area or prevents its advance in a direction along an avenue of approach.

Bypass: A tactical mission task in which the unit maneuvers around an obstacle, position, or enemy force to maintain the momentum of the operation while deliberately avoiding combat with an enemy force.

Canalize: The commander restricts enemy movement to a narrow zone by exploiting terrain coupled with the use of obstacles, fires, or friendly maneuver.

Clear: A tactical task where the commander gives an order to remove all enemy forces and eliminate organized resistance in an assigned zone, area, or location forcing the withdrawal of enemy forces such that they cannot interfere with the friendly unit's ability to accomplish its mission.

Contain: Requires the commander to stop, hold, or surround enemy forces or to cause them to center their activity on a given

front and prevent them from withdrawing any part of their forces for use elsewhere; a tactical task to restrict enemy movement.

Counterattack: An attack by part or all of a defending force against an enemy attacking force to regain lost ground, or cut off enemy advancing units and with the general objective of denying the enemy its purpose in attacking.

Cover: A type of security operation that protects the main body (by fighting) from surprise, to gain time while reporting information, and gives commanders time and space to respond to the enemy's actions preventing enemy ground observation of (and direct fire against) the main body.

Delay (delay in sector): Slow and defeat as much of the enemy as possible without sacrificing the tactical integrity of the unit; presents low risk to the unit.

Destroy: A tactical task to physically render an enemy force combat ineffective. To render a target or combat system so badly damaged or destroyed that it cannot perform any function or be restored to a usable condition without being entirely rebuilt.

Disrupt: A tactical task or obstacle effect that integrates direct and indirect fire, planning, terrain, and obstacle effort to break apart an enemy's formation and tempo, interrupt its timetable, or cause enemy forces to commit prematurely or attack in a piecemeal fashion.

Fix: A tactical task which prevents the enemy from moving any part of its force either from a specific location or for a specific period of time by holding or surrounding them preventing their withdrawal for use elsewhere.

Follow and assume: An operation where a committed force follows a force conducting an offensive operation and is prepared to continue the mission if the lead force is fixed, attrited, or otherwise unable to continue.

Follow and support: An operation where a committed force follows and supports a lead force conducting an offensive operation.

Guard: A security operation whose primary task is to protect the main force by fighting to gain time. They also observe, report information, and prevent enemy ground observation of (and direct fire against) the main body. Units conducting a guard mission cannot operate independently because they rely on fires and combat support (CS) assets of the main body.

Infiltration (intelligence operation): Movement through (or into) an area occupied by either friendly or enemy troops or small group organizations or individuals at extended or irregular intervals. Contact with the enemy is avoided.

Interdict: To seal off an area by any means to prevent, disrupt, or delay the enemy's use of the area or route.

Isolate: Requires a unit to seal off (physically and psychologically) an enemy from sources of support, deny freedom of movement, and prevent enemy unit from having contact with other enemy forces.

Lane: A clear route that moves through an enemy or friendly obstacle, providing the force a safe passage. The route may be reduced and proofed as part of a breach operation or constructed as part of a friendly obstacle.

Main effort: The unit, battle position, area of operations, or other location the commander determines to be the most important mission task/purpose at the time (FM 3-0). Its success makes a difference in

the overall mission. There is only one main effort at any time in the operation, although the main effort may change as the situation changes.

Neutralize: To render enemy personnel or materiel incapable of interfering with a particular operation.

Occupy: Moving a friendly force into an area without opposition so it can remain in the area and retain control of that area.

Penetrate: An offensive maneuver where an attacking force seeks to rupture enemy defenses on a narrow front and disrupts the defensive system.

Relief in place: By the direction of a higher authority, a tactical enabling operation where all or part of a unit is replaced in an area by the incoming unit.

Retain: A tactical mission task to occupy and hold a terrain feature to ensure it remains free of enemy occupation or use.

Retirement : A directed, rearward movement by a force that is not in contact or does not anticipate contact with the enemy. A form of retrograde where a force (out of contact with the enemy) moves away from the enemy.

Screen: Security operations that maintain surveillance and primarily provide early warning to the protected force without decisively engaging the enemy.

Secure: An action that prevents a unit, facility, or geographical location from being damaged or destroyed by enemy action.

Security operations: Actions a commander undertakes to provide early and accurate warning of enemy operations and provide the protective force, time, and maneuvering space to react to the enemy.

Seize: A tactical mission task that takes possession of a designated area by using overwhelming force.

Support by fire: A force that maneuvers to a position on the battlefield where it can engage the enemy by direct fire in support of the leading maneuvering force.

Turn: An action forcing an enemy element from one avenue of approach or movement corridor to another.

Withdraw (operation): A planned operation in which a force in contact disengages from an enemy force; a form of retrograde.

Note. Unless otherwise stated, definitions are from FM 3-90 or from FM 101-5-1.

This page intentionally left blank.

Appendix A
Religious Support Planning

Section I – Sample Chaplain's Estimate of the Situation

UNCLASSIFIED
(Classification)

Headquarters
Place
Date, Time, and Zone

CHAPLAIN'S ESTIMATE OF THE SITUATION

References: Maps, charts, and other relevant documents.

1. MISSION. The purpose of the estimate normally is to determine the best course of action (COA) to execute the RS mission. The mission statement is derived from the commander's intent and mission analysis. It states the task(s) to be accomplished and the purpose to be achieved. The mission normally does not state all tasks. Therefore, the UMT must study the mission and determine what tasks it must perform to accomplish the RS mission.

2. THE SITUATION AND COURSES OF ACTION.

a. Considerations affecting the possible COAs.

(1) Operations to be supported. The UMT considers the nature of the operations to be supported, the strength and disposition of the UMTs, unusual support requirements, and other factors pertaining to the UMT that will likely affect the scope and size of the RS mission.

(2) Characteristics of the area of operations. The UMT considers the same factors as the supported commander. They apply these factors to the conduct of the UMT mission and determine the effects of the area's characteristics on the mission. These characteristics are—

(a) Weather.

(b) Terrain.

(c) Other pertinent factors.

(3) Enemy situation. The UMT considers enemy capabilities that are a threat to UMT operations.

(4) Own situation. The UMT recognizes aspects of the friendly situation that makes the RS mission accomplishment difficult.

(a) Tactical situation.

(b) Personnel, logistics, and civil-military operations.

(5) Facts and assumptions. Items that affect the operation which are not immediately known. Working with the commander and staff, the UMT develops facts and assumptions about the situation that are critical to planning. This is a continuous process (time permitting), confirming or denying assumptions and refining plans as necessary. Rule of thumb—list assumptions in priority of "show stoppers," worst-case assumptions first, and best-case assumptions last. Never plan off best-case assumptions.

b. Anticipated difficulties or difficult patterns. The chaplain lists difficulties in the existing or projected situation that can influence the accomplishment of the UMT mission. These difficulties are derived from considerations in paragraph 2a of the estimate, and the chaplain uses them in the analysis paragraph of the estimate.

c. Own courses of action. The UMT lists the feasible COAs to accomplish the UMT mission. The UMT evaluates the COAs to determine those COAs most likely to accomplish the mission. In evaluating the COAs, the UMT considers the requirements and the available UMT assets. COAs are listed in order of most likely to succeed.

3. ANALYSIS OF COURSES OF ACTION. The UMT then determines the probable effect of each significant difficulty on the success of each COA. This may be accomplished by—

- 🕮 Selecting significant difficulties that oppose the friendly COAs stated in paragraph 2c of the estimate.
- 🕮 Analyzing each COA stated in paragraph 2c of the estimate against each selected difficulty.
- 🕮 Coordinating COAs with other staff members (S1, S3, medical platoon, as a minimum) to ensure the COAs support the commander's intent.

4. COMPARISON OF COAs. After the analysis, the UMT compares the COAs and determines the one most likely to accomplish the RS mission. (Only one course is selected.)

5. DECISION (RECOMMENDATION). In this paragraph, the UMT translates the COA selected into a statement revealing who, what, when, how, and why elements.

s/_____ (Chaplain)
UNCLASSIFIED
(Classification)

Section II – Mission Essential Task List

The chaplain will develop a UMT mission essential task list (METL) that supports the commander's METL.

Some UMT tasks (which may be integrated into the UMT METL) include providing—

- Worship, devotional, or prayer services.
- Pastoral or crisis counseling.
- Battle fatigue RS.
- Aid station or hospital visitation.
- Memorial services or ceremonies.
- Advising the commander on religion, morals, morale, and indigenous religions.
- RS planning and resupply.

The chaplain assistant assists the chaplain in developing the UMT METL. Only the commander can approve the METL (see FM 7-1).

Note: There may be only one mission essential RS task for a given operation.

Section III – Religious Support Plans

Prior to military operations, the UMT develops a plan for RS. This plan provides for religious services, rites, sacraments, ordinances, and ministrations for all supported units. Brigades and higher UMTs publish the plan in the form of an annex/appendix, which also addresses synchronization of assets within the area of responsibility.

The battalion UMT may choose to publish the RSP in the operation plan. However, time, resources, and demands of ministry can make publishing the plan impractical. RS is the commander's responsibility. The chaplain must ensure that RS meets the intent and adheres to the guidance provided by the commander. The chaplain is the officer responsible for implementing the commander's plan for RS. In preparing the plan for RS, the UMT makes the following staff assessments:

Situation:

- Task force organization.
- UMT strength and condition.

Mission:

- UMT understanding the commander's operation concept.
- The mission of the UMT.

Concept of RS:

- RS requirements by phase.
- Instructions (including external and internal issues, restraints, and restrictions).
- Priority for on-call RS by unit.

Service support:

- Concept for combat service support (CSS), including logistics release points (LRP) and logistics packages (LOGPAC).
- Common health support including battalion aid station (BAS) locations.

Section IV – Contents of Religious Support Appendixes

RS appendixes will follow the OPLAN format. For battalion UMTs, the matrix in figure A-1 is a useful tool.

CLASSIFICATION

APPENDIX 4 **(RELIGIOUS SUPPORT MATRIX) TO ANNEX** T **(SERVICE SUPPORT) to OPLAN** 10-01**OPERATION** OVERLORD

REF: AR 165-1, JP 1-05, FM 1-05, RB 16-100 | TIME ZONE: ZULU | DTG: 060300JUN44

TASK ORGANIZATION:	Unit Designator	Subordinate Unit Designator	Subordinate Unit Designator	Subordinate Unit Designator	Subordinate Unit Designator	Subordinate Unit Designator	Subordinate Unit Designator	Subordinate Unit Designator
See Annex A (Task Orgi for each phase	CH Goode Assistants SSG Nock	CH Poling Assistants SSG Bizarri	CH Fox Assistants SGT Woods	CH Washington Assistants SPC Duff	CH Watters Assistants SGT Titus	CH Rayburn Assistants SGT Calvin	CH Spurgeon Assistants SGT Luther	CH Augstine Assistants PVT Delta

1. SITUATION — **1a. ENEMY SITUATION:** Annex B (Intelligence) — **1b. FRIENDLY SITUATION:** Basic Order

2. MISSION: Provide RS to dispersed elements of BCT NLT 081100JUN44 and provide RS to MASCAL sites as directed.

3. EXECUTION: *(intent)*

3a. Concept of Operations	Phase I Title of Phase	Phase II Title of Phase	Phase III Title of Phases	Phase IV Title of Phase
Location	UMTs cover units starting w/ those closest to the front	UMTs locate at Casualty Collection Points	UMTs cover CCPs and units first to attack	TBD
Units	EN UMT covers smoke platoon	FA UMT covers smoke platoon	TBD	TBD
Time Frame	Average 5 services daily per UMT	Average 1 service daily plus personal casualty ministry	Average 2 services daily	TBD
UMT Priority of Effort	Religious services, Prayer, Counseling	Prayer for casualties and dying, ministry to care givers	Prayer for casualties, religious services	TBD
Priority of Support	IN TF, EN BN	IN TF, AR TF	EN BN, FA BN	TBD

3b. COORDINATING INSTRUCTIONS.

(1) All UMTs going on CMO missions must coordinate w/ the BDE UMT.

(2) Units desiring Roman Catholic Coverage must coordinate w/ the BDE UMT.

(3) UMTs will report service times IAW SOP.

4. SERVICE SUPPORT

(1) UMTs will carry 30 days of supply.

(2) Resupply is through unit S4 channels.

5. COMMAND AND SIGNAL

5a. COMMAND.

(1) Chain of succession is FSB, EN, FA UMTs

(2) BDE UMT will use TOC as primary location.

(3) Send in reports IAW TACSOP

5b. SIGNAL.

(1) Primary means of communication is FBCB2, DVNT, VIASAT, BDE Admin/log FM net, Messanger

(2) Radio suffix for all Chaplains is 9, expander for Chaplain Assistants is 0.

5c. SAFETY.

UMTs will conduct Risk Assessment prior to all convoy movement and CMO missions.

ACKNOWLEDGE:

OFFICIAL: MOSES, BDE Chaplain

NAME (HYA'TT)
Rank (COL)

Figure A-1. Sample RS matrix model

Brigade and higher echelon UMTs publish RS appendixes that—

- Describe concept of support for the unit by phase.
- Accommodate support for attached units not assigned in the AO.
- Direct concept of support to subordinate level UMTs.
- Address impact of indigenous religions on the AO.
- Establish the UMT's operational base and requirements for coordination and contact.
- Establish contingency plans for additional RS to critical areas on the battlefield and to units suffering mass casualties.
- Provide instructions for replacement of UMT casualties.

The following is a brigade RS appendix.

(CLASSIFICATION)

Copy ___ of ___copies
Headquarters,
___ BDE
City (UIC), Country
Date/Time group

APPENDIX ___ (RS) TO ANNEX ____ SERVICE SUPPORT TO OPERATION ORDER _____

References:
Time zone used throughout the order.
Maps (series, sheet, map name, edition, and scale).

Charts.
Relevant documents.

1. SITUATION. Items of information affecting RS not included in paragraph 1 of the operation order or which need to be expanded.

a. Enemy situation: ___ DIV OPORD ____.

b. Friendly situation:

(1) ___ DIV OPORD _____.

(2) RS resources: ___ BDE (+ 56A and +56M).

(a) First BN nomenclature (IN, armor, MECH, and FA) (-56M).

(b) Second BN nomenclature (IN, armor, MECH, and FA) (-56A).

(c) Third BN nomenclature (IN, armor, and MECH).

(d) Fourth BN nomenclature (IN, armor, and MECH) (-56A, -56M).

c. Attachments and detachments. RS resources attached and detached including effective times, if appropriate.

Task Organization:

2. MISSION. A clear, concise statement of the RS task.

3. EXECUTION.

a. Concept of operation. A brief statement of the RS operation to be carried out, including religious ministry priorities (1-5) RS for BDE for each of the five phases of the operation.

b. Coordinating instructions:

(1) Instructions applicable to two or more subordinate units.

(2) Reference to supporting appendixes not referenced elsewhere.

(3) Note additional RS resources supporting the unit.

4. SERVICE SUPPORT.

a. Logistical support received from ___.

b. Additional RS supplies located at ___.

c. The BDE coordination for replacements.

5. COMMAND AND SIGNAL.

a. BDE UMT location.

b. Signal operating instructions (SOI) information.

c. Status report information.

d. BN communication with BDE.

ACKNOWLEDGE:

NAME BRINSFIELD (Commander's last name)

RANK Col (Commander's rank)

OFFICIAL: Authentication by preparing staff officer, if not signed by the commander.

DISTRIBUTION: By unit SOP.

(Classification)

Appendix B
Leadership

Soldiering Is a Sacred Trust

The Army recognizes the necessity of religious support for people in combat operations, those who live through combat and those who die in combat. The Army's mission is to win the nation's wars; this victory is achieved with a full array of weaponry, systems, and personnel. The Army is more than an institution of systems, machines, weapons, and technology; it is a grand institution with a proud heritage. America gives the Army her very best; America entrusts the Army with her prized sons and daughters. Religious support to the men and women in uniform is a sacred trust; UMTs operate within the context of this trust.

Leadership in combat requires every soldier to accept a set of values that contributes to a core of motivation and will. If the soldier fails to accept and live the Army values, soldiers may die unnecessarily. UMTs exercise military leadership as religious leaders of character and competence. They act to achieve excellence by providing religious support for people who must fight and win the nation's wars and serve the common defense of the United States.

FM 22-100 defines leadership in terms of BE, KNOW, DO:

> *"Leadership is influencing people—by providing purpose, direction, and motivation—while operating to accomplish the mission and improving the organization."*
>
> FM 22-100

The Army teaches soldiers that being a good subordinate is part of being a good leader. Everyone is part of a team; all members have responsibilities to that team. Every soldier and every officer is a leader, responsible for supervising people or accomplishing a mission that involves other people. Every soldier must, at one time or another, act as a leader.

Leaders teach and exemplify Army values. Inculcating Army values does not end with basic training. People of character seek to develop and sustain a climate in which subordinates and organizations reach their full potential. An ethical life comes from training and self-development.

The chaplaincy remains convinced that the Army must never lose its perspective on the human dimension of service in combat and the necessity of spiritual support for soldiers. UMTs must develop spiritual fitness programs for the soldier and for themselves. The UMT practices spiritual fitness to provide religious support.

> *"Spiritual fitness in the Army means the ability of the individual to believe in the importance, necessity, and just nature of the mission; to have faith in the reliability of leaders, in the dependability of fellow soldiers, and in the training and equipment furnished for the operation; and to be prepared to encounter and cope with extreme danger, devastation, and even death with confidence, dedication, and courage. Spiritual fitness transcends moral fitness because it prepares the individual to deal with ultimate questions such as the meaning and value of life and not merely questions of proper behavior." (Parameters)*

"Spiritual strength for many soldiers is supported by their religious convictions; for others who may not be religious, it may be an expression of their loyalty to the nation, to the unit, and to their fellow soldiers. Spiritual strength is an inspirational character trait which can motivate a unit even when circumstances seem bleak.

"General George Patton recognized the power of spiritual strength when he circulated 250,000 copies of a weather prayer, one for every soldier in the Third Army, during the Battle of the Bulge. In the final analysis, spiritual strength may be measured by the determination of the soldiers in a unit to support one another with fidelity and to accomplish their mission with honor no matter what the cost. It is part of the foundation of the Army Ranger Creed, 'I will not fail those with whom I serve.'

"Many of the nation's senior leaders have recognized the power and necessity of spiritual fitness in the past. General George Marshall commented at the end of World War II on the desirability not only of a moral Army but of a righteous Army:

'I look upon the spiritual life of the soldier as even more important than his physical equipment. Its morale--and I mean spiritual morale--which wins the victory in the ultimate, and that type of morale can only come out of the religious nature of the soldier who knows God and who had the spirit of religious fervor in his soul. I count heavily on that type of man and that kind of Army.'

The Best and Worst of Times: The United States Army Chaplaincy

"In 1951 President Harry Truman wrote,

'As we build up our military strength to secure the free world from aggression, we must be equally diligent to strengthen the moral and spiritual life of our armed forces'

Confidence in Battle, Inspiration in Peace: The United States Army Chaplaincy

"President Dwight D. Eisenhower, in recalling his decision to launch the Normandy invasion in 1944 and the time he spent in prayer then reflected that 'prayer gives you the courage to make the decisions you must make in a crisis and then the confidence to leave the result to a Higher Power.'

Parameters

"At the end of Operation Desert Storm, General H. Norman Schwarzkopf encouraged Christian soldiers to celebrate Easter, Jewish soldiers to celebrate Passover, and Muslim soldiers to make the minor pilgrimage to Mecca supported by the 535 Army chaplains in US Central Command.

"General Gordon R. Sullivan summarized the relationship between personal courage in war and the spiritual fitness of soldiers in Field Manual 1, The Army:

'Courage is the ability to overcome fear and carry on with the mission. Courage makes it possible for soldiers to fight and win. Courage, however, transcends the physical dimension. Moral

and spiritual courage are equally important. There is an aspect of courage which comes from a deep spiritual faith which, when prevalent in an Army unit, can result in uncommon toughness and tenacity in combat.'

FM 1, *The Army*

"Spiritual fitness, however, is not a fixed quantity. It must be discussed and reinforced by stressing duty to country, selfless service, and loyalty to high ideals. Many soldiers find support for such values in their religious affiliation. Religious support, provided by chaplains and chaplain assistants, and approved by the commander's religious support plan, not only facilitates the soldier's constitutional right to the free exercise of religion, but also reinforces such values as respect for others, loyalty, and selfless service.

"Religious support and confidential counseling, available to soldiers who voluntarily seek such services, is an important element of spiritual fitness for many in the Army. In Operation Desert Storm, for example, more than 15,000 soldiers of the XVIII Airborne Corps attended worship on one Sunday before the ground war began.

"For soldiers who do not choose to attend religious services or avail themselves of the support of chaplains, there are counselors, medical personnel, and other professionals who can provide some spiritual fitness support. Commanders must of course be careful that in providing the resources to those who wish to worship freely

they do not pressure others who may prefer their own private thoughts [sic]."

Intellectual concepts alone will not meet the demands of the battlefield where ultimate questions of purpose, loyalty, guilt, duty, and death can pull at the consciences of soldiers.

"When the chips are down, there is no rational calculation in the world capable of causing an individual to lay down his life. On both the individual and collective levels, war is therefore primarily an affair of the heart. It is dominated by such irrational factors as resolution and courage, honor and duty, [sic] and loyalty and sacrifice of self. When everything is said and done, none of these have anything to do with technology, whether primitive or sophisticated."

Determinants of Effective Unit Performance

"All leader actions result in intended and unintended consequences. In the words of Confederate Colonel William C. Oats, who faced Colonel Joshua Chamberlain at Little Round Top:

'Great events sometimes turn on comparatively small affairs.'

It might not seem that the actions of one leader of one small unit matter in the big picture—but they do."

FM 22-100

Three points to remember: think through all decisions, consider the second and third effects of every decision, and do the duty.

Appendix C
Combat Stress Control

Section I – Combat Stress Control and the UMT

Commanders must ensure that all soldiers within their command are ready to face impending dangers and stresses associated with continuous operations and combat. A serious combat stressor is battle fatigue. The UMT is trained to assist the commander in addressing this effect of combat.

Providing comprehensive religious support to soldiers in combat includes assisting in the prevention, treatment, and assessment of soldiers suffering from battle fatigue and stress-related illnesses. UMTs are a key portal for soldiers to access mental health providers and to help mental health providers access soldiers. UMTs and mental health providers perform their missions better when they work together.

Assigned directly to the battalion, the UMT knows and understands the soldiers in the unit. This experience gives them a unique ability to identify potential stresses that affect the unit and individual soldiers.

FM 22-51 explains combat stress behaviors (see the following list). The UMT can help identify these behaviors and assess their impact on the soldier and the unit.

Combat stress behaviors	
Adaptive	**Dysfunctional**
Positive combat stress behaviors	**Negative combat stress behaviors [1]**
Unit cohesion	Mutilating enemy dead
Loyalty to buddies	Not taking prisoners
Loyalty to leaders	Killing enemy prisoners
Identification with unit	Killing noncombatants
Tradition	Torture or brutality
Sense of eliteness	Killing animals
Sense of mission	Fighting with allies
Alertness or vigilance	Alcohol and drug abuse
Exceptional strength	Recklessness or indiscipline
Increased tolerance to hardship, discomfort, pain, or injury	Looting, pillaging, or raping
Sense of purpose	Fraternization
Increased faith	Excessively on sick call
Heroic acts	Negligent disease or injury
Courage	Shirking or malingering
Self-sacrifice	Combat refusal
	Self-inflicted wounds
	Killing own leaders (“fragging”)
	Going absent without leave
	Desertion

Combat stress behaviors	
Battle fatigue	
Hyper alertness	Erratic actions or outbursts
Fear or anxiety	"Freezing" or immobility
Irritability, anger, or rage	Terror or panic running
Grief, self-doubt, or guilt	Total exhaustion or apathy
Physical stress complaints	Loss of skills and memories
Inattention or carelessness	Impaired speech or muteness
Loss of confidence	Impaired vision, touch, or hearing
Loss of hope and faith	Weakness and paralysis
Depression or insomnia	Hallucinations or delusions
Impaired duty performance	
Post-traumatic stress disorder	
Intrusive painful memories or "flashbacks"	Social isolations, withdrawal, or alienation
Trouble sleeping or bad dreams	Jumpiness, startle responses, or anxiety
Guilt about things done or not done	Alcohol or drug misuse; misconduct
[1] Negative combat stress behaviors include criminal acts and misconduct	

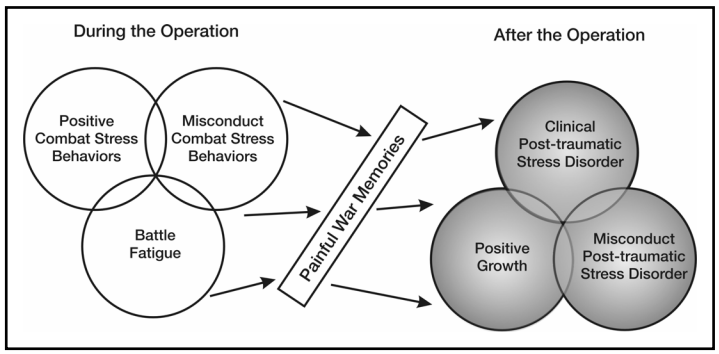


Figure C-1. Link between combat stress behaviors and post-traumatic stress disorder

Section II – Battle Fatigue and the UMT

Battle fatigue can degrade unit morale and effectiveness. Commanders and all soldiers need to recognize battle fatigue, especially the initial signs.

Early detection assures the soldier care and the fighting proficiency of the unit. (See the list of recognizable signs of battle fatigue on page C-6.) Battle fatigue symptoms may be light or heavy.

The unit ministry team helps the command identify battle-fatigued soldiers and provides a treatment plan (see figure C-1). The treatment plan differs according to the severity of the soldier's symptoms.

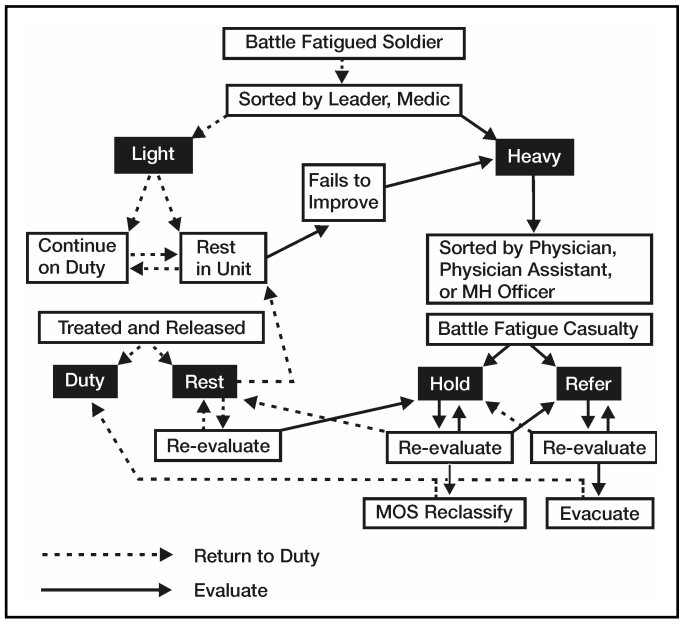


Figure C-2 Treatment plan for soldiers suffering from light and heavy battle fatigue

Signs of battle fatigue	
Light battle fatigue signs	**Heavy battle fatigue signs**
Physical	
Tension, aches, and pains	Restlessness or moving constantly
Trembles, fidgets, or fumbles	Flinching or ducking at sounds
Jumpiness and startles at sudden sounds or movement	Shaking arms or body; cowers
Cold sweats, dry mouth, pale skin, or eyes hard to focus	Part of body will not function for no apparent reason
Pounding heart, feeling dizzy or light-headed	Freezing under fire
Feeling out of breath or breathing too much until fingers or toes tingle; cramping or going numb	Prolonged or total immobility
Stomach upset or vomiting	Exhibits or complains of exhaustion
Diarrhea or frequent urination	Vacant stares
Emptying bowels or bladder at instance of danger	Staggers or sways while standing
Fatigue; feeling tired or drained	
Immobility or hard to get going	
Mental and emotional	
Anxiety or expecting the worst	Rapid speech or constantly speaking
Irritability, swearing, or complaining	Arguing; fighting; recklessness

Signs of battle fatigue	
Light battle fatigue signs	**Heavy battle fatigue signs**
Easily bothered	Neglect self (poor or no self-hygiene)
Difficulty paying attention	Loss of memory
Difficulty remembering details	Severe stuttering
Difficulty thinking, speaking, or communicating	Afraid to sleep; seeing or hearing things
Difficulty sleeping or nightmares	Emotional shifts or crying
Excessive grief; continually crying for dead or wounded buddies	Wishing for death or suicidal thoughts
Obsessing about mistakes or what should have been done	Social withdrawal
Anger; feeling let down by leaders or others in the unit	Apathy or no interest
Loss of self-confidence	Hysterical outbursts
Lack of confidence in leaders	Panic attacks
	Running from battle

Section III – The UMTs Role in Combat Stress Control and Battle Fatigue Ministry

UMTs automatically contribute to the positive mental health of soldiers, unit cohesion, and morale when they provide comprehensive quality RS. Worship, counseling, and command consultation contributes to "spiritual fitness." RS is a major component of combat stress control and battle fatigue prevention and treatment. UMTs help prevent battle fatigue by providing specific combat stress-coping

training within the unit, in concert with mental health providers. This training focuses on teaching leaders and soldiers to recognize and treat the early signs of battle fatigue. Early intervention can prevent light battle fatigue from developing into heavy battle fatigue. UMTs also provide ministry to soldiers suffering from battle fatigue; this can help those who have suffered battle fatigue recover and process their experiences. UMT support in this area helps minimize effects of combat stress and contributes to the overall combat effectiveness of the unit.

Religious Support Before Alert Notification

Ongoing pre-deployment preparations:

- Establish relationships with unit personnel and families.
- Provide preventive measures to minimize the effects of combat stress and battle fatigue (see list of combat stress behaviors).
- Train team leaders and soldiers in stress management.

Religious Support During Operations

Commanders and leaders expect the UMT to assist with battle stress during operations (immediate measures). UMTs help—

- Soldiers focus on their spiritual values by offering a vision of life beyond the destructive effects of war.
- Soldiers recognize the positive contribution they are making and resolve doubts regarding combat morality.
- Remind soldiers that God is accessible to them in combat.
- Provide a ministry of presence (available to soldiers in the area of operations [see list of combat stress behaviors]).

Religious Support After Operations

Reaction to combat stress can pose an immediate problem to unit morale. UMT ministry of presence helps reduce the effects of combat stress (see list of combat stress behaviors). UMTs help—

- Focus attention on caring for the wounded and honoring the dead.
- Provide comfort, assurance, and encouragement to soldiers.
- Help soldiers adjust to the current situation and face the future (replenishing measures).
- Instill hope, encourage a positive outlook, and provide spiritual guidance and pastoral counseling.
- Reassure soldiers that the dead will be honored and treated with dignity.

Table C-1. Combat stress prevention

Measure	Description
	Preventive measures
UMT tips	Spend time with soldiers, train with them, and deploy with the unit. Provide opportunities for individual/group prayer and worship. Provide personal religious items and materials. Provide pastoral care and spiritual guidance to soldiers.

Table C-1. Combat stress prevention

Measure	Description
Combating stress	Battle fatigue training or stress management training. Communicate with soldiers and allow them to work through stress, fear, anxiety, anger, and frustration. Interact with family support groups prior to deployment and provide assurance that families will be taken care of while soldiers are deployed.
	Immediate measures
UMT tips	Ministry of presence to soldiers. Speak with soldiers and provide an opportunity to share fears, hopes, and feelings (such as a critical events debriefing).
Combating stress	Provide opportunities for individual/group prayer and worship. Administer rites, sacraments, and ordinances at appropriate times.
	Replenishing measures
UMT tips	Coordinate worship services, sacraments, rites, and services/ceremonies for honoring the dead. Facilitate the integration of personnel replacements. Provide an opportunity for personal counseling. Conduct memorial ceremonies/services.
Combating stress	Reinforce the soldier's sense of self-worth and hope. Structure opportunities for soldiers to talk about combat experiences and facilitate integration of combat experiences into their lives. Prepare for the next stage of battle. Provide personal religious items and materials.

Table C-1. Combat stress prevention	
Measure	**Description**
	Provide denominational religious coverage in the unit (or for other units). Participate in rebuilding physical, emotional, and spiritual resources of the unit.

Section IV – Critical Event Debriefing

Purpose:

The critical event debriefing (CED) helps soldiers:

- Cope with, and process, traumatic events.
- Restores unit cohesion and effectiveness.
- Prevents long-term distress and "burnout."
- Reduces short-term emotional and physical distress.
- Contributes to individual psychological health and a sense of well being.

CED teams are made up of mental health personnel, combat stress control officers, chaplains, physicians, nurses, medics, or other medical officers or NCOs with CED training.

Participants in a CED are normal people who have survived an abnormal situation. The CED is neither therapy nor counseling; it is a proven means to help soldiers process a traumatic event. Effective use of the CED reduces stress and battle fatigue within the unit.

Operating Principle

Leaders conduct an after action review (AAR) at the completion of various missions. If the mission was particularly distressing, leaders should also consider coordinating a CED.

Some situations that may warrant a CED:

- Death of unit member.
- Death or suffering of noncombatants (especially women and children).
- Handling the dead or human remains.
- Managing carnage or the sight of devastation during disaster work.
- Friendly fire incident.
- Situation involving a serious error, injustice, or atrocity.
- Situation in which soldiers involved felt total helplessness.

Setting up a CED
Who:
Group of 3 to 40 soldiers (maximum of 60).
Functional organization—crew, team, squad, or platoon.
Strangers, civilians, or family members who experienced the critical event by chance.
Notes: Include only those directly involved in the event; media or outsiders are not permitted.
Chaplains may include trusted support persons (such as listeners, another chaplain, or medic) who were not present at the incident. However, those persons must be identified as CED team members.

Setting up a CED
What:
🕮 The team normally consists of a debriefing leader and an assistant, with one additional assistant for every 10 people in a group of more than 20.
When:
🕮 Most effective when conducted 8 to 72 hours after the event—after enough rest and recovery for all to be alert and involved. A CED is usually conducted during a lull in action or after completing an operation.
🕮 Expected duration—2 to 3 hours.
🕮 Can be shortened to a defusing debriefing, provided a full CED will be conducted at a later time (when the tactical situation allows).
Where:
🕮 An emotionally neutral place, relatively safe from enemy action, distraction, and observation.
🕮 A reserve position or assembly area.
🕮 Location with enough light to see all participants.
🕮 A place sheltered from bad weather.
How: (See elements of a CED.)

Elements of the CED
Name of deceased_____
Position/duty _____
Opening
Introduce the team. Tell why you are here.
Key points:
🕮 Impact of a critical event.
🕮 Describe difficulty of processing the incident by oneself.
🕮 Emphasize historical effectiveness of the CED and that strength can be gained from participation.
🕮 If debriefing does not benefit some, it will benefit others.
🕮 CED is preventive health care.
Guidelines
🕮 No rank during session. Speak only for yourself.
🕮 Confidentiality.
🕮 No note taking, tape recorders, or videos.
🕮 Is there anyone who does not belong there (such as the media, victim's family, anyone not directly involved, or supervisor not directly on scene)?
🕮 Turn off pagers, cell phones, and radios.
🕮 Tell soldiers they are temporarily relieved of duties and responsibilities for this time.
🕮 They don't have to speak, but they may ask questions.
🕮 No breaks—no one leaves early; start as a group, finish as a group.

Elements of the CED
🕮 Session lasts approximately 2 to 3 hours.
🕮 Team is available when debriefing session is over.
Fact phase
🕮 Ask participants to describe the event from their own perspective.
🕮 What was their role in this event?
Thought phase
🕮 What was your first thought at the scene (or when you heard about it)?
🕮 When you came off autopilot what do you recall thinking?
Reaction phase
🕮 What was the worst thing about the event?
🕮 What do you recall feeling?
Symptom phase
Describe probable cognitive, physical, and emotional behavioral responses—
🕮 At the scene.
🕮 A few days afterward.

Elements of the CED
Teaching phase
🕮 Relay information regarding stress reactions and what can be done about them.
🕮 Distribute informational handout if possible. Include phone numbers or points of contact within the unit for additional help.
Wrap-up phase
🕮 Reaffirm positive things.
🕮 Summarize.
🕮 Be available and accessible.
🕮 Debriefing team considers individuals who may need additional help or a referral.

Section V – Suicide Help

UMT members may be the first to recognize signals of a potential suicide-risk soldier. Soldiers in the unit may also inform the chaplain of someone they think is at risk. The key to prevention is to provide aid to persons at potential risk.

Suicide Prevention
Signs of Suicide
🕮 Appears depressed, sad, tearful, and hopeless.
🕮 Has difficulty sleeping or sleeps too much.
🕮 Has a loss of appetite and neglects personal hygiene.
🕮 Speaks of or threatens suicide.

Suicide Prevention	
🕮	Talks about wanting to die.
🕮	May have experienced significant loss.
🕮	Shows changes in behavior, appearance, or mood.
🕮	Abuses drugs and alcohol.
🕮	Deliberately injures self.
🕮	Gives away possessions.
🕮	May have experienced a recent breakup in a relationship.
Provide Aid	
🕮	Ask. Don't be afraid to ask, "Are you thinking about hurting yourself? Have you had thoughts of suicide?"
🕮	Intervene. Do intervene immediately. Utilize mental health personnel. Take every threat seriously. Don't keep a secret concerning a person at risk.
LIFE	
L	Locate a chaplain, staff duty officer, doctor, nurse, friend, family member, crisis line, or hospital emergency staff for help.
I	Inform your chain of command regarding the situation.
F	Find someone to stay with the person. Don't leave the person alone.
E	Expedite matters. Get help immediately. A suicidal person needs immediate attention.

This page intentionally left blank.

Appendix D
Religious Area/Impact Assessment

Advising Commanders

As the Army deploys Americans to more unfamiliar areas of the world, it becomes increasingly important for chaplains to explain religious/spiritual beliefs and practices of the people they encounter to commanders and soldiers in their unit. The term "religious/spiritual" refers to the system of beliefs and practices that gives meaning and purpose to people's lives.

The UMT is responsible for advising the commander regarding the impact of religions on military operations. UMTs must remain objective, understanding, assessable, and advisable. This guide gives general parameters to help the UMT fulfill this mission. Not all religious/spiritual systems contain these categories.

The religious assessment guide matrix (see table D-1) serves as a starting point to help the UMT in its assessment. First, chaplains need to determine which of the categories and questions apply to the region or society in question. (Consult relevant literature or subject matter experts.) Second, chaplains need to assess the disposition of the local population relative to the applicable categories and questions. Finally, chaplains need to convey this knowledge to commanders and soldiers, as appropriate. Information conveyed must relate religious/spiritual specifics to the conduct of military operations.

Table D-1. Religious assessment guide

Category	Specific questions
Holy day rituals and customs	🕮 What holy days and/or festivals may impact military operations? 🕮 What are important religious "do's and don'ts"? 🕮 What are dietary restrictions? 🕮 What are the group's distinctive symbols? 🕮 What are the nature, frequency and traits of worship? 🕮 What are appropriate protocols for issues related to birth, marriage, and death?
Sites and shrines	🕮 What are the places of worship, pilgrimage, and memorial sites? Why? 🕮 Where are the cemeteries and what is the character of their make-up? 🕮 What are distinctive identifying characteristics (architecture and symbols)?
Primary values	🕮 What are they willing to die for? 🕮 What subjects incite an emotional response? 🕮 What behaviors does the group reward? What are punishable? 🕮 What value is placed on women, children, ancestors, certain animals, or objects?

Table D-1. Religious assessment guide

Category	Specific questions
Leadership	🕮 Who are the religious leaders (official and unofficial)? 🕮 Do religious leaders of the occupied country's armed forces have an impact on the armed forces of their country? 🕮 What political influence do religious leaders have? 🕮 What is the relationship of religious leaders to government officials? 🕮 What do religious leaders wear to symbolize their position? 🕮 How many leaders are there and where are they located? 🕮 What are leader titles? 🕮 How are leaders selected and trained?
Tolerance and religious intensity	🕮 What is the religious commitment in this group: (nominal [in name only], mild, strong, or radical/fanatical)]? 🕮 How tolerant is the group to other parties? 🕮 How accepting are they with the conversion of their members to other groups? 🕮 How are members disciplined? 🕮 Can others join and quit the group easily? 🕮 How are competing groups viewed and received?

Table D-1. Religious assessment guide

Category	Specific questions
Relationship to society	🕮 How does this society relate to the religious group: (stamp out the group, contain them, assimilate [absorb] them, share power, or promote pluralism)? 🕮 How is this group viewed: (religious, secret society, protest movement, or a political party)? 🕮 Does the group have a distinctive subculture or communal life? 🕮 How does the group influence society? 🕮 How do they use media resources?
Organization	🕮 What cell-like groups are present? 🕮 What is the nature of hierarchy within the movement? 🕮 What are the centers of learning?
Doctrines and myths	🕮 What are the sources of doctrinal authority? 🕮 What are the sources of ethics? 🕮 What are their concepts of justice? 🕮 What are their concepts of reward? 🕮 Who are the heroes, villains, or rivalries (past, present, or future)?

Table D-1. Religious assessment guide

Category	Specific questions
Historical background	🕮 Is this group related to a larger group? 🕮 What makes this group distinctive from the larger group? 🕮 When did this group come into the area?
Interface with unit	🕮 Based on their religion, are there personnel in the unit who might be inclined to take inappropriate actions for, or against, local religious groups or causes? 🕮 What command measures might mitigate such a risk?

This page intentionally left blank.

Appendix E
Moral and Ethical Issues

The mission of the RST is—

> *"…to support the religious, spiritual, moral and ethical needs of the U.S. Army."*
>
> AR 165-1, paragraph 4-1b

Toward this end, the unit chaplain advises the commander and staff—

> *"…on matters of religion, morals, and morale, to include – the spiritual, ethical, and moral health of the command, to include the humanitarian aspects of command policies, leadership practices, and management systems."*
>
> AR 165-1, paragraph 4-5a

In a related function, the chaplain serves as the principle staff officer for moral leadership training. This training is the—

> *"…commander's tool to address the moral, social, ethical and spiritual questions that affect the climate of the command."*
>
> AR 165-1, paragraph 11-2

This appendix examines—

- 🕮 Ethics and the role of Army values.
- 🕮 Ethical problems and the ethical reasoning process.

- 🕮 Just war principles.
- 🕮 Procedures for ethical dissent.
- 🕮 Ethical climate assessment survey.

Section I – Ethics and the Role of Army Values

Ethics is the area of moral philosophy that seeks to establish an enduring standard of right and wrong conduct. With such a standard, one is able to recognize the differences between right and wrong (in a given situation) and do the right thing.

Chaplains recognize that soldiers and leaders bring a value system into the Army rooted in their family upbringing, culture, religion, education, experience, and a host of other factors. Army values are the standards for right and wrong in the U.S. Army. Actions that are in accord with loyalty, duty, respect, selfless service, honor, integrity, and personal courage are right. Actions that undercut these values are wrong. Army values include obeying the UCMJ, but require commitment, discipline, and integrity beyond the letter of the law to the heart of the soldier. Army values form the standard that judges all Army actions and decisions as either right or wrong. When values the soldier brings into the Army support enduring American values and the Army values, encourage their development and application. When soldiers' values are inconsistent with the Army's, guide soldiers to reexamine and adjust their values or help them realize that they may be discharged from the Army for not supporting the essential core of a values based Army.

As religious leaders, chaplains recognize that Army values support personal faith in God. The Army value of integrity means living by one's faith. It does not mean violating one's personal moral beliefs.

Most religions support actions in keeping with Army values, although beliefs advocated vary widely. Army values and such religions go hand in hand. But if a religion advocates anything against Army values—for example, if a religion violates the Army value of respect by advocating harming or putting a curse on a person—such religious acts are wrong, and soldiers are not free to practice them.

Army values bind the military community together, as soldiers hold themselves and others accountable. Trust develops within the unit when leaders demonstrate the Army values in leading and when soldiers demonstrate the Army values in following and working together. Soldier teams build cohesion and become unstoppable. Regardless of the mission, soldier teams will either find a way or make one. Soldiers can count on leaders and vice versa. Army values are the foundation for the trust that makes units work. This is what FM 22-100 means when it defines the *warrior ethos* as "the strong moral character that refuses to accept failure."

Section II – Ethical Problems and the Ethical Reasoning Process

Although the Army has a standard for right and wrong (Army values), soldiers still face ethical problems. The first kind of ethical problem occurs when a soldier knows the right thing to do but is tempted to do otherwise.

Various motivations add to the difficulty of doing the right thing in spite of temptation. Shallow motivation focuses on avoidance of pain and punishment. This kind of motivation does the right thing because someone is looking. Deeper motivation seeks to take care of one's buddy. Still deeper motivation tries to take care of the unit as a

whole, out of commitment to Army values. Perhaps the deepest motivation flows from one's personal, spiritual faith. It is also important to note that the same person will have different levels of motivation on different occasions.

Even though leaders may not generally know the inner motivations of a soldier, leaders have a vested interest in deepening those motivations. Leaders need to be able to trust soldiers to do the right thing because it is the right thing to do, even if no one is watching. Deepening a soldier's motivation translates into strengthening the foundation of Army values in soldiers.

There are four ways to deepen a soldier's motivation and strengthen Army values: known punishments, appropriate rewards, shared hardships, and personal example. The UMT can assist the command as it seeks ways to highlight and improve all four areas. Shared hardships and strenuous training are especially helpful in enabling soldiers to coalesce and gain confidence in war-fighting skills. It is critical for the UMT to share in such hardships, which build trust and RS opportunities. Personal example is just as important. How leaders treat subordinates in the unit set the standard for Army values of respect, selfless service, and honor. How leaders discuss (or dismiss) matters of integrity translate into subordinate actions. UMT ethics classes are good, but personal examples of the command, staff, and the UMT have a much more powerful impact on soldiers as they confront obvious ethical problems.

The second kind of ethical problem occurs when a soldier wants to do what is right, but is not sure what the right COA is. In some instances, people of goodwill can disagree on the best (right) COA. The ethical reasoning process helps clarify issues when there are moral components to decisions. This process helps UMTs assist

commanders as they think through difficult, moral problems. Anyone can use this process. It parallels the Army's decisionmaking process soldiers and leaders use and abbreviates time-constrained situations.

The Ethical Reasoning Process

Step 1. Define the problem.

State the problem in clear, everyday language: "What is the right thing to do about ___, given the facts that ___?"

- Get relevant facts!
- List decisions you will eventually have to make.
- List important Army values for your decisionmaking. (Example: Duty—It is my duty to discipline a wrongful action. Respect—I still need to show respect to this soldier as a person.)

Step 2. Know the rules.

Identify laws, regulations, SOPs, and other professional requirements that apply.

- Do your homework. Sometimes a clear understanding of a regulation or policy solves what looks like an ethical problem.
- If necessary, seek advice on what laws and regulations might apply.

Apply these rules to determine ethical obligations.

- Are there requirements?
- Are there restrictions?

The Ethical Reasoning Process

Step 3. Develop and evaluate COAs.

Develop COAs:

- COAs must address the problem and the important Army values for your decisionmaking (from step 1) and comply with requirements and restrictions (from step 2).
- Consult a mentor, a peer, or brainstorm to get ideas.

Evaluate COAs: List ethical pros and cons. Ask practical questions.

- Would I make the same decision if I knew the whole story would go public tomorrow?
- Am I gaining (or giving) an unfair advantage?
- Does this COA deceive anyone?
- Does this COA benefit the best interests of the Army, my unit, or me?

Ask how Army values apply. Consider the deeper aspects of Army values.

- Loyalty is based on legitimate obligations. Being honest is not being disloyal.
- Duty is what you must do legally and morally.
- Respect means recognizing the inherent dignity of every human being. It includes acting with justice and compassion.
- Selfless service means service before self.
- Honor provides the motive for action. It demands that we follow all the Army values.
- Integrity means not violating your personal faith and moral beliefs.
- Personal courage means going for what is right, even in the face of disapproval or opposition.

The Ethical Reasoning Process

Because moral principles help reveal the inner meaning of Army values, ask how other moral principles might apply.

- The Golden Rule: Do unto others, as you would have them do unto you.
- Give a person the benefit of the doubt.
- The end does not justify the means.
- Good first order effects do not justify bad second and third order effects.
- Try to resolve problems at the lowest level.
- Praise in public; criticize in private.
- Prevent unnecessary harm.
- Respect the noncombatant distinction.

Step 4. Implement the COA that best represents Army values.

Section III – Jus in Bello Principles

There may be times when you advise commanders on the moral dimensions of a planned action or counsel soldiers struggling with conflicting moral issues of military operations. While not Army doctrine, the Just War tradition is taught in Army schools as the paradigm for understanding the moral dimensions of war. The tradition considers the principles of *jus ad bellum* or the just resort to war and *jus in bello* or the right conduct of war.

While the question of the just resort to war has definite moral dimensions, it is primarily a social and political question of national responsibility. Soldiers may come to you, a representative of a faith-based moral system, to discuss these issues. However, in these cases,

you need to help the soldier navigate issues of conscience and responsibility while remembering the complex nature of the issues. Therefore, it is important to remember that there are legal and statutory issues involved, and soldiers are not responsible for judging whether a particular conflict is or is not justifiable. Those soldiers granted conscientious objector status receive it based on a moral opposition to all war, not just objections to specific conflicts.

Morality in war is a direct responsibility of the soldier; therefore, issues of the right conduct of war are generally more common. The Army uses three basic principles for reflecting on the right conduct of war: proportionality, safeguarding noncombatants, and conduct in accordance with international agreements.

Proportionality is the first criterion and refers primarily to the selection and use of weapons. It condemns "overkill." Its purpose is to prevent unnecessary death, suffering, and destruction. It requires the selection of military targets and the avoidance of intentional destruction of civilian targets. It does not permit retaliation.

The second criterion is safeguarding noncombatants. This appears more frequently than any other in international law. While the identification of noncombatants has become more complex in modern warfare and is complicated by such issues as "military necessity," it clearly applies to the aged, the helpless, and children.

Perhaps a famous Army General stated it best when he said whether the soldier is a friend or foe, he is charged with the protection of the weak and unarmed. He believed it is the very essence of a soldier's being, what is called a sacred trust.

The third criterion is conduct in accordance with international agreements. Once signed by representatives of our nation, international agreements, such as The Hague and The Geneva Conventions, have the force of law. Their violation subjects a soldier to punishment under the UCMJ. It deals directly with such issues as who can be attacked in battle; what weapons can be employed and in what manner; the treatment of prisoners, internees, and civilians; and what constitutes legitimate targets. You should always remember that even just wars can be fought unjustly.

Section IV – Procedures for Ethical Dissent

If you feel compelled to challenge an authority concerning an ethical issue, review Step 3 of the ethical reasoning process first. Ask yourself these practical questions:

- How do Army Values apply?
- How do moral principles apply?

Then, continue with the procedures for ethical dissent.

Make sure your supervisor knows that the most loyal thing you can do is help rethink decisions that have potential for unethical, illegal, or grossly negligent consequences.

Ethical Dissent
Step 1. If you think dissent is appropriate, go to your supervisor with some respectful goals.
🕮 Verify the order. 🕮 Explain your concerns. 🕮 Use reasons based on step 3 of the ethical reasoning process. 🕮 Be objective and tactful. 🕮 Be sure to keep a record (memorandum for record).
Step 2. Listen to your supervisor.
🕮 See if there are alternatives at this point. 🕮 Request that the order be modified (to eliminate the source of your concern) or be confirmed (which may or may not provide new and convincing information).
Notes: At this point you have two possible responses, at a minimum. You can comply with the order in spite of reservations, or you may decide to continue with formal dissent.
Step 3. If you choose to comply, you need to ask yourself questions.
🕮 "Am I sure there is an ethical or legal problem?" 🕮 "Have I assessed the consequences of pressing the matter further?" 🕮 "Can I obtain informed, unbiased advice?" 🕮 "Am I keeping records of this?"
Note: You may wish to confer with the judge advocate general (JAG), other chaplains, or a staff member for information or advice.

Step 4. If you decide to continue to dissent, report the problem in the chain of command.

- To JAG.
- To the IG.
- To a chaplain.

Notes: All soldiers must obey lawful orders. Chaplains have a special duty to advise the command on moral and ethical issues that may adversely affect the mission or soldiers morale.

Common Military Dissenting Problems and Errors

- Failure to provide alternatives.
- A lack of factual information; failure to research regulations well.
- Dissenting in areas or on matters outside the individual's realm of responsibility.
- Failure to exhaust internal procedures prior to appealing to higher authority (skipping over the chain of command).
- Poor or improper timing (dissenting with a senior in front of subordinates).
- Failure or unwillingness to take ownership for the dissent.
- Misplaced sense of loyalty.

Section V – Ethical Climate Assessment Survey

The ethical climate of a unit is determined by a variety of factors: the individual character of unit members, the policies and practices within the organization, the actions of unit leaders, and environmental and mission factors.

Leaders should assess their unit's ethical climate periodically and take appropriate actions to maintain the high ethical standards expected of all Army organizations. The following survey will assist you in making an ethical climate assessment and in identifying the actions necessary to accomplish this vital leader function. If you sense a need to conduct such a survey, be sure to discuss it with your supervisor and technical chain.

Notes. The UMT or unit leaders use this survey to assess the ethical climate in the unit.

Questions in parts A through D are to be answered with 1, 2, 3, 4, or 5, according to how the respondent's feelings matches the numbered scale below.

Table E-1. Ethical climate assessment survey

Climate assessment survey scale				
Strongly disagree	**Disagree**	**Neither agree nor disagree**	**Agree**	**Strongly agree**
1	**2**	**3**	**4**	**5**

Statement	Response
A. Individual character.	
This section concerns unit members' commitment to Army values. Answer the following statements based on your observations of the ethical commitment in your unit. If you are a squad leader, questions pertain to you and your squad.	
1. In general, the members of my unit demonstrate a commitment to Army values—loyalty, duty, respect, selfless service, honor, integrity, and personal courage.	
2. The members of my unit typically accomplish a mission by "doing the right thing" rather than compromising Army values.	

Table E-1. Ethical climate assessment survey				
Climate assessment survey scale				
Strongly disagree	**Disagree**	**Neither agree nor disagree**	**Agree**	**Strongly agree**
1	**2**	**3**	**4**	**5**

Statement	**Response**
3. I understand and am committed to the Army's values as outlined in FM 22-100, *Army Leadership*.	
Total Part A	
B. Unit/workplace policies and practices.	
This section focuses on what you and the leaders who report to you do to maintain an ethical climate in your workplace. This does not refer to superiors (addressed in section D).	
1. We provide clear instructions, which help prevent unethical behavior.	
2. We promote an environment in which subordinates can learn from their mistakes.	
3. We maintain "appropriate levels of stress" and competition in our unit.	
4. We discuss ethical behavior and issues during regular counseling sessions.	
5. We maintain an organizational creed, motto, and/or philosophy that are consistent with Army values.	
6. We submit unit reports that reflect accurate information.	
7. We ensure unit members are comfortable using the various channels available to report unethical behavior.	

Table E-1. Ethical climate assessment survey				
Climate assessment survey scale				
Strongly disagree	**Disagree**	**Neither agree nor disagree**	**Agree**	**Strongly agree**
1	**2**	**3**	**4**	**5**

Statement	**Response**
8. We treat fairly those individuals in our unit who report unethical behavior.	
9. We hold accountable (report and/or punish) members of our unit who behave unethically.	
Total Part B	
C. Unit Leader Actions.	
This section pertains to what you do as the leader of your organization to encourage an ethical climate.	
1. I discuss Army values in orientation programs when I welcome new members to my unit.	
2. I routinely assess the ethical climate of my unit using sessions and climate surveys.	
3. I communicate my expectations regarding ethical behavior in my unit and require subordinates to perform tasks in an ethical manner.	
4. I encourage discussions of ethical issues in after action reviews (AAR), training meetings, seminars, and workshops.	
5. I encourage unit members to raise ethical questions and concerns to the chain of command or other individuals, if necessary.	

Table E-1. Ethical climate assessment survey				
Climate assessment survey scale				
Strongly disagree	**Disagree**	**Neither agree nor disagree**	**Agree**	**Strongly agree**
1	**2**	**3**	**4**	**5**

Statement	**Response**
6. I consider ethical behavior in performance evaluations, award and promotion recommendations, and adverse personnel actions.	
7. I include maintaining a strong ethical climate as one of my unit's goals and objectives.	
Total Part C	
D. Environmental/mission factors.	
Focusing on the external environment surrounding your unit, answer the following questions to assess the impact of these factors on the ethical behavior in your unit.	
1. My unit is currently under an excessive amount of stress: inspections, limited resources, frequent deployments, training events, and deadlines.	
2. My higher unit leaders do not tolerate mistakes (zero defective performance policy).	
3. My higher unit leaders overemphasize competition between units.	
4. My higher unit leaders appear unconcerned with unethical behavior as long as the mission is accomplished.	
5. I do not feel comfortable bringing up ethical issues with my supervisors.	
6. Peers in my unit do not seem to take ethical behavior very seriously.	

Table E-1. Ethical climate assessment survey				
Climate assessment survey scale				
Strongly disagree	**Disagree**	**Neither agree nor disagree**	**Agree**	**Strongly agree**
1	**2**	**3**	**4**	**5**
				Total Part D
Total the score of the survey from each section. A score of 1 or 2 on any question requires immediate leader action.				
				Section A. Individual character
				Section B. Leader action
				Section C. Unit policies and procedures
				Section D. Environmental/mission factors
				SURVEY RESPONSE TOTALS:
Assessment guide				
Score 25 to 75. Take immediate action to improve ethical climate.				
Score 76 to 100. Take actions to improve ethical climate.				
Score 101 to 125. Maintain a healthy ethical climate.				
				TOTAL OVERALL SCORE:

Appendix F
Values, Oaths, and the Soldiers Creed

Army Values (LDRSHIP)
🕮 Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.
🕮 Duty: Fulfill your obligations.
🕮 Respect: Treat people as they should be treated.
🕮 Selfless service: Put the welfare of the Nation, the Army, and your subordinates before your own.
🕮 Honor: Live up to all the Army values.
🕮 Integrity: Do what's legally and morally right.
🕮 Personal courage: Face fear, danger, or adversity (physical or moral).

Chaplain Corps Values (SACRED)
🕮 Spirituality: Seek to know God and yourself at the deepest level.
🕮 Accountability: Hold yourself and others to a moral and spiritual high ground in every area of life.
🕮 Compassion: Love in word and deed.
🕮 Religious leadership: Model spiritual truths wisely and courageously.
🕮 Excellence: Do your best for God's glory.
🕮 Diversity: Respect the differences of others.

Oath of Enlistment

"I, (state your name), do solemnly swear (or affirm) that I will support and defend, the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to the Uniformed Code of Military Justice, so help me God."

Title 10, U.S. Code; Act of 5 May 1960 replacing the wording first adopted in 1789, with amendment effective 5 Oct 1962.

Oath of Office (Officers)

"I, (state your name) (SSAN), having been appointed an officer in the Army of the United States, as indicated above in the grade of ___, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign or domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter; So help me God!"

DA Form 71, 1 August 1959 (for officers).

The Soldier's Creed and Warrior Ethos
I am an American Soldier.
I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.
I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.
I am disciplined, physically and mentally tough, trained, and proficient in my warrior tasks and drills. I always maintain my arms, my equipment, and myself.
I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.
I am a guardian of freedom and the American way of life.
I am an American Soldier.”

This page intentionally left blank.

Appendix G
Briefings

In advance, ask whomever you are briefing what type of briefing they want. Think professionalism: be clear, be complete, and be done. In the absence of directions or unit SOPs, you may use the standard formats provided in this appendix.

Section I – Information Briefing

The purpose of the information briefing is to inform the listener. This briefing deals primarily with facts, not conclusions or recommendations. Use it to present high priority information requiring immediate attention; complex information involving complicated plans, systems, statistics, or charts; and controversial information requiring elaboration and explanation. Situation reports (frequently called verbal SITREPS) cover the tactical situation over a period of time and usually fall into this category.

Information briefing
1. Introduction.
a. Greeting. Use military courtesy; address the person(s) receiving the briefing and identify yourself.
b. Identify type and classification of briefing.
c. Purpose. Explain the purpose and scope.
d. Procedure. Indicate procedure if briefing involves a

demonstration, a display, or a tour.

2. Body.
   a. Arrange main ideas in logical sequence.
   b. Use visual aids correctly.
   c. Plan effective transitions.
   d. Prepare to answer questions at any time.
3. Close.
   a. Ask for questions.
   b. Give closing statement.
   c. Announce the next briefer, if applicable.

Section II – Decision Briefing

The purpose of the decision briefing is to obtain an answer or a decision. Personnel in higher headquarters use this briefing for most tactical matters requiring command decisions. In division headquarters and below, personnel modify and use a more informal decision briefing.

The decision briefing compares to an oral staff study and generally follows the same format.

Decision briefing

1. Introduction.
   a. Greeting. Use military courtesy; address the person(s) receiving the briefing and identify yourself.
   b. Identify type and classification of briefing.

Decision briefing

c. Purpose. State that the purpose of the briefing is to obtain a decision and announce the problem statement.

d. Procedure. Explain special procedures (such as a trip to outlying facilities or introduction of an additional briefer).

e. Coordination. Indicate accomplishment of any coordination.

f. Classification. State the classification of the briefing.

2. Body.

a. Assumptions. Must be valid, relevant, and necessary.

b. Facts (bearing on the problem). Must be supportable, relevant, and necessary.

c. Discussion. Analyze courses of action and plan for a smooth transition.

d. Conclusions. Degree of acceptance or the order of merit of each COA.

e. Recommendation(s).

(1) State action(s) recommended.

(2) Must be specific and not a solicited opinion.

3. Close.

a. Ask for questions.

b. Request a decision.

4. Follow up.

Note: If the COS is not present after the briefing is over, the briefer must inform the staff secretary or XO of the commander's decision.

Section III – General Purpose Staff Briefing

The staff briefing is to secure a coordinated effort. This briefing may involve the exchange of information, the announcement of decisions, the issuance of directives, or the presentation of guidance. The staff briefing may include information, a decision, and mission briefings.

Commands normally schedule staff briefings on a periodic basis. The attendees are usually the commander, his deputy, COS, and senior representatives of coordinating and special staffs. Sometimes, commanders from major subordinate commands attend. In combat, commands hold additional briefings, as the situation requires.

The COS or XO usually presides over the staff briefing. The briefer opens the briefing by identifying the purpose and reviewing the mission of the next higher headquarters. Next, the briefer restates the command's mission and gives the commander's concept, if applicable. The staff is then called upon to brief their areas of responsibility.

The normal sequence is S2, S3, S1, S4, and S5. Special staff officer participation varies with local policy. The commander usually concludes the briefing and may take an active part throughout the presentation.

Situation Briefings

The tactical situation briefing is a staff briefing used to inform persons not familiar with the situation at the level at which the briefing is taking place. The briefing goes back in time as far as necessary to present the full picture.

Update Briefings

When the main intent of regularly scheduled staff briefings is to achieve coordinated effort within headquarters, each officer's presentation is an update of material previously presented.

Situation/Update Briefings Format (Chaplain)

1. Introduction.
   a. Greeting.
   b. Type and classification of briefing.
   c. Identification of self, if appropriate.
   d. Scope: Define coverage in terms of time, organizational level, or other specifics.
2. Body.
   a. Units visited.
   b. Unit morale.
   c. Coverage plan.
      (1) Consider NBC casualties.
      (2) EPWs and mortuary affairs.
      (3) Your location.
      (4) Who is the next senior individual in charge?
   d. Impacts of religion on upcoming operations, soldiers, and civilians.
   e. Issues that specifically need the commander's attention.

Situation/Update Briefings Format (Chaplain)
3. Close. a. Solicit questions. b. Concluding statement and announcement of next briefer, if any.

Section IV – Staff Estimates

A special form of staff briefing is the presentation of staff estimates, culminating in a commander's decision to adopt a specific COA. For this staff briefing, staff officers usually follow the format prescribed for the written staff estimate.

Note: This sample format can be used when discussing ministry team COAs during deployment/military operations.

Oral Format
1. Greeting or type and classification of briefing. 2. Mission. 3. The situation and considerations. a. Intelligence situation. b. Tactical situation. c. Logistical situation. d. Civil-military operations situation. e. Personnel situation. f. Assumptions.

Oral Format

4. Analysis.
   a. For each tactical COA, when appropriate.
      (1) Analyze all logistics, civil-military operations, and personnel factors.
      (2) Indicate problems and deficiencies.
5. Comparison.
   a. Evaluate deficiencies.
   b. Discuss advantages and disadvantages of each COA from own standpoint. Indicate corrective action required.
6. Conclusions.
   a. Indicate the COA that can be best supported.
   b. What major deficiencies need to be overcome?
7. Close.
   a. Solicit questions.
   b. Concluding statement and announcement of next briefer, if any.

Briefing Checklist

1. Analysis of situation.
   a. Audience.
      (1) Who and how many?
      (2) Official position.

Briefing Checklist

(3) Knowledge of subject.
(4) Personal preferences.
b. Purpose and type.
c. Subject.
d. Physical facilities.
(1) Location.
(2) Arrangements.
(3) Visual aids.
2. Schedule presentation.
a. Complete analysis.
b. Prepare outline.
c. Determine requirements.
d. Schedule rehearsals.
e. Arrange for final review.
3. Construct the briefing.
a. Collect material.
b. Prepare first draft.
c. Revise and edit.
d. Plan to use visual aids.
e. Practice.
(1) Rehearse.
(2) Isolate key points.

Briefing Checklist

(3) Memorize outline.
(4) Develop transitions.
(5) Use definitive words.

4. Delivery.
   a. Posture.
      (1) Military bearing.
      (2) Eye contact.
      (3) Gestures and mannerisms.
   b. Voice.
      (1) Pitch and volume.
      (2) Rate and clarity.
      (3) Enunciation.
   c. Attitude.
      (1) Professional.
      (2) Confident.
      (3) Helpful.
5. Follow up.
   a. Ensure understanding.
   b. Record decisions.
   c. Inform proper authorities.

UMT Tips
Do...
🕮 Rehearse and ensure equipment/aids are ready!
🕮 Observe/utilize other staff officers' briefing template.
🕮 Be clear, complete, and concise.
🕮 Anticipate the commander's needs.
Don't...
🕮 Waste the commander or staff's time with irrelevant details.
🕮 Ask questions (unless it is a decision brief).
🕮 Get emotional.
🕮 Start casual (always presume a formal brief unless directed otherwise).

Appendix H
After Action Reviews and Reports

Section I – Purpose

After action reviews (AAR) are a vital leadership tool; they enable leaders and soldiers to understand—

- What should have occurred?
- What did occur?
- Why did it occur?
- How do we reinforce successes in the future?
- How do we remedy deficiencies in the future?

An AAR can be used for virtually any mission, project, or activity. AARs can be verbal (informal) or written (formal). If written, the AAR will conform to the Army writing style through clear, concise writing (correct grammar, usage, punctuation, and spelling) and compact organization. Effective informal AARs can take only minutes; major, formal AARs may take several hours.

Bottom Line...

AARs are leader tools to see what went right and what went wrong, in order to improve next time!

Section II – The After Action Review Process

The AAR process involves planning, preparing, conducting, and using the results, if appropriate, in future activities of the same type.

Planning

To ensure a successful AAR, good initial planning is crucial. The following planning guidance should help in constructing a good AAR:

- Establish a goal. What should the AAR accomplish?
- Identify the participants. Can everyone be involved or is the group too large? Are outside observers required?
- Determine when the AAR will be conducted: After major phases of an exercise, completion of a block of instruction, or conclusion of an event.
- Select a site for the AAR. Do you have a back up or an inclement weather plan?
- Determine if training aids are required.
- Draft an AAR plan. (Keep it simple and clear.)

Preparing

Like planning, proper preparation is a key to success. This is the most critical phase, because observations of the event are involved. The following should be accomplished during preparation:

- Review documentations related to the event. Have operations orders or planning documents been prepared?
- Observe the event. Take clear, detailed notes and encourage other participants to take notes.
- Collect information. Do you need other observers or resources?

- Organize the information and prepare appropriate questions for the AAR. Ensure questions bring out responses necessary to resolve deficiencies and identify strengths.

Conducting

The AAR can provide a positive learning experience. During the AAR, accomplish the following:

- Restate the activity's objective, mission, or goal.
- Lead the discussion. Using open-ended questions, guide participants as they discuss the following:

Table H-1. Open-ended discussion guide

What you can ask/do...	Then use the results…
What should have occurred?	What are our "lessons learned"?
What actually did occur?	What successes can we sustain in the future? How?
What went right? Why?	What deficiencies can we improve in the future? How?
What went wrong? Why?	
Summarize	

Section III – Tips for Conducting an AAR

- Maintain order. Guide the discussion until significant issues surface. Continue to provide guidance until appropriate COAs are identified.
- Let the discussion be nonjudgmental. Find the answers and do not blame. Discuss what happened and why.
- Concentrate on standards. What was considered an acceptable performance?
- Keep the discussion on target. Encourage all group members to participate. Let participants discover answers on their own while you direct the discussion and keep it on track.

Suggested materials to be on hand for an AAR:

- FM 6-0, FM 1-05, and TC 25-20.
- Personal notes.
- Operations documents (such as journal files, staff reports, operations orders, situation maps, or overlays).

Section IV – Performance Steps of an AAR

- State the activity and indicate whether the activity was completed.
- Make recommendations or conclusions on your significant findings or results.
- Summarize the activity and its degree of accomplishment in the introductory paragraphs of the AAR as follows:
  - Cite the authority, the purpose, the time period, and the personnel and units involved in the activity.
  - Cite references.

- Describe the activity and organize the body of the report in titled sections. Following a background discussion, tell how the activity took place (include all relevant facts).
- Estimate the impact(s) of the activity on the individual or the unit.
- Indicate special circumstances encountered while carrying out the activity. (Include successes or failures of interest to a higher level of command and note important command decisions.)
- List highlights and significant results of the activity, especially those that could affect future activities.
- Document sources of information or references you have cited fully and consistently. Refer the reader to attachment(s) that contain further detailed analysis of the activity.
- Revise the AAR according to the Army writing style.
- Write clearly. Primarily use the active voice; use personal pronouns when they are appropriate.
- Write concisely. Do not use jargon or unnecessary, long words; avoid wordiness; and use military abbreviations appropriately.
- Organize compactly.

This page intentionally left blank.

Appendix I
Risk Management

Risk management is the process of making operations safer without compromising the mission. Accident investigations show that mission-compromising accidents occur when victims are ignorant of hazards and countermeasures or when directed countermeasures are ignored. The greatest effort should be in hazard identification and countermeasure enforcement.

> **Note**: In this appendix, leader and team leader refer to the senior-most member of the UMT present for duty. Whether chaplain or NCO, the leader is responsible for risk decisions. Nevertheless, all UMT members must be involved in the risk management process.

Section I – Rules of Risk Management

Three rules guide the risk management process:

- Accept no unnecessary risks. The UMT leader who has the authority to accept a risk has the responsibility to protect the team from unnecessary risks. An unnecessary risk is one that, if eliminated, still allows mission accomplishments.
- Make risk decisions at the proper level. Make risk decisions at a level consistent with the commander's guidance. The team leader responsible for the mission should make the risk decisions.

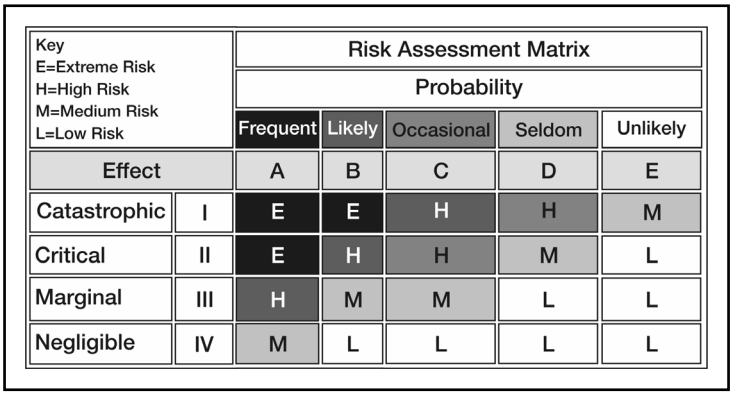
- Accept risk if benefits outweigh costs. The team leader must take necessary risks to accomplish the mission. The team leader must understand that risk-taking requires a decisionmaking process that balances mission benefits with costs.

Section II – Risk Management Process

There are five steps to the risk management process:

Identify risks. During the mission analysis, identify specific risks associated with all specified and implied tasks. Determine the hazards causing these risks. Consider METT-TC factors to identify risks.
Assess risks. Determine the magnitude of risks. This involves an estimate of effect and probability. Determine the likelihood and extent of accidental loss based on the METT-TC format (see table 4-1) as a guideline of factors to consider in this risk assessment.
- Mission: Complexity and difficulty.
- Enemy: Equates to specific identified hazards and/or threats.
- Terrain and weather: All aspects of the physical environment affecting mobility.
- Troops and support available: Supervision, experience, training, morale, endurance, and equipment.
- Time available: For execution, planning, and preparation (1/3-2/3 rule).
- Civil considerations: Activities, refugees, humanitarian assistance (HA), non-governmental organizations (NGO), and international organizations.

Make decisions and develop controls. Make risk acceptance decisions by balancing risk benefits against risk assessments and eliminate unnecessary risks. Reduce the magnitude of mission-essential risks through the application of controls. Controls range from hazard awareness to development of detailed operational procedures. Involve the chain of command, if necessary. Risks or controls jeopardize assigned mission accomplishment.
Implement controls. Integrate specific controls into estimates, plans, RS annexes, SOPs, training performance standards, and rehearsals. Individual soldier knowledge of controls is essential.
Supervise. Enforcing controls and standards is paramount for successful risk management. Evaluate mission progress and changes to METT-TC and adjust process as necessary. After mission completion, evaluate risk decisions and controls for inclusion in AAR (see figure I-1).



Key E=Extreme Risk H=High Risk M=Medium Risk L=Low Risk		Risk Assessment Matrix				
		Probability				
		Frequent	Likely	Occasional	Seldom	Unlikely
Effect		A	B	C	D	E
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L

Figure I-1. Risk Assessment Matrix

The risk assessment matrix's is an aid to determine the level of risk associated with a particular hazard by weighing the hazard's probability of occurrence against the hazard severity. The attached table explains the effect and probability categories.	
Effect	**Explanation**
Category I: Catastrophic	Death or permanent total disability; systems loss; or major property damage.
Category II: Critical	Permanent partial disability or temporary total disability in excess of three months; major systems damage; or significant property damage.

Category III: Marginal	Minor injury; lost workday accident, compensable injury or illness; minor systems damage; or minor property damage.
Category IV: Negligible	First aid; minor supportive medical treatment; or minor systems impairment.
Probability	**Explanation**
Level A: Frequent	Likely to occur frequently in life of system, item or facility; continuously experienced.
Level B: Likely	Will occur several times in life of item.
Level D: Remote	Unlikely, but still can be reasonably expected to occur. Though unlikely, it may occur once in life of item.
Level E: Unlikely	So unlikely it can be assumed that occurrence may not be experienced.

This page intentionally left blank.

Appendix J
Spiritual Readiness

Section I – Introduction to Spiritual Readiness

Spiritual readiness is a command operational readiness indicator. It enables the soldier to live the Warrior Ethos and embody the Army Values. The capacity of spiritual readiness in the soldier affects unit morale and is an essential and critical component of the total soldier system in the Army. Spiritual readiness promotes individual and unit accountability for actions.

Spiritual readiness is an indicator of the soldier's "will to fight" and the general well being of personnel within the command. The UMT has the responsibility to assess, monitor, predict, and train the war fighter through spiritual fitness training to achieve spiritual readiness.

Section II – Spiritual Leadership

Spiritual leadership is the core competency of the chaplain corps and the foundation of all spiritual readiness, spiritual fitness, and RS conducted for the commander. Spiritual leadership is an art and science; commitment and professional skills are embedded in spiritual leadership. The chaplain uses spiritual leadership, professional skills, and personal insights and beliefs to define, interpret, and train spiritual readiness and, thereby, execute the core processes of religious services to the soldier.

The Epitome of Spiritual Leadership

No one would ever pick this chaplain out of a line up of great leaders. He was a lanky six-foot tall priest with a sallow complexion. He was not a natural athlete, and he spoke with a speech impediment. Yet, what he lacked in physical gifts, he more than made up for in character.

On Nov. 19, 1967, this chaplain began the day by celebrating the Mass with paratroopers from the 173rd Airborne Brigade near Dak To, Republic of Vietnam. Shortly thereafter, he and the paratroopers began the ascent of Hill 875.

Approximately 50 meters into their ascent, one of the most ferocious battles of the war began. The chaplain and the men of the 2-503rd infantry were surrounded by a force of North Vietnamese Army (NVA) that was roughly ten times their size. All around them, trees began to fall as they were cut in half by the overwhelming volume of fire. Men were either firing their weapons, digging into the earth for survival, or dying.

Throughout the battle, the chaplain continually exposed himself to enemy fire while running unarmed into the fray to pull fellow paratroopers to safety and administer physical and spiritual aid. When one paratrooper stood frozen in shock in the midst of the turmoil, the chaplain ran forward with complete disregard for his own life, threw the man on his shoulders, and carried him to safety. Even when a perimeter was established, this chaplain consistently ventured outside of it to retrieve the wounded. Once they were all inside the protective perimeter, he moved about to administer aid and provide nourishment for the men's bodies and souls. In the course of this selfless service, he was mortally wounded.

On Hill 875, this chaplain displayed a selfless devotion to his fellow soldiers that went above and beyond the call of duty. For his actions, he posthumously received the Medal of Honor. His actions are the epitome of spiritual leadership. In the midst of the fight, he demonstrated his possession of every attribute of a spiritual leader. Because he lived and breathed those characteristics, he naturally 'lived out' the Warrior Ethos. The impulse of his character was to put the mission first, never accept defeat, never quit, and

never leave a fallen comrade behind! While his exemplary spiritual leadership shined brilliantly on Nov. 19, 1967, it was obvious and in practice well before that day.

In the days before the battle at Hill 875, this chaplain had spoken with a PFC in the unit, whose wife was pregnant back home and due soon. All the essentials to bring the baby home were on lay away at a local store. A few days before the fateful battle at Hill 875, the private's wife received a letter from him with a check to pay off everything she'd put on lay away. It was a personal check from the chaplain. This chaplain's humility, love, and compassion towards this private gave hope to a family and made a strong impact on the young PFC. The chaplain had given this private an example of how a spiritual leader selflessly serves others. At Hill 875, the private resolutely and selflessly held a covering position to ensure the safe withdrawal of his entire company as the enemy converged on three sides of his position. He gave his life, while saving theirs. This private and his chaplain were the two men to earn the Medal of Honor at Hill 875."

Taken from the USACHS Library Vertical Reference Files

Section III – Spiritual Fitness Training

The integration of spiritual fitness training to achieve spiritual readiness is based on chaplain core capabilities, as practiced within the context of the "Warrior Ethos." Chaplains practice spiritual and religious leadership to sustain the war fighter. UMTs implement RS operations in order to plan, execute, and evaluate spiritual fitness training.

Through the symphony of net-centric communities, virtual and interactive training modules, and personal and pastoral contact, UMTs facilitate concise spiritual fitness training to sustain spiritual readiness in soldiers and units. Advising the command on matters of

morale that may affect the mission is a core component of this training (see figure J-1).

> *"Spiritual well-being is important since soldiers function more effectively when they have a support system or framework of meaning to sustain them…Spiritual fitness is the development of those personal qualities needed to sustain a person in times of stress, hardship, and tragedy. These qualities come from religious, philosophical, or human values and form the basis for character, disposition, decision-making, and integrity."*
>
> DA PAM 600-63-12

Traits of a Spiritual Leader

Spiritual integrity	Reverent	Knowledgeable
Adaptive	Compassionate	Persevering
Flexible	Professional	SACRED values
Confident	Personal	LDRSHIP values
Competent	Hopeful	Dedicated
Obedient	Submissive	Always learning
Humble		

The Chaplain Corps remains committed to providing the spiritual leadership required to foster the spiritual fitness of today's soldiers and tomorrow's heroes.

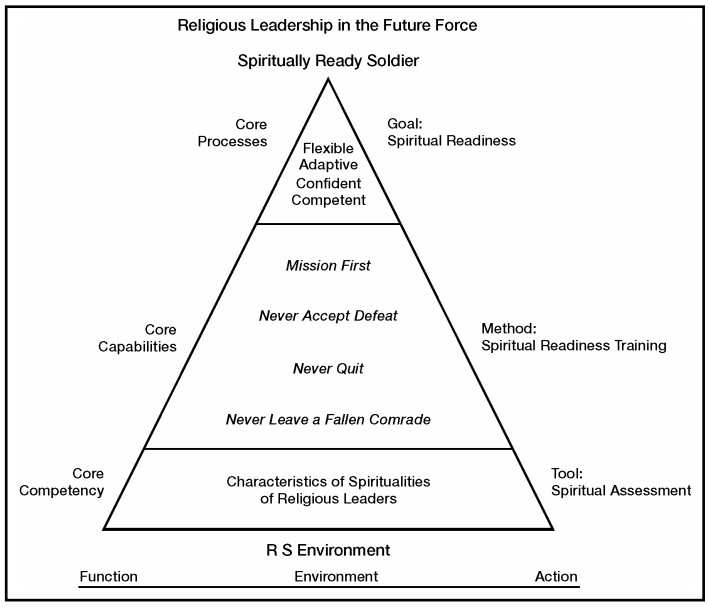


Figure J-1. Spiritual Leadership

The Fruit of Spiritual Fitness

One of a handful of individuals to ever earn the combination of the Medal of Honor, the Distinguished Service Cross, and the Distinguished Service Medal, this great American hero is the only American to earn those three awards along with six awards of the Distinguished Flying Cross.

On Jan. 6, 1968, a pilot volunteered to rescue the wounded from a heavily defended and fog-blanketed site in enemy territory near Chu Lai, Republic of Vietnam. Flying 'nap of the earth' with his UH-1 series Huey utility ambulance helicopter (UH-1H) turned sideways to blow away the fog, he flew through uncontested, close-range enemy fire to land and rescue the first set of wounded. Immediately, he was called to another equally dangerous site where two previous aircrafts had been shot down. With unmatched skill and extraordinary courage, this pilot not only executed that evacuation successfully, he also returned and conducted three more separate evacuations from the same site.

Later in the day, the pilot landed his UH-1H in a site completely surrounded by the enemy. Though his controls were virtually destroyed by enemy fire, he successfully evacuated the wounded from the site. Obtaining another aircraft, he answered yet another call to land in an enemy minefield and rescued trapped soldiers. Throughout the day, this pilot utilized three helicopters to evacuate 51 severely wounded soldiers. It was for his actions that day that he earned the Medal of Honor, the first award of the Medal to a 'dust off' pilot. Overall, he evacuated 5,000 wounded soldiers during his service in Vietnam.

Following 34 years of honorable service, this combat pilot retired from the Army as a Major General and later served as the President of the Congressional Medal of Honor Society. In the years since that heroic day, he has consistently referred to the spiritual fitness that undergirded his actions. He stated that he believes the key to courage is faith. In combat, he coped with fear through his faith. He said it's a great source of calm, of comfort, and it gave him great confidence. He thought that because of his faith, he was able to do things that, for him, would have otherwise been impossible.

Taken from *Medal of Honor Citation* and an USACHCS interview with the pilot.

Appendix K
Equipment and Vehicles

Section I – Introduction

Deployment location, weather conditions, and type of mission will determine packing lists for the mission, personal health, and survivability. The amount of equipment that UMTs can take may be limited and varies, depending on the type of unit.

Packing Preparations for Deployment

UMT packing lists must follow unit packing lists and SOPs. Size and weight of UMT equipment must also be determined. Consider a worst-case scenario when deciding what to bring. Try to anticipate other limitations and factors when constructing a packing list. Carefully consider the climate and METT-TC when determining other items to bring for personal comfort and effective ministry.

Units generally provide a list of required items for a specific deployment. However, some items should be considered no matter what the mission or location.

The following packing lists show items that may be required for a deployment or a field problem. The universal packing list includes items to aid in basic survival in most environments; there are also packing lists for the "A," "B," and "C" bags.

Note: Your load-bearing equipment (LBE), rucksack, and duffel bags should all be planned out in advance to efficiently use available space.

Section II – Individual Clothing and Equipment

Chaplain's kit:

The chaplain's kit always accompanies the chaplain.

Field uniform	
BDU (with belt and BDU cap and beret)	Flashlight (with batteries and red light lens)
Kevlar (with chin strap, cover, rank, and band)	Black leather gloves (with inserts)
LBE (with web belt)	Assigned weapon (chaplain assistant)
Suspenders	UMT handbook, notebook, pen, and pencil
Canteen (with cup and cover)	Protective mask (with M291 skin decontaminating kit)
First aid pouch (with field dressing)	Hearing protection
Two ammo pouches	
Combat boots	

Universal packing list	
Pocketknife	ID tags
First aid kit	ID card
Fire making equipment	Drivers license and SF 46
Signal mirror	Weapons card (chaplain assistant)
Water purification tablets	Field meal card
Small amount of food	Geneva convention card (chaplain)
Compass Drivers license and SF 46	Code of conduct card
Map (with acetate)	Small amount of cash
Field meal card	Toilet paper
Alcohol markers	Shaving kit
Code of conduct card	
Personal camouflage	

A, B, and C bags

When deploying with a unit that allows you to carry three or more bags of personal equipment, maintain an A bag, a B bag, and a C bag. These lists reflect a 70 percent packing solution for a heavy unit and must be lightened considerably for light infantry soldiers.

A bag (rucksack)	
BDU (2 sets)	Sleeping bag –1 (stored in waterproof bag; check unit SOP for locating this item in the rucksack or in the B bag)
Underwear - 2 sets (socks, T-shirts, shorts)	Weapon cleaning kit (1)
Entrenching tool (1)	First aid kit (1)
Gloves - 1 pair (with inserts)	Hygiene kit—supplies for shaving, dental care, soap, deodorant, shampoo, hand lotion, hairbrush or comb, nail clipper, mirror, and other needed items
NBC gear - 1 set (gloves, over boots, over garments, and M8 and M9 detection paper)	Towel or washcloth (1)
Poncho (1)	Sweater, liner, or field jacket (1)
Poncho liner (1)	Waterproof bag
Rain gear (1 set)	
2-quart canteens (1)	
Rations (3 meals)	

Note: An A bag is usually intended for immediate use during a short period of time.

B bag (duffel bag #1)	
BDUs (2 sets)	Underwear (5 pairs)
Boots (1 pair)	Gloves (1 pair)
Field jacket (1)	Towels or washcloths (2)
PT uniform - 1 set (T-shirt, shorts, sweatshirt, sweatpants, and knit cap)	Civilian clothing, if needed
Shoes - 1 pair (athletic)	Flak vest -1 (if not worn)
Socks - 5 pairs (white)	Sleeping shirt (1)
Laundry bag	Sleeping shorts (1)
	Shower shoes (1 pair)

Note: The B duffel bag is your "working bag" for the equipment you use on a daily basis.

Winter packing list	
Winter boots (1 pair)	Face protection (1)
Winter coat(s) (1 or 2)	Winter glove - 1 pair (with inserts)
Winter trousers (1)	Winter blanket (1)
Winter shirt (1)	Scarf (1)
Winter socks (5 pairs)	Deep winter suit (BEAR) - 1 set (if issued by the unit])
Winter long underwear (2 pairs)	Mittens - 1 pair (with inserts)
Wool cap (1)	

Note: Winter list items can be packed either in the A or B bag, based on type of deployment and weather conditions.

C bag (duffel bag #2)

This bag will contain items not required for immediate use.

> **Note**: Ensure you have a personal lock with two keys for each duffel bag.

Section III – Weapon

Weapon packing list	
Ammunition	Magazines
Sling	Cleaning kit
Lubricant	

M16A2 Function Check Steps

Perform function check on an M16A2, ensuring that the rifle operates properly with the selector switch in each position.

Step 1. Check an M16A2 with the selector lever in the "safe" position.

- 🕮 Pull the charging handle to the rear and release it.
- 🕮 Place the selector lever in the "safe" position.
- 🕮 Pull the trigger (the hammer should not fall).

Step 2. Check an M16A2 with the selector lever in the "semi" position.

- 🕮 Place the selector lever in the "semi" position.
- 🕮 Pull the trigger and hold it to the rear (the hammer should fall).

- Continue to hold the trigger to the rear while pulling the charging handle to the rear and releasing the charging handle.
- Release the trigger with a slow, smooth motion until the trigger is fully forward (the hammer should not fall).
- Pull the trigger (the hammer should fall).

Step 3. Check an M16A2 with the selector lever in the "burst" position.

- Place the selector lever in the "burst" position.
- Pull the charging handle to the rear and release it.
- Pull the trigger holding it to the rear (the hammer should fall).
- Continue to hold the trigger to the rear while pulling the charging handle to the rear and releasing the charging handle.
- Repeat third step twice.
- Release the trigger.
- Pull the trigger (the hammer should fall).

Step 4. Stop the function check any time the rifle does not function properly.

Step 5. Turn in the malfunctioning rifle to the unit armor NCO.

M-16 Maintenance Steps

A clean and maintained rifle will fire when needed, if properly lubricated and loaded with clean ammunition. In order to keep the rifle and ammunition in good condition, daily care and cleaning is essential. During adverse weather or operational conditions, certain key parts of the rifle and ammunition may need care and cleaning several times a day.

WARNING

You must follow these vital procedures. Your life and the success of the UMT RS mission depend upon the proper functioning of the M-16. Failure to follow these procedures may result in repeated ammunition feeding failures, which a damaged magazine could cause. The magazine should be turned in to the unit armor for exchange.

Cleaning

Thoroughly clean all metal surfaces of the rifle with bore cleaning compound. Special attention must be given to the following areas:

- Chamber. Clean with a chamber brush. If the regular brush is not available, use a caliber .30, .45, .50, or 7.62-millimeter bore brush as a substitute.
- Bolt carrier group. Clean the bolt carrier key with a 5.56-mm bore brush (a worn one works best) and dry with a pipe cleaner. The bolt locking lugs, the bolt carrier key extractor, and the extractor must be free of carbon and dirt.
- Magazine. Disassemble and wipe dirt from magazine tube, spring, and follower.
- Barrel. Clean from chamber to muzzle with a bore brush and swabs.
- Receiver. Use a swab or brush to clean interior surfaces.

Lubrication

Apply a generous coat of lubricating oil to the carrier bolt, external surface of the bolt assembly, and interiors of the upper and lower receivers, including all operational components.

Note: Ensure oil is not placed on the locking lugs of the bolt.

A light coat of oil should be applied to the barrel chamber and bore, the firing pin, the firing pin recess in the bolt, and all external metal surfaces of the rifle.

Place one drop of oil in the bolt carrier key and ensure that hidden screws and springs are not overlooked.

Place a light coat of lubricating oil on the magazine spring. Do not lubricate other parts of the magazine.

Note: Use semi-fluid lubricating oil (LSA) for temperature ranges of -35ºF and above and weapons oil lubricating (LAW) for temperature ranges below zero degrees. Either lubricant can be used at temperatures ranging from zero to -35ºF.

Ammunition

Cartridges with light corrosion, mud, dust, dirty water, and/or rain should be wiped clean with a dry cloth.

Note: Do not attempt to fire damaged or badly corroded ammunition. Do not use oil or grease on cartridges.

CAUTION

Do not fire a weapon that has water trapped in the bore.

To remove water from the bore (M-16), pull charging handle rearward, ejecting cartridges, depress the lower portion of the bolt catch, then shake water from bore via muzzle. Depress the upper portion of the bolt catch, allowing the bolt to close, chambering a round, and locking the bolt in the forward position.

CAUTION

Do not use dented magazines, or ones with spread or damaged lips. A damaged magazine could cause repeated ammunition feeding failures. The magazine should be turned in to the unit armor for exchange.

If an extraction cannot be corrected by normal cleaning, turn the weapon in at the first opportunity. For detailed instructions, refer to TM 9-1005-249-23&P.

Section IV – UMT Equipment Items

Vehicle

Dispatch packet	Assortment of wire or strings	Filler spout
Technical manuals (TM)	Fuel can	Pliers
PMCS sheets (book of DD 2404)	Chains	Warning triangles
Fuel coupons	Water can with spigot	Fire extinguisher with mount
Load plan	Chemical lights	Shovel, ax, and pix
First aid kit with rubber gloves	Basic issue items (BII)	Hammer (regular)
Extra series 200 lock	Wrench, screwdriver (flat and Phillips), Jack with handle	M11 decontaminating apparatus with mount
Duct and electrical tape	Lug wrench	

Vehicle loading plan

An itemized list of the UMT section equipment is necessary to develop a usable, vehicle loading plan. The vehicle loading plan is not static, nor does one plan work for all vehicles. It should be personal, yet in accord with unit SOP. Be familiar with the load plan so time is not wasted searching for equipment, especially in an emergency.

Vehicle Loading Plan Development Steps

Step 1. Draw or obtain a scale diagram of the vehicle and trailer (if available) to be loaded.

Step 2. Determine where the various equipment items should be packed in the vehicle and trailer.

- 🕮 Heavy equipment should be loaded first and centered as closely as possible over the axle(s).
- 🕮 The remaining equipment should be neatly arranged in remaining spaces.
- 🕮 Equipment that will be needed first should be loaded last to facilitate unloading.

The chaplain kit should be in easy reach of either the chaplain or chaplain assistant during travel. Rucksacks should be readily available in case the vehicle needs to be abandoned in an emergency situation.

Step 3. Draw a position on the diagram for each item of equipment.

Step 4. According to the load plan, load the vehicle and trailer to ensure the plan accommodates all section equipment and the plan is practical.

Step 5. When in garrison, the UMT periodically goes through the extended load plan and mark items to be replaced or repaired.

Section V – Other Equipment Items

Other personal equipment to consider

Flashlights	Small stove and fuel	Foot powder
Watch	Coffee pot	Extra shoelaces
Alarm clock	Zip-lock bags (large and small)	Binoculars
Insect repellent	Multi-purpose tool (leatherman)	Prescription medication, vitamins, and aspirin
Lip balm	Toilet paper	Cold pack
Sun block	Baby wipes	Butane lighter
5-50 cord	Chem lights	Duct (“100 mph”) tape
Radio (short-wave)	Knife sharpener	Bungee cords
Extra batteries	Sun glasses/goggles (with dust and wind protectors)	Additional personal lock
Sewing kit		

RS equipment		
Chaplain kit	Extra hymnal and port-a-talk batteries (not available in-theater)	Field hymnals
Field altar with hangings	Hymn player	Tracks/literature/*Daily Bread*
Field chaplain flag	Matches	Standard memorial bulletin
Chaplain supply kit	Field desk or chaplain logistical	UMT section sign
Consumables (as many as you need until resupplied)	Support package (CLSP), pending fielding	Sign for service times
Port-a-talk with batteries		Hymn chest
Missalettes		

Communications equipment		
Radio set	Memorandum of instruction (MSE) telephone	Red tags to mark phone line
Signal operating instructions (SOI)	MSE phone book	Phone wire
Technical manuals	Electrical tape	Extra radio battery

Important paperwork		
MOI/OPORD	RS plan	Protractor
TAC SOP	Military maps and overlays	Rubbing alcohol
Unit SOP	Local maps	Map pens

Tent and camouflage		
General purpose (GP) tent, small with liner (or equivalent)	Ropes	Camouflage poles
Tent poles	Cover/bags	Spreader attachments
Pegs	Sledgehammer	Repair kits
	Camouflage nets	

Tent furnishings		
Space heater	Folding table	Folding cots
Lantern	Folding chairs	Extension cords

Office supplies		
Notebook computer (with printer), extra toner or printer cartridge	Document protectors	Staple remover
Computer disks	Clipboard	Paper clips
Pens (black, ball point) and pencils (grease and lead)	White-out	Rubber bands

Office supplies		
Markers (felt tip [large and small] and transparency)	Carbon Paper	Easel with extra pads
Tape (masking, scotch, and packing)	3 x 5 and 5 x 8 cards	Erasers
Scissors	Paper towels	Rubbing alcohol
File folders	Glue sticks	Paper towels and cleanup rags
Calculator	Envelopes	Highlighters
Paper (bond, lined writing paper, and letterhead)	Post-it notes	Transparencies
	Ruler	Labels
	Acetate	
	Stapler with staples	

Appendix L
Chaplain Field Fund

Bottom Line…

RS field funds exist to provide deployed service members the opportunities to worship through giving tithes and offerings!

Section I – Introduction

The giving of tithes and offerings is an essential element of religion (EER) for many believers. Therefore, unit commanders with an assigned UMT may establish a chaplain field funds (CFF) in accordance with AR 165-1, paragraph 14-18, in maturing/mature theaters of operation to enable soldiers to worship through the giving of tithes and offerings when deployed. Such CFFs provide accounting procedures to receive and disburse funds in support of unit religious activities.

These funds do not replace appropriated funds, nor are they intended to bypass the unit's responsibility to fund RS. A sponsoring chapel tithes and offering fund (CTOF) establishes a CFF as a special project sub-account operated as a decentralized petty cash fund. The sponsoring CTOF closes the petty cash fund when the RS team redeploys.

Note: Petty cash is still a legitimate term in accordance with AR 165-1, paragraph 14-13.

CFFs:

- Are subject to guidance of the theater commander.
- Exist to receive tithes and offerings.
- Are temporary in duration.
- Are normally kept under $1000.
- Are managed informally by the unit chaplain as an exception to normal fund procedures.
- Are exempt from 1.5 percent transfer, 30 percent draw down, and community account tax.
- Are able to receive funds from a sponsoring chapel tithes and offering fund.

Section II – Establishing a CFF

Use of CFFs should be requested and approved prior to deployment in accordance with AR 165-1, paragraph 14-9. Normally, the CTOF at the unit's projection platform serves as the sponsoring fund to anchor field operations; an individual mobilization augmentee (IMA)-region CTOF may sponsor the deploying unit's CFF. A CFF may also be established after deployment by contacting the incoming unit's installation chaplain. Use the following steps to establish a CFF:

1. Unit commanders make request by memo to sponsoring installation/IMA-region CTOF.
2. Installation or IMA-region CTOF approves CFF request.

3. Sponsoring CTOF manager creates a special project sub-account in local CTOF.
4. Assigned unit chaplain locks and secures cash/offerings (locking box/bag, and unit safe).

Section III – CFF Accountability

Sponsoring CTOF

Upon establishment, a CFF becomes a special project sub-account of the sponsoring CTOF. Periodic reports, inspection results and pre-redeployment audit are sent to the sponsoring CTOF. CFFs that exceed the $1000* acceptable risk threshold for petty cash should send excess to sponsoring CTOF in accordance with AR 165-1, paragraph 14-13 (see appendix M, section IV, item 2).

Note: *Exceeding amount established requires a written acknowledgement by the unit commander to accept responsibility, limiting liability for the chaplain/CFF manager.

Personnel

When the CFF is established, the unit chaplain becomes the funds manager and the chaplain assistant becomes the funds clerk. The addition of these duties should be mentioned in the chaplain's updated officer evaluation report (OER) on DA Form 67-9-1, *Officer Evaluation Report Support Form*, 1 October 1997 and in the chaplain assistant's evaluation report (NCOER) on DA Form 2166-8, October 2001.

Fund Advisory Committee

Unit chaplain will preside over an informal CFF advisory committee consisting of at least three members (the funds manager and two others). The chaplain should recommend to the commander those individuals who seem competent stewards, exercise mature judgment, and are actively involved in religious matters. They should also represent a cross section of faiths. The commander publishes orders of appointment. The committee meets, as needed, to recommend expenditures to the unit commander for approval. The committee may nominate religious/humanitarian organizations for possible designated offerings (subject to command approval).

Section IV – Managing a CFF

1. Informal. Receipts and disbursements are accounted for in an informal field fund journal/ledger. Minutes from the advisory committee meetings are recorded and kept in the same journal/ledger. This pocket ledger should be set up using columns shown in table L-1.

Table L-1. Managing a chaplain field fund

Sample CFF Ledger				
Date	**Item**	**Amount received/distributed**	**Balance**	**Signatures**
01/01/05	Opening balance	$100.00	$100.00	I.A. manager
01/15/05	Offering	$22.00	$122.00	Manager Smith

Table L-1. Managing a chaplain field fund				
Sample CFF Ledger				
01/15/05	Supplies	$10.00	$112.00	Manager John
01/17/05	Donation	$10.00	$122.00	John/Smith

2. Management controls the funds to avoid the appearance of conflicts of interest or suspicion of fund misuse or abuse.
   - 🕮 Separation of duties. Manager and clerk functions are separate to ensure no single person is responsible for the entire life cycle of income/request disbursements.
   - 🕮 Record keeping. When possible, the funds manager will keep a file of all receipts and paperwork associated with each transaction, including description of goods or services received, date, name, and address of vendor and the vendor's signature. Cash register receipts are acceptable. Where receipts are not provided, the funds manager should prepare a memorandum for the record explaining the transaction and keep this on file.
   - 🕮 Receipts. At least two people must count all offerings and secure funds by the most reasonable means possible, in accordance with rules the theater commander establishes. The chaplain should take reasonable security measures, such as, a locked bank deposit bag or a locked cash box, while funds are in his possession. Two verifying signatures are required for every offering. Designated offerings are kept secure until disbursed to designated organization (within five working days of receipt); all other offerings are kept secure until the first working day funds are deposited

at the finance and accounting office (F&AO). A copy of the offering control sheet/ledger should be forwarded to the sponsoring CTOF monthly.

- Stored value cards (SVC) and excess funds. Prior to collecting CFF, the UMT must obtain written verification that the local finance support team (FST) or F&AO can support the use of a SVC and treasury check. CFFs assume the level of risk that comes with a petty cash fund. The limit for petty cash is $500 or less, per AR 165-1, and single purchases should not exceed $500. All non-designated offering contributions are consolidated with a FST or at the F&AO and deposited on a SVC. When the value of the card exceeds its petty cash limit of $1000, the CFF manager directs the FST/F&AO to write a treasury check made payable to the sponsoring CTOF for the amount exceeding the limit. The check and supporting documentations are sent to the sponsoring CTOF.
- Disbursements. The CFF advisory committee recommends command approval of requests for expenditures. Committee journal records are forwarded for command approval. Typically, such expenses include food for fellowship activities; food items in support of religious programs, such as coffeehouses; supplies to enhance RS programs, such as videos and literature; and designated offerings for religious and charitable activities. All approved disbursements are entered in the informal funds journal. Normally, two verifying signatures are required for a disbursement. The funds manager documents exceptions in a memo for record to the CFF advisory committee (subject to review at the CFF advisory committee meeting).

Note: Requests for checks to pay for an event that exceeds the petty cash limit and/or the stored value card threshold should be submitted to the sponsoring CTOF manager. Request should include advisory committee approval, vendor, purpose, item description, and date required. Allow sufficient time to process such requests.

- 🕮 Inspections. The CFF advisory committee conducts periodic inspections of the receipts and disbursement recorded in the informal CFF journal/general ledger. A summary of these inspections is recorded in the funds journal, and a copy is forwarded to the sponsoring CTOF.

Section V – Closing and Reassigning a Field Fund

- 🕮 Audit. The commander must appoint a disinterested officer to conduct an informal audit of the CFF prior to a redeployment or rotational reassignment. A statement of the audit is sent to the next higher headquarters and to the sponsoring CTOF manager's home station. Results of audit reports and other positive and negative reviews are provided to the rater and senior rater of the CFF manager and clerk.
- 🕮 Redeployment or closure. Upon alert to redeploy, CFF assets are disposed of in accordance with rules the theater commander establishes and/or transmitted to the sponsoring CTOF. The sponsoring CTOF closes the CFF special project sub-account when the deployed chaplain redeploys and reconciles the CFF ledger with the sponsoring CTOF manager. Residual funds are disposed of in accordance with DA PAM 165-18.

- Rotation/reassignment. In the event that an inbound rotating unit has the same sponsoring CTOF, a transition of CFF managers and clerks may ensue, subject to the pre-redeployment audit mentioned above. The outgoing funds manager provides the inbound manager with current records, ledgers, and a list of operating procedures. The chaplain who currently holds a SVC will clear his/her SVC and transfer the balance to the incoming manager or senior chaplain.

Inbound/Outbound Funds Transfer

Chapel tithes and offerings fund		Chaplain field fund
Formal NAFI		Informal, sub-account of CTOF
Certified personnel		Unit chaplain and assistant
Chaplaincy Financial Accounting System		Manual “pocket” journal/ledger

Glossary

Acronyms and Terms

AAR	after-action review
ADMIN/LOGO	administrative/logistics order
ALO	air liaison officer
ALOC	Administrative Logistics Operations Center
ALT	alternate
AO	area of operations
AR	Army regulation
ARNG	Army National Guard
ASCC	Army service component/command
AVCCORD	aviation coordinator
BAME	brigade airspace management element
BAS	battalion aid station
BDE	brigade
BDU	battle-dressed uniform
BEAR suit	a U.S. military term for an extreme cold weather suit
BII	basic issue items
BN	batallion
C4	command, control, communications, and computers
CCIR	commander's critical information requirement

CCP	casualty collection point
CED	critical event debriefing
CFF	chaplain field funds
CFLC	Chaplain Family Life Center
CLSP	support package
CMO	civil-military operations
COA	course of action
Col	colonel
COS	chief of staff
CP	command post
CS	combat support
CSM	command sergeant major
CSS	combat service support
CTCP	combat trains command posts
CTOF	chapel tithes and offering fund
DA	Department of the Army
DFGL	distinctive faith group leader
DIV	division
DOD	Department of Defense
DS	direct support
DUI	driving under the influence
EER	essential element of religion
EN	engineer
ENCOORD	engineer coordinator

EOC	Emergency Operations Center
EPW	enemy prisoner of war
F&AO	finance and accounting office
FA	field artillery
FEBA	forward edge of the battle area
FID	foreign internal defense
FLOT	forward line of own troops
FM	field manual
FRAGO	fragmentary order
FSCOORD	fire support coordinator
FSE	fire support element
FSO	fire support officer
FST	finance support team
FTCP	field trains command posts
G5	principal staff officer for the commander in all matters pertaining to the civilian impact on military operations and the political, economic, and social effects of military operations on civilian personnel in the area of operations.
GP	general purpose
GS	general support
GSR	general support reinforcing
HA	humanitarian assistance
HQ	headquarters

IA	information assurance
ID	identification
IDAD	internal defense and development
IG	inspector general
IMA	individual mobilization augmentee
IN	infantry
IPB	intelligence preparation of the battle field
ISR	intelligence, surveillance, and reconnaissance
JAG	judge advocate general
JIM	Joint, Interagency, and Multinational
JMC	Joint Military Commission
JP	joint publication
JRC	Joint Religious Commission
JTF	joint task force
LAW	weapons oil lubricating
LBE	load-bearing equipment
LDRSHIP	loyalty, duty, respect, selfless service, honor, integrity, and personal courage
LIFE	locate, inform, find, and expedite
LOGPAC	logistics package
LRP	logistics release point
LSA	semi-fluid lubricating oil
LtC	lieutenant colonel
LtG	lieutenant general

LZ	landing zone
MACOM	major Army command
MCRP	Marine Corps reference publication
MDMP	military decisionmaking process
MDRD	mobilization, deployment, redeployment, and demobilization
MECH	mechanized
METL	Mission Essential Task List
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civilian considerations
MG	major general
MLT	Marine liaison team
MOI/OPORD	memorandum of instruction/operation order
MOS	military occupational specialty
MSC	major subordinate command
MSE	memorandum of instruction
MTOE	modified table of organization and equipment
NAFI	non-appropriated funds instrumentalities
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NCOER	chaplain's assistant evaluation report
NGO	nongovernmental organization
NVA	North Vietnamese Army

OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach
OER	officer evaluation report
OPCON	operation condition
OPLAN	operation plan
OPORD	operation order
OPSEC	operational security
PAO	public affairs officer
PFC	private first class
PM	provost marshal
PMCS	preventive maitenance checks and services
POW	prisoner of war
PSYOP	psychological operations
PT	physical training
RI	relevant information
RST	religious support team
RS	religious support
RSE	religious support estimate
RSOP	readiness standing operating procedure
RSP	religious support plan
S1/G1	principal staff officer for human resources matters
S2/G2	principal staff officer for military intelligence matters

S3/G3	principal staff officer for operations, organization, and training
S4/G4	principal staff officer for logistics
SACRED	spirituality, accountability, compassion, religious leadership, excellence, and diversity
[sic]	paraphrasing or correction is inappropriate
SITREPS	situation reports
SJA	staff judge advocate
SM	service member
SOI	signal operating instructions
SOP	standing operating procedures
SVC	stored value card
TAADS	the Army authorization documents system
TAC	tactical assault center
TACON	tactical control
TACP	tactical air control party
TDA	tables of distributions and allowances
TM	technical manual
TOC	tactical operations center
TOE	table of organization and equipment
TRADOC	U.S. Army Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
UH-1H	Bell UH-1 series Huey utility helicopter
UIC	unit identification code

UMT	unit ministry team
USACHCS	U.S. Army Chaplain Center and School
USAR	U.S. Army Reserve
WARNO	warning order
WMD	weapons of mass destruction
XO	executive officer

References

SOURCES USED

These are the sources quoted or paraphrased in this publication.

AR 165-1, *Chaplain Activities in the United States Army*, 25 March 2004.

AR 600-20, *Army Command Policy (This item is included on EM 0001)*, 13 May 2002.

FM 1, The Army, 14 June 2001.

[1]FM 1-05, *Religious Support: the Chaplain and Chaplain Assistant*, 18 April 2003.

FM 3-0, *Operations (This item is included on EM 0205)*, 14 June 2001.

JP 1-05, Religious support in Joint Operations, 9 June 2004.

Title 10 U.S. Code, Section 3547, *Oath of Enlistment*, 5 Oct 1962.

First Amendment, U.S. Constitution of the United States of America.

Brinsfield, John W., "Army Values and Ethics: A Search for Consistency and Relevance," *Parameters*, Autumn 1998.

Gushwa, Robert, *The Best and Worst of Times: The United States Army* Chaplaincy, 1920-1945, Washington: Office of the Chief of Chaplains, 1977.

[1] Suggested material to use for an AAR.

Venzke, Rodger, *Confidence in Battle, Inspiration in Peace: The United States Army Chaplaincy, 1945-1975,* Washington: Office of the Chief of Chaplains, 1977.

DOCUMENTS NEEDED

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

[2]DA Form 67-9-1, *Officer Evaluation Report Support Form (This item is included on EM 0001)*, 1 October 1997.

FM 101-5, *Staff Organization and Operations*, 31 May 1997. (To be revised as FM 5-0, *Army Planning and Orders Preparation*).

READINGS RECOMMENDED

These sources contain relevant supplemental information.

AR 600-20, *Army Command Policy*, 13 May 2002.

DA Form 71, *Oath of Office—Military Personnel* (This item is included on EM 0001), 1 July 1999.

DA Pam 165-18, *Chaplaincy Resources Management (This item is included on EM 0001)*, 21 January 2000.

DA Pam 600-63-12, *Spiritual Fitness (This item is included on EM 0001)*, 1 September 1987.

DA Pam 600-75, *Accommodating Religious Practices*, 22 Sept 1999. (Superseded by AR 600-20, *Army Command Policy*, 13 May 2002.

[2] Also used as a source document for this publication.

FM 6-0, *Mission Command: Command and Control of Army Forces*, 11 August 2003.

FM 7-1, *Battle Focused Training*, 15 September 2003.

FM 27-10, *The Law of Land Warfare (Reprinted with basic included C1) (This item is included on EM 0205)*, 18 July 1956. (To be revised as FM 1-04.0).

FM 22-51, *Leaders' Manual for Combat Stress Control (This item is included on EM 0205)*, 29 September 1994. (To be revised as FM 4-02.22).

[3]FM 22-100, *Army Leadership (This item is included on EM 0205)*, 31 August 1999. (To be revised as FM 6-22, Military Leadership).

FM 100-9, *Reconstitution (This item is included on EM 0205)*, 13 January 1992. (To be revised as FM 4-100.9).

FM 100-11, *Force Integration (This item is included on EM 0001)*, 15 January 1998. (To be revised as FM 3-100.11.

[4]TC 25-20, *A Leader's Guide to After Action Reviews*, 30 September 1993.

TM 9-1005-249-12, (superseded by TM 9-1005-249-23&P).

[3] Also used as a source document for this publication.

[4] Suggested material to use for an AAR.

TM 9-1005-249-23&P, *Unit and Direct Support Maintenance Manual (Including repair parts and special tools list) for Rifle, 5.56mm, M16 (NSN 1005-00-856-6885) (EIC: 4f7), Rifle, 5.56mm, M16A1 (1005-00-073-9421) (EIC: 4fc) {to 11W3-5-5-24; COMDTINST M8370.9}(This item is included on EM 0065)*, 19 June 1991.

Index

A

after action review
  conducting an, H-3
  formal and informal, H-1
  materials on hand, H-4
  performance steps, H-4
  planning guidance, H-2
  preparation, H-2
  question guide, H-3
  tips, H-4
after action review process, H-2
after action review questions, H-1
alternate command post, 3-26
  staffing of, 3-26
alternate command post operations, 3-27
annexes include, 4-15
applying moral principles, E-7
area of operations, 2-3
Army chaplain corps values, 2-4
Army chaplaincy values, 2-6
Army doctrine operations, 5-4
Army values, 1-3, 2-9, E-2
  ways to strengthen, E-4
Army values defined, E-6
Army values LDRSHIP, F-1
Army's policy, 1-4
Army's values, 2-1

B

basic staff structure, 3-4
battalion and brigade principal staff officers, 3-11
battle fatigue, C-1
  initial signs, C-4
  treatment plan, C-4
battlefield organization, 5-1
  allocation of forces, 5-1
  categories of operations, 5-1
brigade RS appendix sample, A-8

C

CFF advisory committee, L-4
CFF controlled management, L-5
CFF fund
  audit statement, L-8
  closure, L-8
  disbursements and expenses, L-6
  establishment, L-2
  funds clerk, L-3
  funds manager, L-3

inspection summary, L-7
managing, L-4
officer evaluation report, L-3
petty cash, L-3
petty cash limits, L-6
reassignment, L-8
rotation, L-8
signatures, L-7
single purchases limits, L-6
sponsoring, L-3
stored value cards, L-6
SVC transfer, L-8
CFF security measures, L-5
chaplain
additional responsibilities, 3-10
as confidential advisor, 2-4
as noncombatant, 2-4
as religious leader, 2-6
primary mission, 2-6
provides liaison, 3-10
RS operations responsibilities, 3-9
chaplain and UMT
characteristics expected of, 3-19
chaplain assistant
combatant status, 2-8
coordinates UMT operations, 2-9
MOS standards, 2-9
NCO duties, 2-10
responsibilities, 2-8
role of, 2-8
staff functions, 2-9
chaplain assistants, 2-1
chaplain authority, 3-10
chaplain corps, 1-5
chaplain corps values, 2-9
chaplain corps' anniversary, 2-6
chaplain field fund, L-1
chaplain's roles, 2-4
chaplaincy, 1-5
chaplains, 2-1
as personal staff officers, 2-1
perform, 1-3
provide, 1-3
provide RS services, 1-1
chaplains appointment, 2-6
chief of staff responsibilities, 3-5
classes of orders, 4-13
combat stress, 2-7
prevention, C-9
reduce effects, C-9
combat stress behaviors
positive and negative, C-1
combat stress coping training, C-8

command
  authority and responsibility, 3-1
  definition of, 3-1
command channels, 3-23
command post, 3-24
command posts
  organized into, 3-24
commander
  establishes responsibilities, 3-2
commander's responsibilities, 3-1
Continental Congress, 2-5
coordinating staff officers' authority, 3-6
coordinating staff officers' responsibilities, 3-6, 3-7
CP/TOC operations command post, 3-26
critical event debriefing, C-11
  operating principle, C-12
critical event debriefing elements, C-14
critical event debriefing participants, C-11
critical event debriefing teams, C-11
critical event situations, C-12
Customary and International Law, 2-7

D

decision briefing, G-2
  format, G-2
  purpose, G-2

E

effective communication
  briefing aids, 3-23
  computer technology, 3-23
emergency RS, 1-1
enemy prisoners of war, 2-5
ethical climate survey assessment, E-12
ethical dissent, E-10
ethical problems, E-3
ethical reasoning process, E-5
ethics, E-2
executive officer responsibilities, 3-13

F

first amendment, 1-2
first amendment guarantees, 1-3
free exercise clause, 1-3
function check
  burst position #2, K-7
  malfunctioning rifle, K-7
  safe position #2, K-6

semi position #2, K-6
function check steps, K-6

G

G5 responsibilities, 3-17
Geneva and Hague Conventions, 2-7

I

information briefing
purpose, G-1

J

joint operations, 5-4
JP 1-05 guidance for RS, 5-4
jus ad bellum, E-7
jus in bello, E-8
Just War tradition, E-7

K

key tasks, 1-1

L

leadership
defined, B-1
legal and statutory issues, E-8
light and heavy battle fatigue signs, C-6
local religions
impact on mission, 1-1

M

main command post, 3-25
major Army command, 2-2
major religious services functions, 5-5
METT-TC outline, 4-7
military decisionmaking process, 4-1
military dissenting problems, E-12
mission
commander's role, 4-3
mission analysis, 4-3
morality in war
basic criterion, E-8
conduct, E-10
proportionality, E-8
safeguarding noncombatants, E-8

O

oath
enlistment, F-2
officers, F-2
OCOKA guide, 4-10
OPLAN format, A-6
orders
annex and appendix of, 4-14
format, 4-14
organization authorization document, 3-3

P

packing list
A, B, and C personal equipment, K-3
chaplain's kit, K-2
duffel bag #1, K-5
duffel bag #2, K-6
field uniform, K-2
rucksack, K-4
universal, K-3
weapon, K-6
winter, K-5
parts of COA analysis, 4-6
personal staff members, 3-8
planning RS operations, 5-5
planning tasks, 4-7
plans and orders procedures, 4-7
principal staff officers' counterparts at division, 3-11

R

reconstitution planning, 5-8
religion
free exercise, 1-1
impact on operation, 2-1
military operational requirements, 1-3
morals, 1-1
right to practice, 1-3
religions entitlements, 1-2
religious accommodations
procedures and appeals, 1-4
religious activities
categories, 1-6
education, 1-6
family life ministry, 1-7
humanitarian support, 1-8
institutional ministry, 1-7
management and administration, 1-8
pastoral care, 1-6
professional support, 1-7
RS planning/operations, 1-8
RS training, 1-8
services, 1-6
staff officer/NCO activities, 1-7
religious assessment guide matrix, D-1
religious practice
accommodations, 1-4
areas of conflict, 1-3
religious services
includes, 1-2
ordinances, 1-6
rites, 1-6
sacraments, 1-6
religious support, 1-1
mobilization programs, 1-8

religious support estimate
preparation process, 4-5
UMT develops, 4-5
religious support functions, 2-3
type, 2-3
religious support plan, 2-2, A-5
religious support teams, 2-5
religious traditions, 2-9
respect and support, 2-9
restated mission and planning guidance, 4-4
rifle maintenance, K-7
ammunition, K-9
lubrication, K-9
references, K-10
surface cleaning, K-8
risk management, I-1
risk decisions, I-1
risk management process, I-2
RS
staff officer activities, 1-2
RS activities, 1-1
RS mission, 1-2

S

S1/G1 responsibilities, 3-14
S2/G2 responsibilities, 3-15
S3/G3 responsibilities, 3-15
S4/G4 responsibilities, 3-17
sample chaplain's estimate of the situation, A-1
situation reports, G-1
soldier's
battlefield experience, 2-7
SOP
development, 4-16
specifics, 4-16
SOP job performance standards, 4-15
special staff officers, 3-7
spiritual readiness, J-1
staff assessments, A-5
staff briefing, G-4
format, G-5
normal sequence, G-4
special, G-6
special format sample, G-6
tactical situation, G-4
update, G-5
staff briefing checklist, G-7
staff channels, 3-23
staff members assist commander, 4-4
staff organization factors, 3-2
stewards of resources
staff officers are, 3-22
suicide prevention, C-16
signals, C-16

T

table of organization and equipment
  definition of, 3-3
tables of distributions and allowances
  types of, 3-4
TAC operations, 3-25
tactical mission definitions, 5-12
tactical mission tasks, 5-10
tactical post, 3-24
technical channels, 3-24
The Geneva Conventions, E-10
The Hague, E-10
The Soldier's Creed, 2-9
tithes and offerings, L-1
TOC as focal point, 3-25
traits of a spiritual leader, J-4
types and forms of operations, 5-11
types of combat orders, 4-13
types of RS, 2-3

U

UCMJ
  punishment under, E-10
UMT
  personnel requirement, 2-2
UMT and chaplain
  conduct, 1-3
UMT assets, 2-2
UMT equipment
  communications equipment, K-14
  important paperwork, K-14
  office supplies, K-15
  personal equipment, K-11, K-13
  RS equipment, K-14
  tent and camouflage, K-15
  tent furnishings, K-15
  vehicle loading plan, K-11
UMT mission essential task list, A-4
UMT packing list, K-1
UMT structure, 2-2
UMT tips, G-10
Uniform Code of Military Justice, 1-3
unit ministry team, 1-1
  chaplain's roles, 1-1
  mission, 1-1
Unit support
  priority, 2-3
United States Constitution, 1-2

W

warrior ethos defined, E-3

This page intentionally left blank.

TC 1-05

10 May 2005

By Order of the Secretary of the Army:

PETER J. SCHOOMAKER
General, United States Army
Chief of Staff

Official:

SANDRA R. RILEY
Administrative Assistant to the
Secretary of the Army
0511602

DISTRIBUTION:

Active Army, Army National Guard, and US Army Reserve: To be distributed in accordance with the initial distribution number IDN 151942, requirements for TC 1-05.

This page intentionally left blank.

This page intentionally left blank.

PIN: 082457-000