

## CHAPTER 3

# UNIT MINISTRY TEAM OPERATIONS

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

## PLANNING

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

FM 100-5

Religious support planning is continuous, detailed, and systematic. It examines all factors relating to the religious support of an operation. The planning builds on the religious support annex to the unit's *tactical standing operating procedures* (TSOP). It becomes specific to an operation through the preparation of a *religious support estimate* (RSE). The product of this planning is a *religious support annex* (RSA) to

of the UMT. Changes in METT-T will change the RSE and may indicate a change to the RSA.

## RELIGIOUS SUPPORT ESTIMATE

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

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

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

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the operations plan or operations order (OPLAN/OPORD). The RSA guides the work

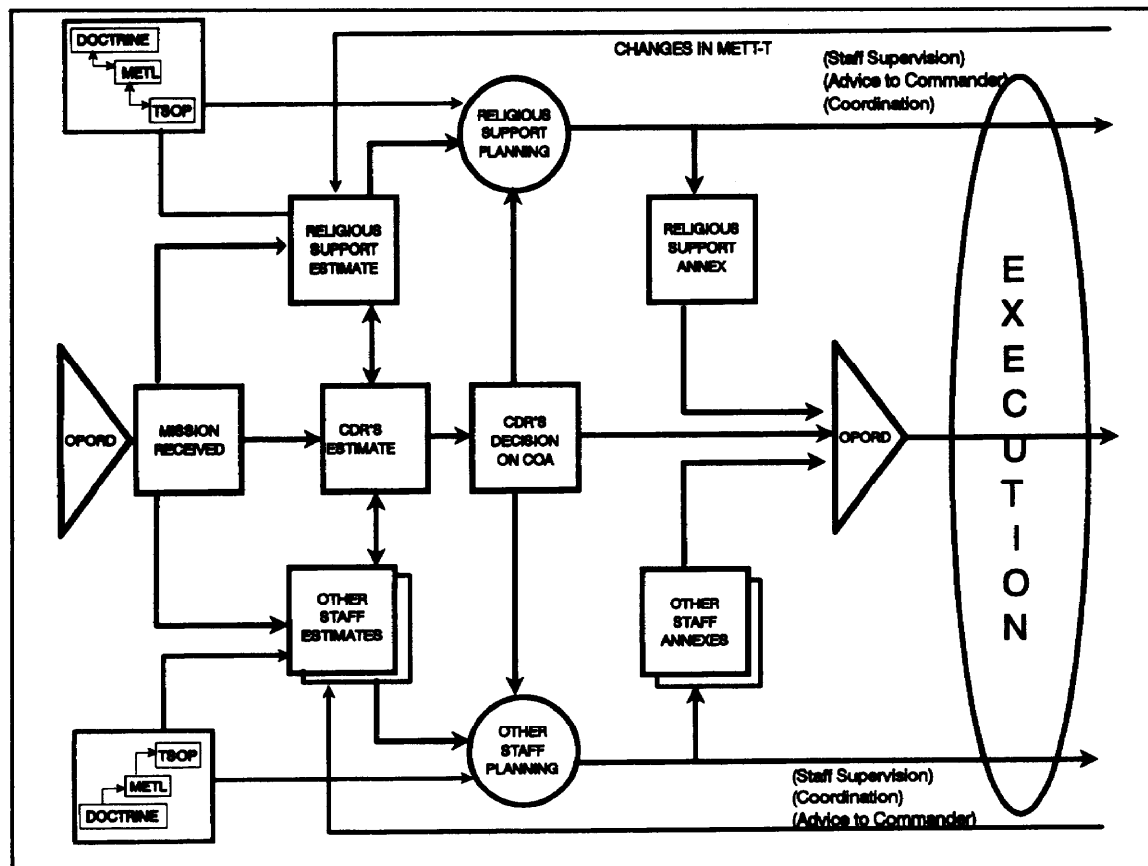


Figure 3-1. Religious Support Planning Process.

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

### Step 1: Gather Facts and Assumptions

The UMT gathers information concerning the assigned mission in two categories: facts and assumptions. Facts are statements of known data concerning the situation, including characteristics of the area of operations, enemy

and friendly dispositions, available troops, unit strengths, and materiel readiness. The mission and the commander's intent are key facts. (See Appendix A.)

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

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

information for the provision of comprehensive religious support.

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

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

- **Mission:** What is the tactical mission? Offense or defense? What is the commander's intent? The UMT identifies specified or implied religious support tasks from the higher headquarter's OPLAN or OPORD. For example, a requirement to provide area religious support may be implied but not specified by a higher headquarter's task organization.
- **Enemy:** What enemy activity is expected? When is it anticipated to begin? In this part of mission analysis, the team identifies the enemy's threat to religious support mission accomplishment. For example, enemy activity in rear areas, may restrict team travel and necessitate additional area support requirements.
- **Terrain and Weather:** What effect does the terrain have on the religious support mission? What are the effects of the military aspects of the terrain? (OCOKA: Observation and fields of fire, cover and concealment, obstacles, key terrain, and

avenues of approach.) The UMT assesses the terrain and weather in the AO. Trafficability, weather extremes, and the amount of daylight are factors which will affect the religious support mission.

- **Troops:** Religious support is geared to soldiers. What soldiers are doing often determines their availability for religious support. If soldiers are involved in pre-combat inspections, trying to get rest, or rehearsing for the next operation, the UMT adjusts its plan to match the soldiers' schedule and to meet their needs. The UMT must also assess the level of anxiety and fatigue among the troops to properly shape its ministry to the soldiers.
- **Time Available:** The UMT assesses the time required for planning and the time available for executing the religious support mission. The amount of planning time determines the detail of the plan. The team also considers:
  - The travel time to each unit.
  - Preparation time.
  - Available light.

#### **Step 2: Analyze the Mission**

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

### Step 3: Develop Courses of Action

Course of action (COA) development is based on mission analysis and on the facts and assumptions developed earlier. After receiving the commander's guidance, the staff, led by the executive officer, develops COAs which identify ways to accomplish the mission. As

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

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the staff begins to develop COAs, the chaplain considers the religious and moral implications of each proposed COA and how to provide religious support. While the S3 formulates the tactical possibilities, the chaplain and other staff officers consider how to integrate their functional areas into each COA.

### Step 4: Analyze and Compare Courses of Action

After the staff develops several COAs, it analyzes each of them. The COA analysis consists of two parts: war-gaming and COA comparison. With this analysis the staff identifies the best COA to recommend to the

commander. (See FM 101-5, Appendix J.)

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

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### Step 5: Make a Recommendation

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

## RELIGIOUS SUPPORT ANNEX

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

## PREPARATION

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

## INDIVIDUAL PREPARATION

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

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



**Map reconnaissance before departure.**

## TEAM PREPARATION

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

aids, devotional literature, music, and liturgical items.

## Pre-Combat Inspections and Preparation

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

## Information Update

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

## Travel Plans

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

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

unclear).

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

Before departing the operational base, the UMT leaves a copy of its travel plan in the Command Post (CP) or Tactical Operations

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

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Center (TOC). The chaplain designates a point of contact in the S1 section to receive messages and requests for religious support.

### Rehearsals

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

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

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### Mission Coordination

The size of the AO and unit dispersion tax the UMT's ability to coordinate. Early planning and coordination will help to eliminate potential problems. Coordination is both

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**Appendix D describes staff proponentcy, functions, and support relationships.**

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internal and external. Assigned

communications equipment is necessary for timely and effective coordination.

### Internal Coordination

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

### External Coordination

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

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

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

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

**Technical:** The technical channel is used to

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

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

## EXECUTION

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

### STAFF SUPERVISION

Once planning and preparation are completed, the staff assists the commander in the execution of the mission by supervising their functional areas. This is done to be sure that subordinate units carry out the commander's decisions and intent. Chaplains at

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

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

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

brigade-level and higher provide staff supervision of religious support by visiting subordinate units, monitoring the tactical situation, and revising estimates and plans based on changes in METT-T. If required, they recommend changes to the religious support annex and ensure subordinate units receive and execute the changes which are issued as FRAGOs.

recommendations, offer assistance, or exchange information.

### ADVISING

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

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

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

### **Religion, Morals, Ethics, and Morale**

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

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

### **Indigenous Religions**

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

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

(See Appendix E.)

### **Restrictions and Constraints**

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

**Chaplains at every echelon help the commander apply the ROE.**

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

### **ADMINISTRATION**

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

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

### **Correspondence**



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

### Records Management

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

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

### Publications

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

### Journal and Workbooks

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

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

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

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

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

## LOGISTICS

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

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are integrated into the logistics system.

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

### Supplies

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

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

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

### Maintenance

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

### Transportation

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

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

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

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

### Communication

As the UMT travels on the battlefield, it must maintain communications with its

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

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