Mountain Peak 2021-22

Academics

Why Academics?

(Deputy Division Chaplain needed another OER bullet point, sorry)

1. **Self-Evaluation or Azimuth check, based on CTC reoccurring observed trends.** *(honest assessment of where you are today)*

2. **Testing RSO Conceptual Plans and Battle Drills before CTC rotation.** *(time to think/plan)*

3. **Refresh 10MD BDE ‘Sustains and Improves’ from previous CTC rotation.** *(move from crawl to walk; walk to run)*

4. **Provide an open and low-threat training IOT address RSO in a DATE Exercise.** *(ask the dumb question)*

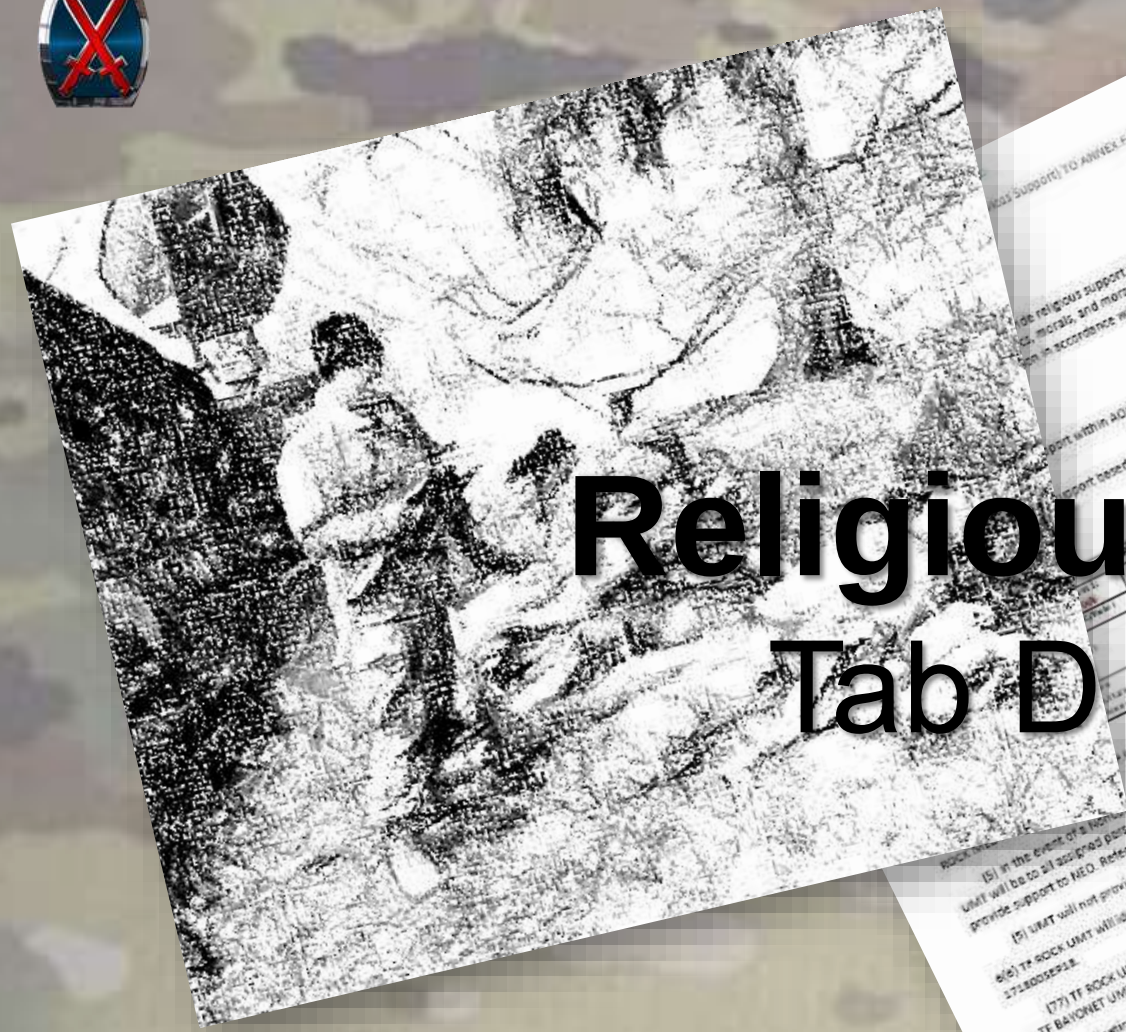
5. **Provide an Accessible Resource for RSO Planning and Training**

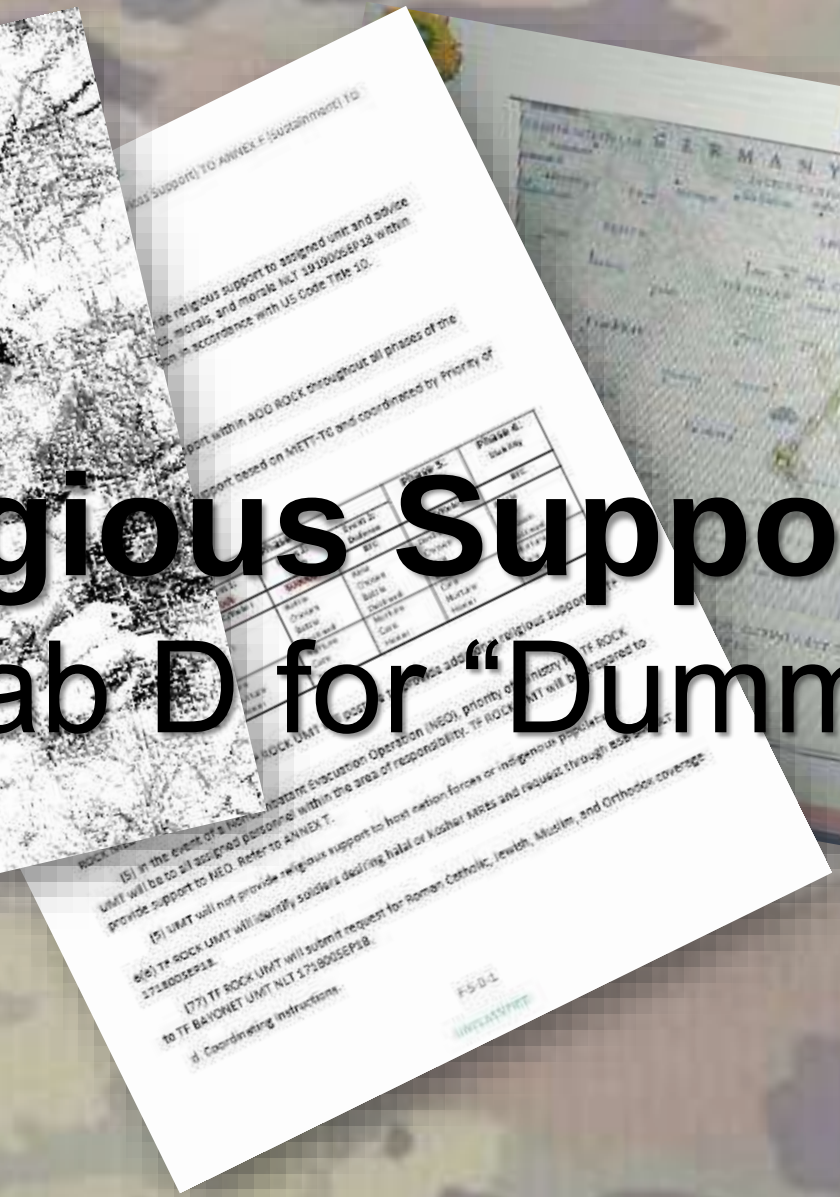
Training Objective/Agenda

I. Establish or confirm a doctrinal base-line understanding of Religious Support Operations:

1. Religious Support Plan (RSP) or (TAB D)
2. Running Estimates
3. Reporting
4. Responsibilities

II. Strengthen the ability to build a Annual Training Plan for BDE UMTs that addresses tactical/operational METLs.





Religious Support Plan

Tab D for "Dummies"

PUBLICATIONS:

FM 6-0, Commander and Staff Organization and Operations

FM 1-05, Religious Support

ATP 1-05.01, Religious Support and the Operations Process

Purpose: Chaplains and Religious Affairs Specialists/NCOs gain a better understanding of how to read their unit's and higher unit's OPORDs IOT to plan Religious Support which is integrated, synchronized, and deliberate; to publish an effective Religious Support Plan/Tab D through the Military Decision Making Process (MDMP).

Why have a RSP?

AGENDA

- **THE OPERATIONS ORDER**
  - Structure and Organization
  - Appendices and Annexes
  - Format
- **EXTRACTING CRITICL INFORMATION**
  - MDMP – Receipt of ORDER/WARNO/or expectation of receipt
  - Mission Analysis - Identifying Specified and Implied Tasks
  - Decisive Action and Phases (COIN vs. DATE)
  - DIV/BDE/BN ORDERs
- **WRITING THE TAB D**
  - Exercise

THE OPORD

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- **WRITING THE TAB D**
  - Exercise

STRUCTURE

- SITUATION
- MISSION
- EXECUTION
- SUSTAINMENT
- COMMAND AND SIGNAL

ANNEXES AND APPENDICES

- BASE ORDER
  - ANNEX A
    - APPENDIX 1
      - Tab A
        - Exhibit 1

- ANNEX A (TASK ORGANIZATION)
- ANNEX B (INTELLIGENCE)
- ANNEX C (OPERATIONS)
- ANNEX D (FIRES)
- ANNEX E (PROTECTION)
- ANNEX F (SUSTAINMENT)
  - Appendix 2 (Personnel Services Support)
    - Tab D (Religious Support)
      - Exhibit 1 (Report? RAA?)
- ANNEX G (ENGINEER)
- ETC., ETC.

THE OPORD

- **THE OPERATIONS ORDER**
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  - Decisive Action and Phases (COIN vs. DATE)
  - DIV/BDE/BN ORDERs and RSP/Tab D
- **WRITING THE TAB D**
  - Exercise

THE PRODUCT

- **THE OPERATIONS ORDER**
  - Structure and Organization
  - Appendices and Annexes
  - Format
- **EXTRACTING CRITICAL INFORMATION**
  - MDMP – Receipt of ORDER/WARNO/or expectation of receipt
  - Mission Analysis - Identifying Specified and Implied Tasks
  - Decisive Action and Phases (COIN vs. DATE)
  - DIV/BDE/BN ORDERs and RSP/Tab D
- **WRITING THE RELIGIOUS SUPPORT PLAN, (referred to as the TAB D)**
  - Exercise

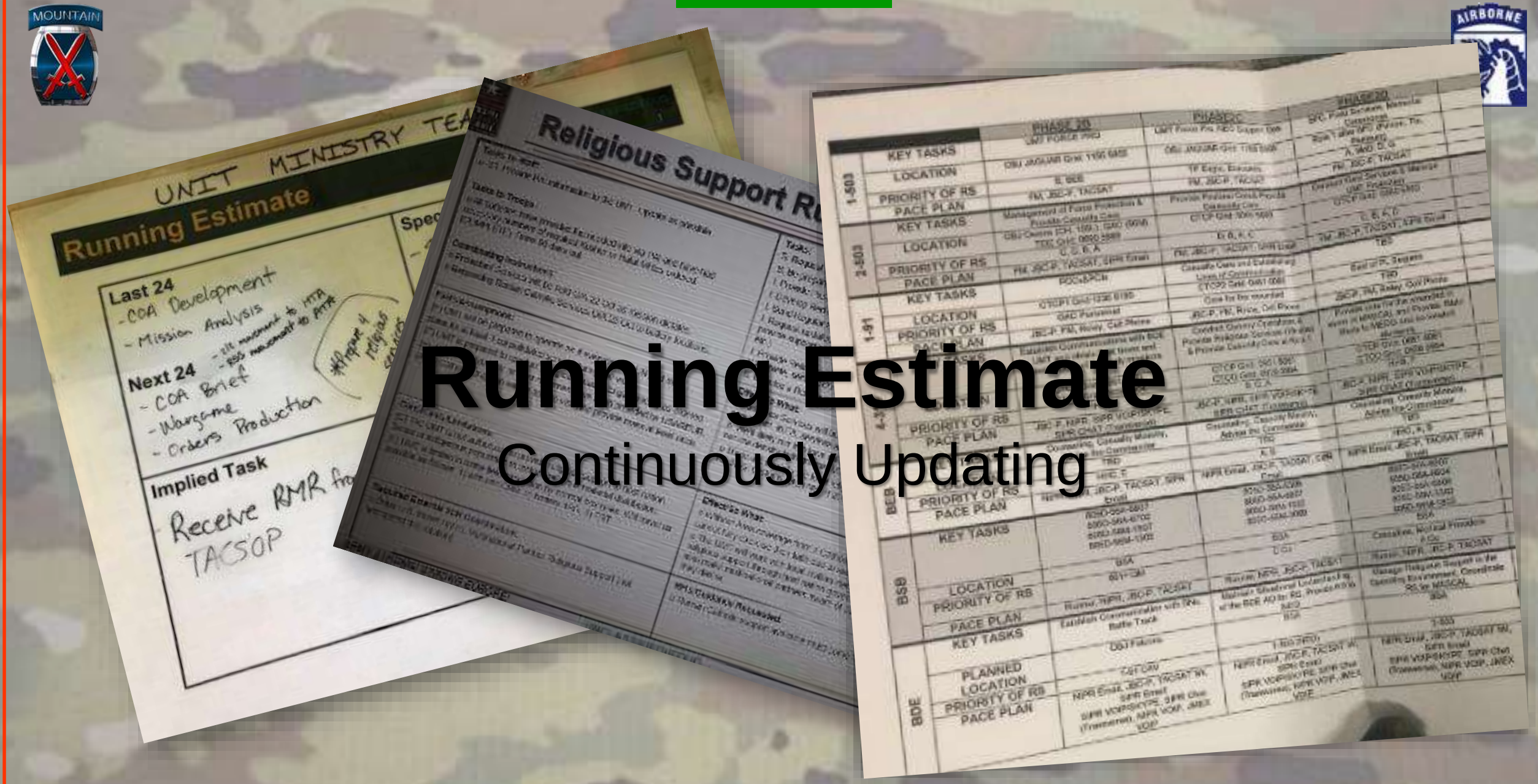
QUESTIONS

10 Minute Break

Next Session: Running Estimates

MOUNTAIN

AIRBORNE



Running Estimate

Continuously Updating

References and Task Number

• ADP 5-0	THE OPERATIONS PROCESS	31 JUL 2019
• FM 6-0	COMMANDER AND STAFF ORGANIZATION AND OPERATIONS	05 MAY 2014
• FM1-05	RELIGIOUS SUPPORT	21 JAN 2019
• ATP 1-05.01	RELIGIOUS SUPPORT AND THE OPERATIONS PROCESS	31 JUL 2018
• JP 5-0	JOINT OPERATION PLANNING	11 AUG 2011
• 805D-56A-6304	Develop the Running Estimate For Religious Support	21NOV2016

Running Estimate: Defined, Purpose, Outcome

- A running estimate is the ***continuous assessment*** of the current situation used to determine if the *current operation* is proceeding according to the commander's intent and if planned *future operations* are supportable. (ADP 5-0, 1-54)
- Assessment . . . precedes and ***guides*** every operations process activity . . . Staffs use several tools to assess progress. Running estimates, the COP, and after action reviews. (FM 6-0, 3-54)
- This ***enables*** staffs to provide knowledge to commanders in the form of recommendations and help commanders ***build and maintain*** their situational understanding. (FM 6-0, 3-57)

What makes up a RE?

- Addresses all aspects of operations and contains both facts and assumptions (ATP 1-05.01, 2-18; FM 6-0, 8-5)
- Covers essential facts and assumptions, including a summary of the current situation by the mission variables, conclusions, and recommendations.
- Assessment of the current readiness of equipment and personnel
- How the factors considered in the running estimate affect the UMT's ability to accomplish the mission.
- Identifies functional area friendly and enemy strengths.

Sample Running Estimate Format (ATP 1-05.01)

This is what is in a continuous state of change

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

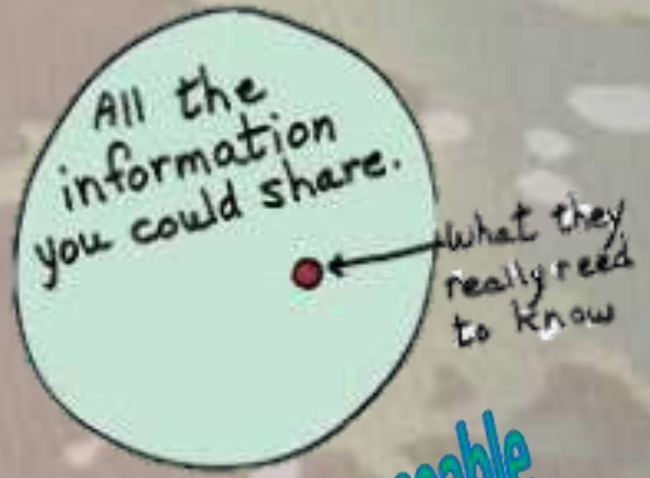
How does this become a fighting product??

What are the important aspects of the RE??

- Current readiness of equipment and equipment
- How factors in RE impact mission accomplishment
- Varies in actual form from unit to unit based on how the commander prefers to receive information (ATP 1-05.01, A-4)
- Must answer the commander's **"SO WHAT"** question and forms a basis for reporting to CDM and higher UMTs.
- **Problem Statement:** How do we make a fighting product that captures relevant updated information?????

What do you need in your RE?

- Digital/ analog? How can information be communicated?
- CDR needs? Technical higher's needs?
  - Personnel
  - Equipment
  - Intelligence
  - Last 24/ next 24
- Simplicity vs. in-depth
- Means of communicating the information
  - NIPR or Secure?
  - Messaging, email, radio?



→In two minutes what is important for the CDR, BDE CH or DIV CH to know?

→How will you make this a useable fighting product?

A Digital Running Estimate may be...

RELIGIOUS Support

FORCES/SYSTEMS AVAILABLE

Capabilities

- **1X 56A & 1x 56M**
- **Religious Support** - Capable of providing up to 90 days of religious support with current supplies
- **Counseling** - 24 HR Counseling Support for all Soldiers in the Unit

Systems

- **1x NIPR Computer**

FACTS

- **To provide and perform worship services**
- **UMT will do battle field circulation (BFC) and counsel Soldiers**
- **Plan morale building activities**

ASSUMPTIONS

- **BCT UMT will counsel and visit Soldiers in the absence of BN UMT or render RC RS coverage respecting Soldiers Religious preferences.**

Limitations

- **BN UMT do not have a tactical vehicle (HMMWV) for battlefield circulation .**

Specified Tasks

- **Provide/perform RS to SM's.**
- **Create and maintain RPP of all SM's**
- **Perform UMT Triage**
- **Maintain connections to any and all support channel**

Implied Tasks

- **Minister to MASCAL**
- **Provide/Perform memorial ceremonies**
- **Refer Soldiers to help agencies (i.e. mental health, EO, SHARP)**

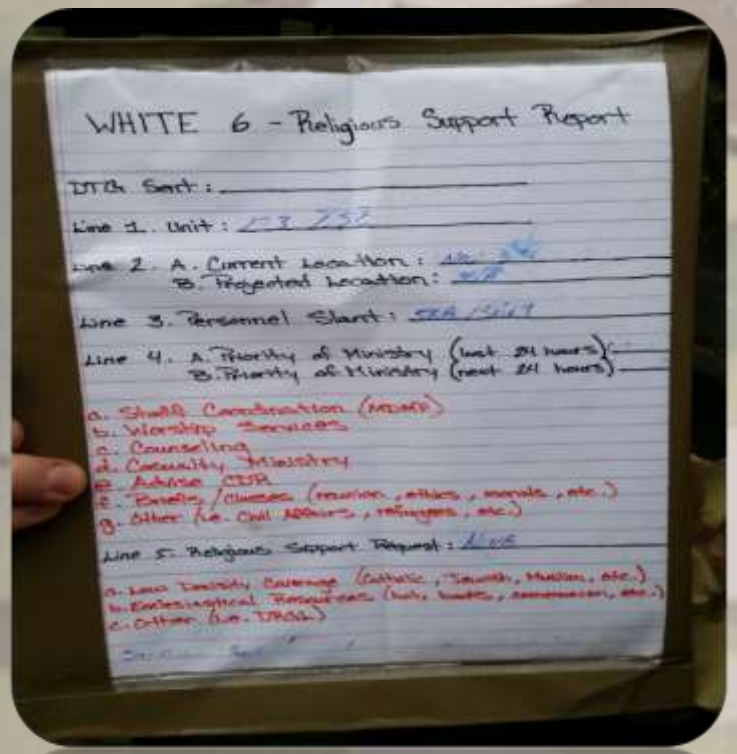
Critical Issues for the Commander

- **Inform the Commander on family, morale, financial, marriage, and other types of issues and trends.**

RFIs

-XXXXXX

A hip pocket analog RE maybe--



RE Feeds→

RE becomes the Religious Support Report

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DTG Sent:_____

Line 1. UNIT: _____

Line 2. A. CURRENT LOCATION: _____

B. PROJECTED LOCATION: _____

Line 3. PERSONNEL SLANT: _____

Line 4. A. PRIORITY OF MINISTRY (last 24 hours) ____**RSP!!** _____

B. PRIORITY OF MINISTRY (next 24 hours) ____ **RSP!!** ____

a. Staff Coordination (MDMP)
b. Worship Services
c. Counseling
d. Casualty Ministry
e. Advise CDR
f. Briefs / Classes (reunion, ethics, morals, etc.)
g. Other (i.e. Civil Affairs, refugees, etc.)

Line 5. RELIGIOUS SUPPORT REQUEST: _____

a. Low Density Coverage (Catholic, Jewish, Muslim, etc.)
b. Ecclesiastical Resources (holy books, communion, etc.)
c. Other (i.e. DRGL)

Suspense: Daily to BdeChaplain NLT 1500.

	Last 24 hrs	Next 24 hrs	48 hrs	72 hrs
Line 1: Type of Report	daily report	urgent	daily report	daily report
Line 2: DTG of Report				
Line 3: Reporting Period	routine	non-routine		
Line 4: Unit/Location				
Line 5: Casualties Ministrations	yes	no	no	yes
Line 6: Religious Services conducted	no	no	yes	no
Line 7: UMT battle drills	CBRNE			
Line 7b:				
Line 7c:				
Line 7d:				

By Line RE for reporting with drop down boxes

What are the benefits to a Xcel with drop downs?
What are the weaknesses of this?

The Keys to an Effective RE

RE is a continuing process

prescribed format

Products that are **analog** as well as digital

SO WHAT!!!!

QUESTIONS

10 Minute Break

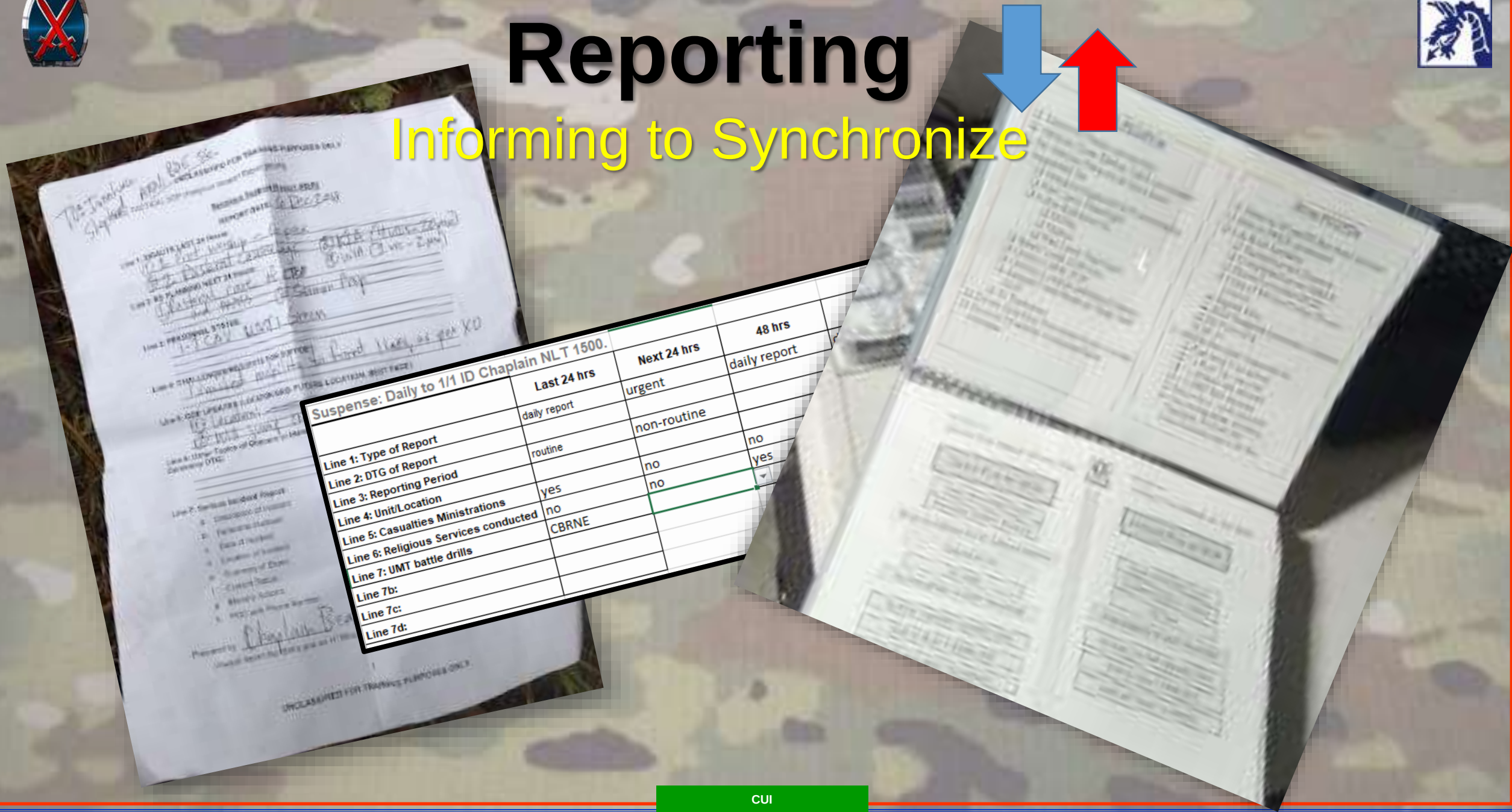
Next Session: Running Estimates

MOUNTAIN

AIRBORNE

Reporting

Informing to Synchronize



Suspense: Daily to 1/1 ID Chaplain NLT 1500.	Last 24 hrs	Next 24 hrs	48 hrs
Line 1: Type of Report	daily report	urgent	daily report
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Line 7: UMT battle drills			
Line 7b:			
Line 7c:			
Line 7d:			

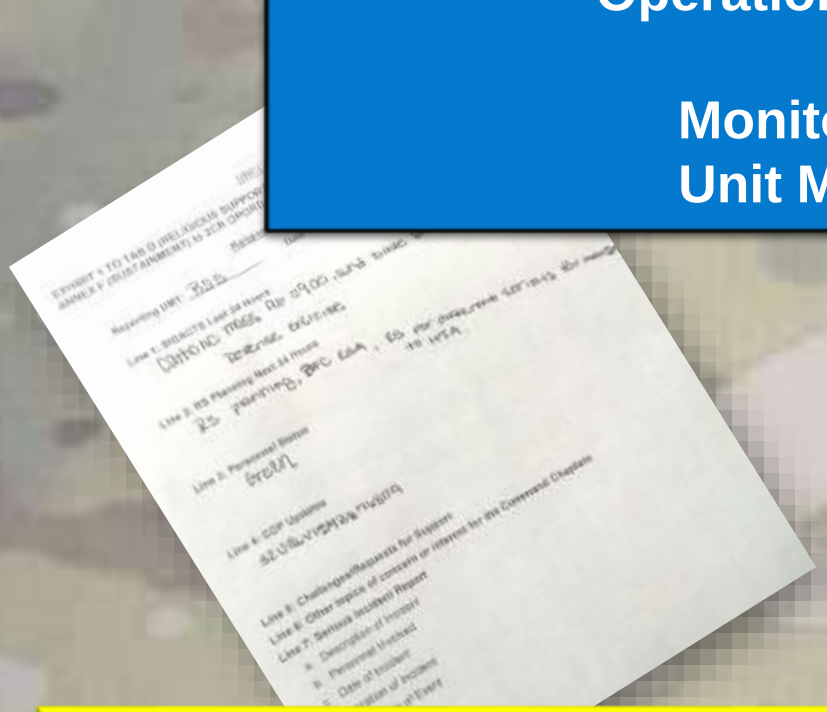
FM 1-05 para 4-34

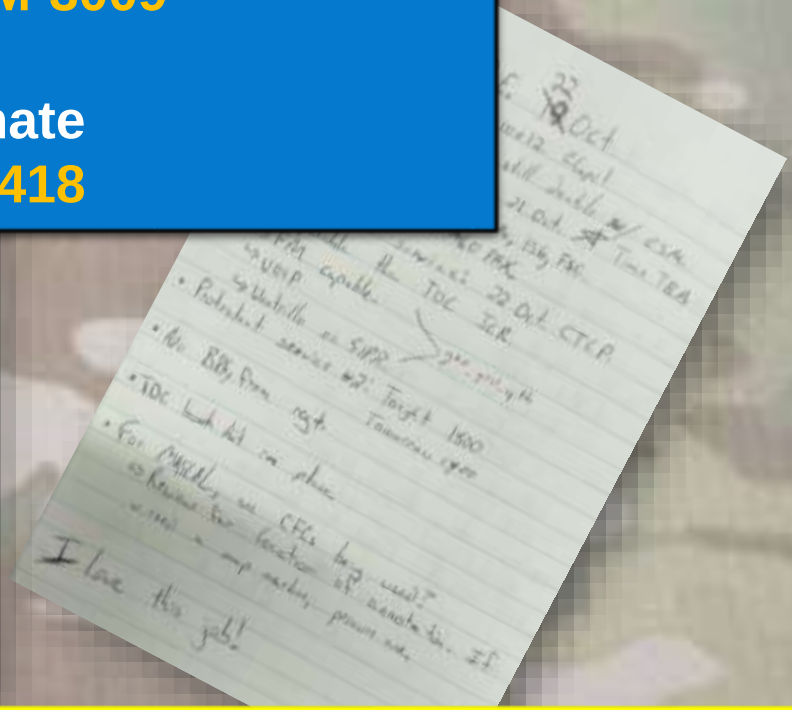
The speed of offensive operations will create gaps in communication rendering continuous advisement ineffective until lines of communication are reestablished. The ability for RS personnel to synchronize efforts, movement**, and communication of reports is critical** to successful delivery of RS, especially in light of the potential for communication **P**rimary, **A**lternate, **C**ontingency, and **E**mergency plans to falter at various points during large-scale combat operations offensive operations.

Communications PACE Plan and Reporting

Coordinate Religious Support Activities in the Operational Environment 805D-56M-3009

Monitor The Status of Subordinate Unit Ministry Team 805D-56M-3418





What was the PACE plan for reporting to BDE and keeping BN TOCs informed?
Were SQDN reports acknowledged/confirmed by REG?
Did SQDN UMTs ensure their TOCs knew their location? Notify TOCs of BFC?
How was RCO being briefed on real-world RSO?

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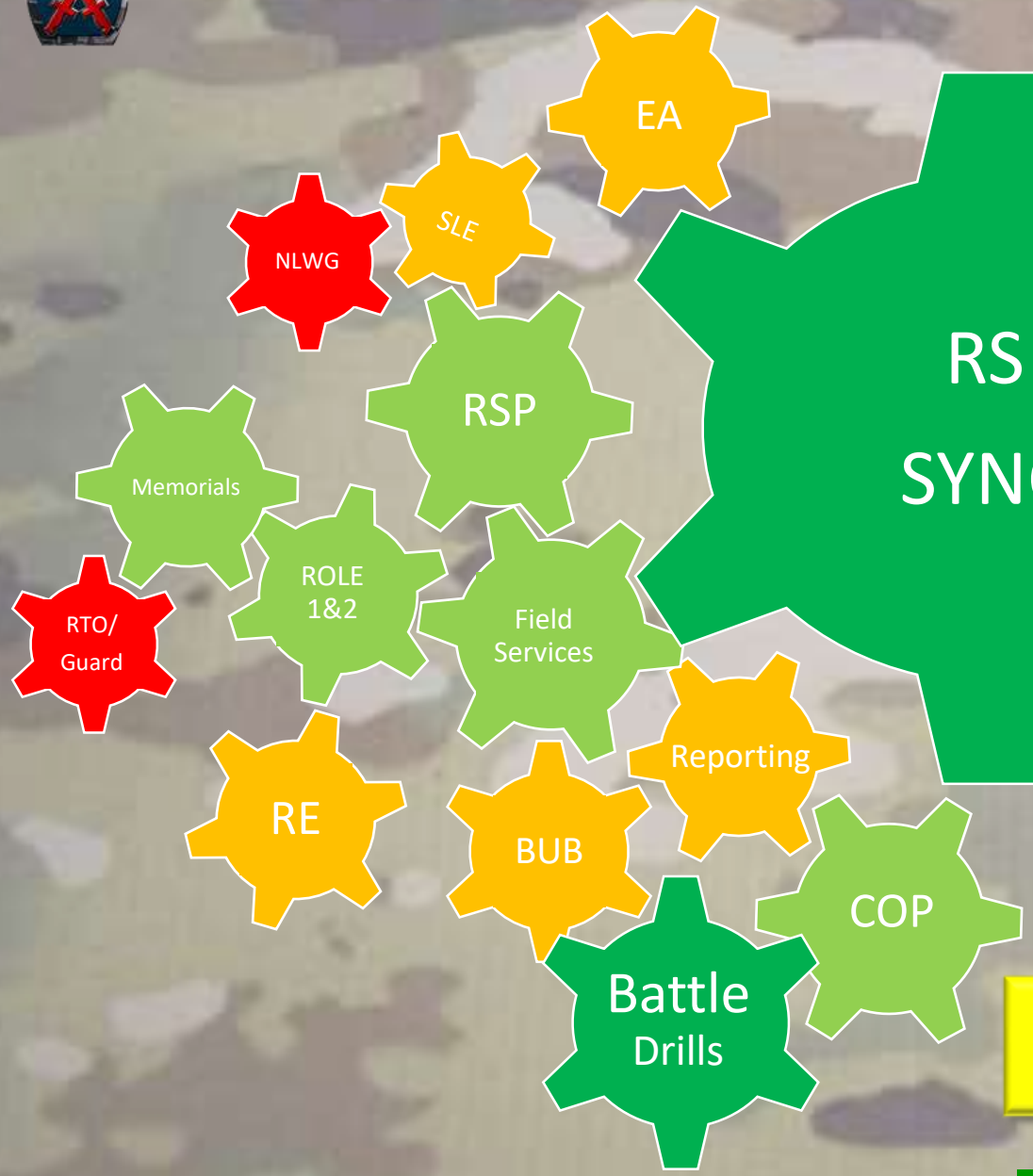
How does Religious Support operate?



OUTPUTS

What contributes to effective RS during the exercise?
What may distracts or slows the reporting output?

QUESTIONS

10 Minute Break

Next Session: Roles and Responsibilities

MOUNTAIN

AIRBORNE

Roles and Responsibilities

Your Part of the Mission

Chaplain (56A) Responsibilities

BDE Chaplain

BDE Staff Officer

BN Chaplain

BN Staff Officer

Religious Affairs Specialist (56M) Responsibilities

HHC BDE 56M

BN 56M

BDE NCOIC

BN Staff NCOIC/Section Liaison

UMT Responsibilities

How does the UMT inform/educate the Command Teams?

BN UMT METL	Supporting Critical Tasks
Provide Religious Services (ART 4.2.4.1)	• Coordinate Religious Support in Absence of a Chaplain (805D-56M-1804) • Conduct Religious Service in Unified Land Operations (805D-56A-6803) • Obtain Supplies for the UMT (805D-56M-1407) • Support a Memorial Service or Ceremony (805D-56M-1803) • Conduct a Military Funeral (805D-56A-7808) • Conduct a Military Memorial Service (805D-56A-6805) • Execute Religious Support for Unified Land Operations (805D-56A-6807)
Provide Religious Care and Counseling (ART 4.2.4.2)	• Maintain Spiritual Resiliency (805D-56A-6802) • Safeguard Privileged and Sensitive Information (805D-56M-1702) • Perform Pastoral Counseling (805D-56A-6702) • Perform Suicide Risk Assessment (805D-56A-6708) • Provide Religious Support to Wounded or Dying Individual (805D-56M-1601) and (805D-56A-6602) • Provide Crisis Intervention (805D-56M-1704) • Provide RS in conjunction with TEM Support Activities (805D-56M-1602) and (805D-56A-6603) • Provide Religious Support to Combat and Operational Stress Casualties (805D-56A-6601) • Provide Religious Support for a Mass Casualty (805D-56A-6604) • Perform the Chaplain's Responsibilities during Death Notification (805D-56A-6801)
Advise on the Impact of Religion (ART 4.2.4.3)	• Advise Command on Religious Accommodations (805D-56A-6102) • Supervise Distinctive Religious Group Leaders (805D-56A-6403) • Advise Soldiers on Process for Accommodation of Religious Practice (805D-56M-2101) • Advise the Command on Ethical Issues (805D-56A-6203) • Advise the Command on the Mission Impact of Indigenous Religions (805D-56A-6202) • Provide Chaplain Assistant Support to Soldier and Leader Engagements (805D-56M-2005) • Develop a Religious Impact Assessment (RIA) (805D-56M-1005) • Develop a Religious Area Analysis (805D-56M-1004)

BN UMT METL	Supporting Critical Tasks
Plan Religious Support (ART 4.2.4.4)	• Prepare a Religious Support Plan (805D-56M-4101) • Integrate the UMT into a Tactical Formation (805D-56M-1305) • Prepare the UMT for Deployment (805D-56M-1506) • Extract Pertinent Information from Plans or Orders (805D-56M-1303) • Prepare UMT Input to Running Estimates, OPLANs and OPORDs (805D-56M-1304) • Manage Force Protection for the UMT (805D-56M-1507) • Determine Pertinent Religious Support Information from a Digital Display, Map, or Overlay (805D-56M-1306) • Synchronize RS Activities with Staff (805D-56M-2307) • Plan Religious Support for Unified Land Operations (805D-56A-6302) • Write the Religious Support Attachment (Tab D) for the TACSOP (805D-56A-6303) • Develop the Running Estimate for Religious Support (805D-56A-6304) • Integrate Religious Support Planning into the Battalion Staff Planning Process (805D-56A-6305)
Provide Religious Education (ART 4.2.4.5)	NONE
Provide Religious Management and Administration Support (ART 4.2.4.6)	NONE

BDE UMT METL	Supporting Critical Tasks
Provide Religious Services (ART 4.2.4.1)	• Apply Principles of Worship Development (805D-56A-7808) • Supervise Worship Leadership (805D-56A-8809) • Supervise Distinctive Religious Group Leaders (805D-56A-6403) • Coordinate High Demand/Low Density Religious Support in the OE (805D-56M-5311)
Provide Religious Care and Counseling (ART 4.2.4.2)	• Apply the Principles of Confidential Communication (805D-56A-6701) • Coordinate Religious Care and Counseling (805D-56A-8713) • Manage UMT Crisis Response in the BCT (805D-56A-8714)
Advise on the Impact of Religion (ART 4.2.4.3)	• Advise Command on Religious Accommodations (805D-56A-6102) • Advise Command on the Ethical Climate in the BCT (805D-56A-8204) • Analyze the Impact of Religions on Operations (805D-56A-7006) • Estimate the Impact of Indigenous Religions on Information Operations (805D-56A-8007)

BDE UMT METL	Supporting Critical Tasks
Plan Religious Support (ART 4.2.4.4)	• Coordinate Religious Support in the Operating Environment (805D-56A-7005) • Synchronize Religious Support Activities in the Operational Environment (805D-56M-3009) • Determine Religious Support Implications of Casualty Volume and Logistics Flow (805D-56M-3604) • Maintain Situational Understanding of the Brigade Area of Operations for Religious Support (805D-56M-3309) • Supervise the Development of the BDE Command Master Religious Plan (805D-56A-7404) • Write the Religious Support Attachment (Tab D) for the Tactical Standing Operating Procedures (805D-56A-6303)
Provide Religious Education (ART 4.2.4.5)	None
Provide Religious Management and Administration Support (ART 4.2.4.6)	• Monitor the Status of Subordinate UMTs (805D-56M-3418) • Manage Information Flow for the Brigade UMT (805D-56M-3308) • Manage the Delivery of Religious Support in the BCT in Joint, Interagency, Intergovernmental, and Multinational (JIIM) Operations (805D-56A-7313) • Determine UMT Training Requirements (805D-56M-4501) • Provide Staff Supervision to Subordinate Level Unit Ministry Teams (805D-56A-8404) • Implement Unit Ministry Team Training in the Brigade (805D-56A-7505) • Prepare Justification and impact statement for all budget line items (805D-56M-3410) • Administer Staff Assistance Visits to Subordinate Unit Ministry Teams (805D-56M-3502)

Religious Affairs Specialist Competencies

These Competencies provide a clear and consistent way of conveying expectations of Religious Affairs Specialists.

- **Strengthen Spiritual Readiness**

Enhance the spiritual resilience of personnel by providing worship services and programs while providing moral and ethical training.

- **Integrate Religious Support into Operations**

Analyze and synchronize internal and external advisement to the Command and the Chaplain in the operational and home station environment.

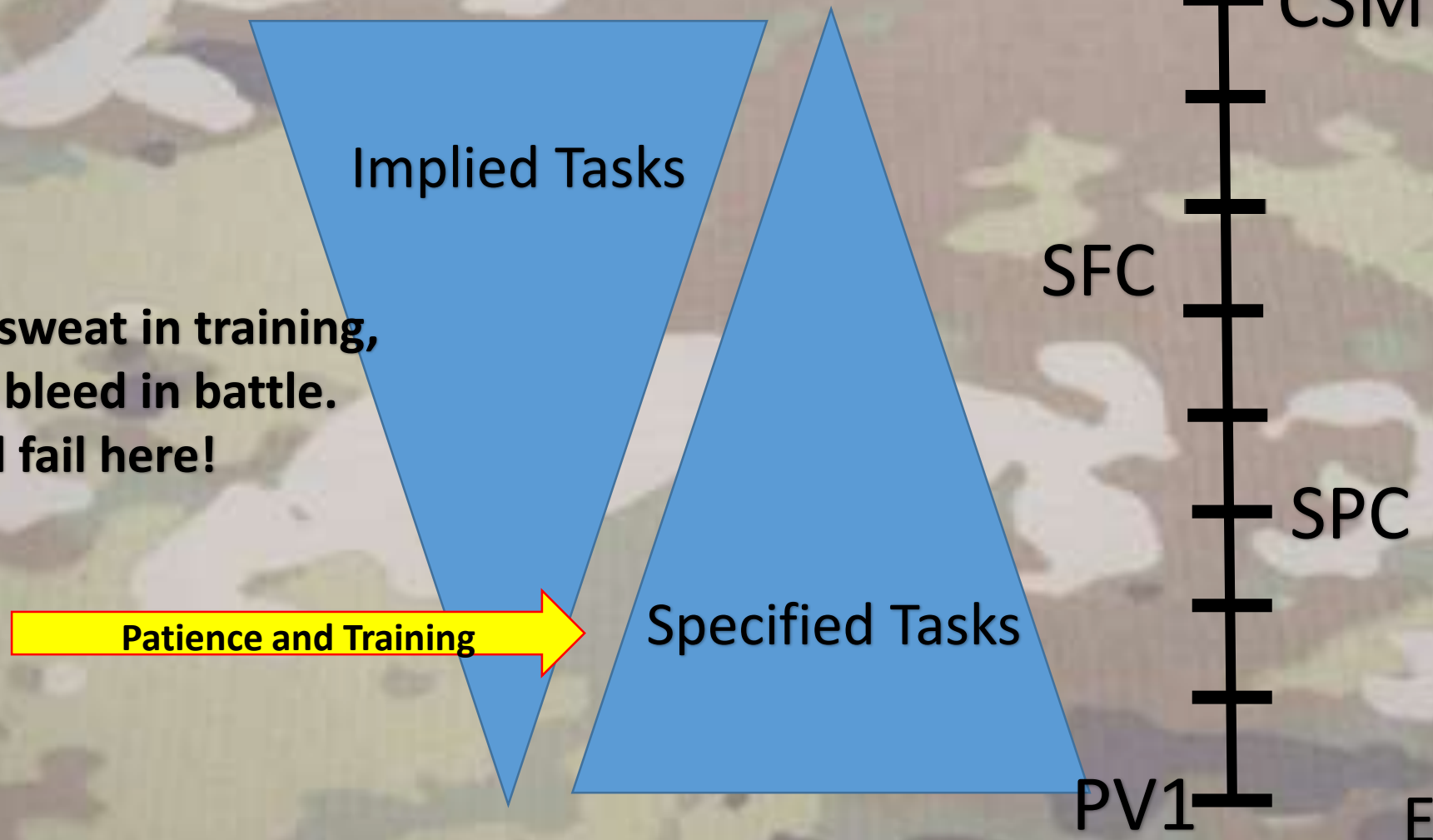
- **Manage Religious Support Resources**

Manage multi-purpose worship facilities, property accountability, equipment, personnel, supplies, appropriated funding and Chapel Tithes and Offerings Fund (CTOF) to enable the free exercise of religion.

HQDA EXORD 265-16, FRAGO 4 - Dated 9 Aug 18

Responsibility Model

The more you sweat in training,
The less you bleed in battle.
Try and fail here!



Visualizing and Synchronizing

What were the benefits of Religious Support RHXL?
How did the "CAR-like" RXHL create a COP?

1-91 CAV

GTA RSO RHXL

(56M) Assists in RS planning, preparation, execution, and training (movement, sustainment, rehearsals and survivability). FM 1-05, 1-34 Preparation creates conditions that improve friendly forces' opportunities for success and include activities such as rehearsal, training, and inspections. FM 6-0 3-1

UMT Responsibilities

Does this ACTUALLY happen in the box?

What is the disconnect from knowing what is required to actually executing?

Who else are we training?

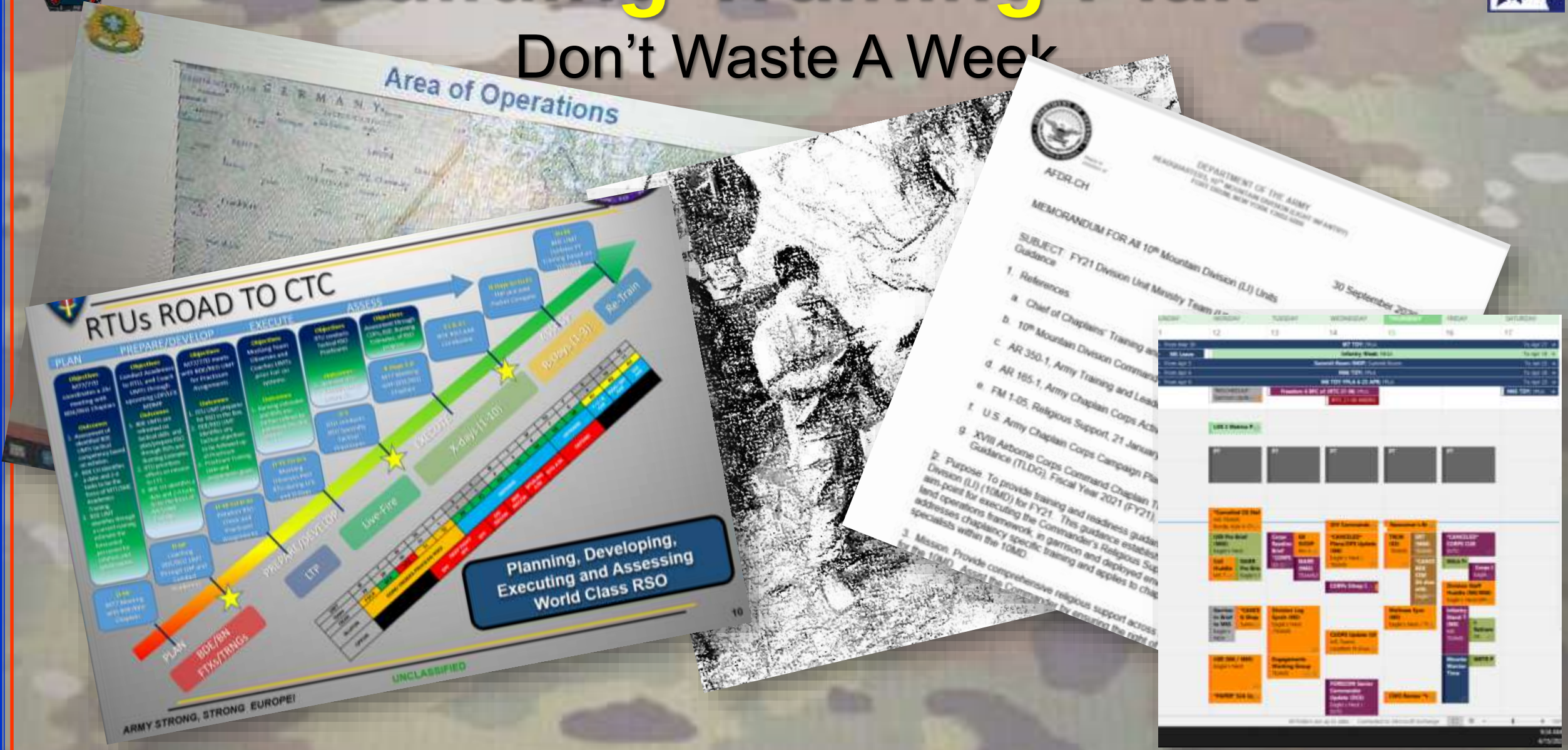
QUESTIONS

MOUNTAIN

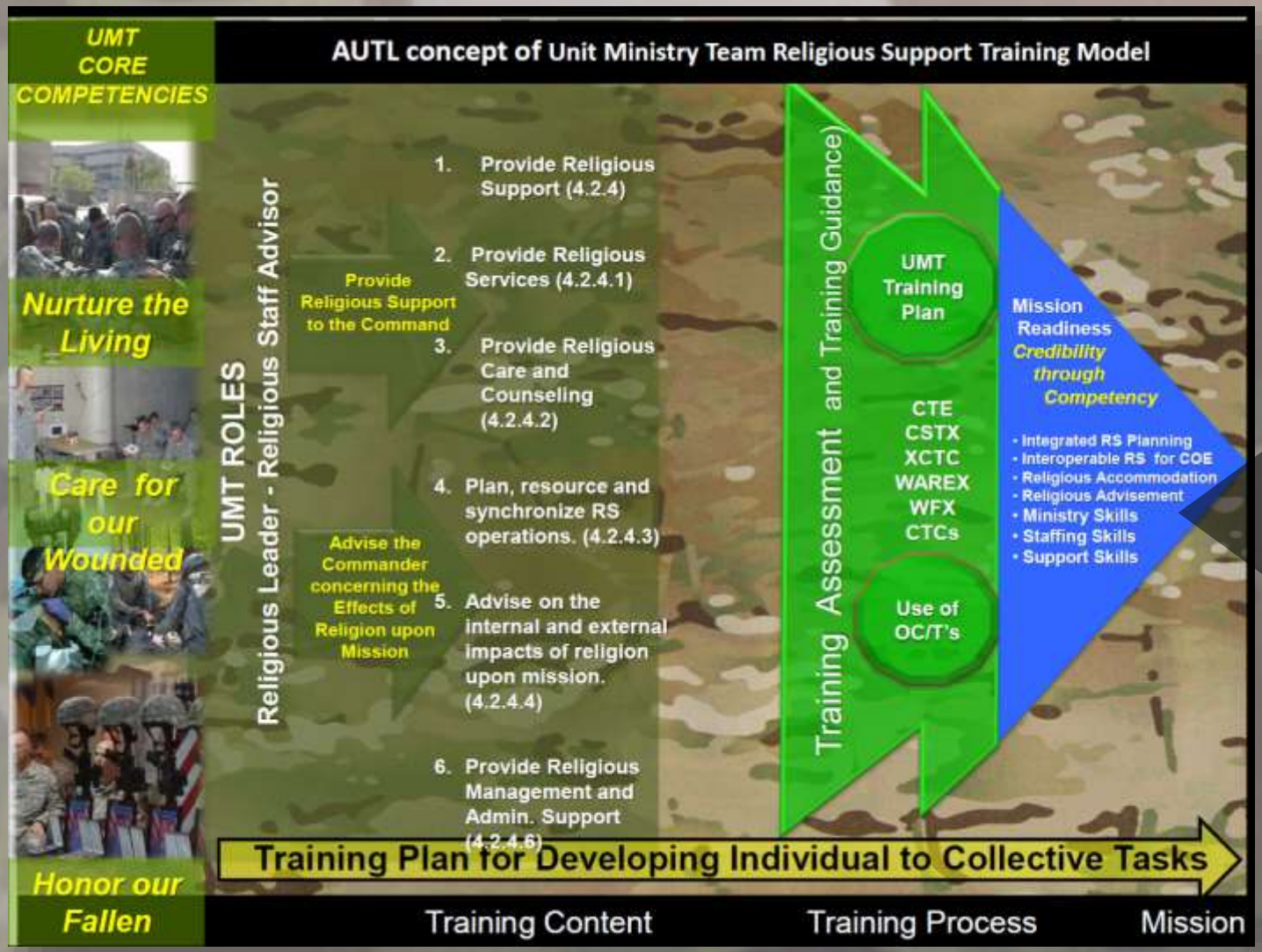
AIRBORNE

Building Training Plan

Don’t Waste A Week



UMT Training Plans



Your role as a Supervising BDE UMT is to ensure the training of your BN UMTs in **PRIOR** these exercises.

While the BNs are having exercises, it is your role to COACH and TRAIN **DURING** these events.

Where do you begin the process?

AUTL Collective Task 4.2.4.1
Provide Religious Services

805D-56A-6804 Conduct a Military Funeral
805D-56A-6808 Conduct a Military Memorial Ceremony
805D-56A-6805 Conduct a Military Memorial Service
805D-56A-6502 Conduct Suicide Awareness Training
805D-56A-6708 Perform Suicide Risk Assessment and Intervention
805D-56A-6801 Perform the Chaplain's Responsibilities during Death Notification
805D-56A-6604 Provide Religious Support for a Mass Casualty
805D-56A-6602 Provide Religious Support to a Wounded or Dying Individual
805D-56A-6601 Provide Religious Support to Combat and Operational Stress Casualties
805D-56A-6603 Provide RS in conjunction with TEM support activities
805D-56M-1601 Provide Religious Support to Wounded or Dying Soldiers
805D-56M-1602 Provide Religious Support in conjunction with Traumatic
Support Activities (56M)
805D-56M-1704 Provide Crisis Intervention

AUTL Collective Task 4.2.4.2.Provide (and Advise)
Religious Care and Counseling.

805D-56A-6701 Apply Principles of Confidential Communication
805D-56A-6706 Apply Principles of Pastoral Grief Counseling
805D-56A-6710 Assess a Potential Counselee
ide Awareness Training
eligious Care and Counseling
ers on the Ethics of War
Basic Counseling Interventions

AUTL Collective Task 4.2.4.6.
Provides Religious Management and Admin. Support

805D-56A-7003 Analyze the Ethical and Moral Implications of Military Operations
805D-56A-8314 Coordinate BDE Religious Support Training During all Phases of an Operation
805D-56A-7005 Coordinate Religious Support in the Operating Environment
805D-56A-7310 Coordinate UMT Functions in the JIIM Environment
805D-56A-6001 Demonstrate Understanding of the policy of the chaplain as non-combatant
805D-56A-6304 Develop the Running Estimate for Religious Support
805D-56A-6807 Execute Religious Support for Unified Land Operations
805D-56A-6305 Integrate the Unit Ministry Team into the Battalion Staff Planning Process
805D-56A-6307 Integrate the Unit Ministry Team into Convoy Operations
805D-56A-7313 Manage the Delivery of Religious Support in the BCT in Joint, Interagency, Intergovernmental, and Multinational (JIIM) Operations
805D-56A-7309 Perform UMT Functions in the Joint, Interagency, Intergovernmental, Multinational (JIIM) Environment
805D-56A-8404 Provide Staff Supervision to Subordinate Level Unit Ministry Teams
805D-56A-6303 Write the Religious Support Attachment (Tab D) for the Tactical Standing Operating Procedures (TACSOP)
805D-56M-1304 Prepare Unit Ministry Team (UMT) Input to Running Estimates, OPLANS and OPORDS
805D-56M-1507 Manage Force Protection for the Unit Ministry Team
805D-56M-2307 Synchronize Religious Support Activities with Staff
805D-56M-3009 Synchronize Religious Support Activities in the Operational Environment
805D-56M-3309 Maintain Situational Understanding of the Brigade Area of Operations for Religious Support.
805D-56M-5008 Manage Religious Support in the Operating Environment

AUTL Collective Task 4.2.4.3. Advise or
(Internal and External) Impact of Re

805D-56A-6102 Advise Command on Religious Accommodations
805D-56A-8204 Advise Command on the Ethical Climate in the B
805D-56A-6203 Advise the Command on Ethical Issues
805D-56A-6202 Advise the Command on the Mission Impact of In
805D-56A-7003 Analyze the Ethical and Moral Implications of Mili
805D-56A-7074 Conduct Soldier and Leader Engagement with R
805D-56A-8007 Estimate the Impact of Indigenous Religions on I
Operations
805D-56M-2101 Advise Soldiers on Process for Accommodation
Practice
805D-56M-2004 Provide Advisement for Soldier and Leader Enga
805D-56M-1005 Develop a Religious Impact Assessment (RIA)
805D-56M-1004 Develop a Religious Area Analysis
805D-56M-4007 Provide Religious Analysis Products to Advise th
Staff
805D-56M-2004 Provide Advisement for Soldier and Leader Engagements
805D-56M-2005 Provide Religious Affairs NCO support to the Soldier Leader Engagement (SLE) Process

.2.4.4.Plan (and Sustain)
for Current Operations).

Support Training During all Phases of an Operation
ort in the Operating Environment
in the JIIM Environment
for Unified Land Operations
igious Support in the BCT in Joint, Interagency,
Operations
the Joint, Interagency, Intergovernmental, Multinational (JIIM)
Unified Land Operations (Multi-Domain Battle)
uthorized Civilians and Civil Authorities
on from Plans or Orders
ous Support Information from a Digital Display, Map or Overlay
port Activities in the Operational Environment
standing of the Brigade Area of Operations for Religious
in the Operating Environment
805D-56M-5303 Integrate Religious Based Analysis of the Operational Environment into Joint Task Force Staff Working Groups (WGs)
805D-56M-5311 Coordinate High Demand / Low Density Religious Support in the Operating Environment
805D-56M-5312 Supervise Religious Data Management in the Joint Operations Area

Guidance and Trends

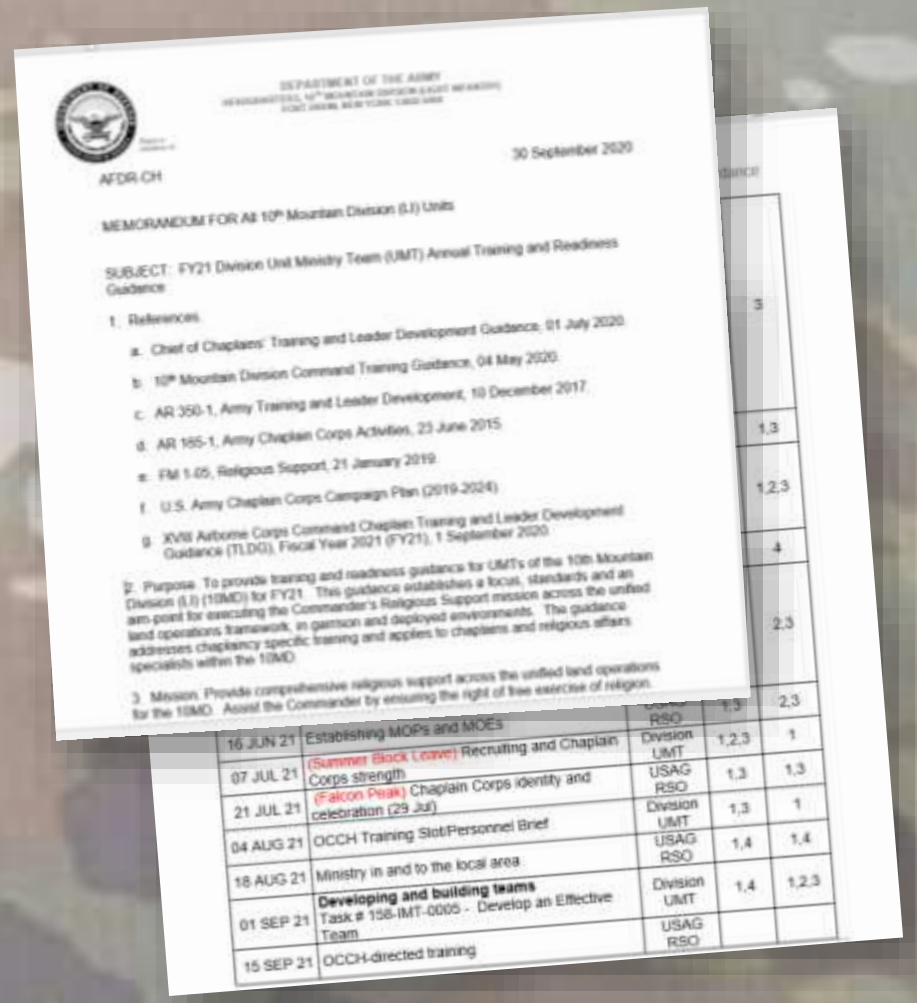
You don't plan in a vacuum!

GUIDANCE

1. FORSCOM and OCCH Give Annual Training Guidance for the FY
2. 10th Mountain Division Chaplain Section publishes Annual Training
3. Knowing and Engaging Commanders Dialogue to address Unit Objectives for the FY, Commander's Guidance

FAMILIARIZE YOURSELF WITH CURRENT TRENDS/UMTs

1. Utilizing the 10MD MPA FOLDER:
    1. Read through dozens of AARs
    2. Read through the CTC FY Battle-Focused Training Trends
2. CPX/FTX and other Exercises
    1. Assess your UMTs Capabilities EARLY.
    2. Ask your UMTs where they see Strengths and Weaknesses



AFDR-CH

30 September 2020

MEMORANDUM FOR All 10th Mountain Division (LI) Units

SUBJECT: FY21 Division Unit Ministry Team (UMT) Annual Training and Readiness Guidance

1. References.

a. Chief of Chaplains' Training and Leader Development Guidance, 01 July 2020.

b. 10th Mountain Division Command Training Guidance, 04 May 2020.

c. AR 350-1, Army Training and Leader Development, 10 December 2017.

d. AR 165-1, Army Chaplain Corps Activities, 23 June 2015.

e. FM 1-05, Religious Support, 21 January 2019.

f. U.S. Army Chaplain Corps Campaign Plan (2019-2024).

g. XVIII Airborne Corps Command Chaplain Training and Leader Development Guidance (TLDG), Fiscal Year 2021 (FY21), 1 September 2020.

2. Purpose. To provide training and readiness guidance for UMTs of the 10th Mountain Division (LI) (10MD) for FY21. This guidance establishes a focus, standards and an aim point for executing the Commander's Religious Support mission across the unified land operations framework, in garrison and deployed environments. The guidance addresses chaplaincy specific training and applies to chaplains and religious affairs specialists within the 10MD.

3. Mission. Provide comprehensive religious support across the unified land operations for the 10MD. Assist the Commander by ensuring the right of free exercise of religion.

16 JUN 21	Establishing MOPs and MOEs	RSO	1,3	2,3
07 JUL 21	(Summer Block Leave) Recruiting and Chaplain Corps strength	Division UMT	1,2,3	1
21 JUL 21	(Falcon Peak) Chaplain Corps identity and celebration (29 Jul)	USAG RSO	1,3	1,3
04 AUG 21	OCCH Training Slot/Personnel Brief	Division UMT	1,3	1
18 AUG 21	Ministry in and to the local area	USAG RSO	1,4	1,4
01 SEP 21	**Developing and building teams** Task # 158-IMT-0005 - Develop an Effective Team	Division UMT	1,4	1,2,3
15 SEP 21	OCCH-directed training	USAG RSO		

BDE CH Guidance and Impacts

How did this synchronize and prioritize RS efforts at the BN level?

1-503

BSB

54 BEB

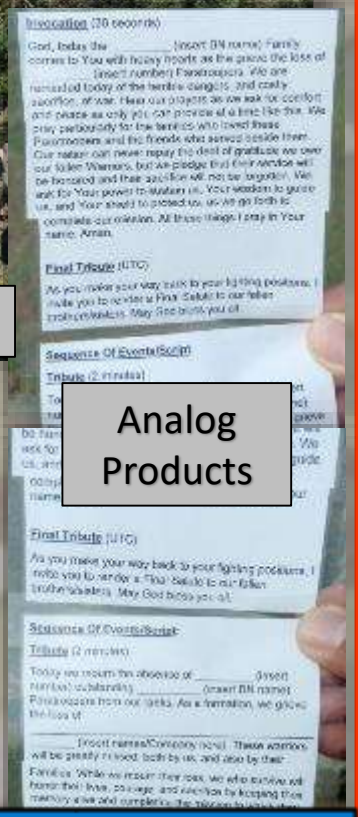
1-503

PREVIOUS AARS

805D-56A-7005
Coordinate Religious Support in the Operational Environment

Field Service, Hasty Memorials, Force Protection

Most Field Services Award



PREVIOUS AARS

Compare your expectations from STX Lanes Field Services to actual?
How did this impact your planning RS?

Conduct Religious Services in Unified Land Operations
805D-201-6013

Casualty Care

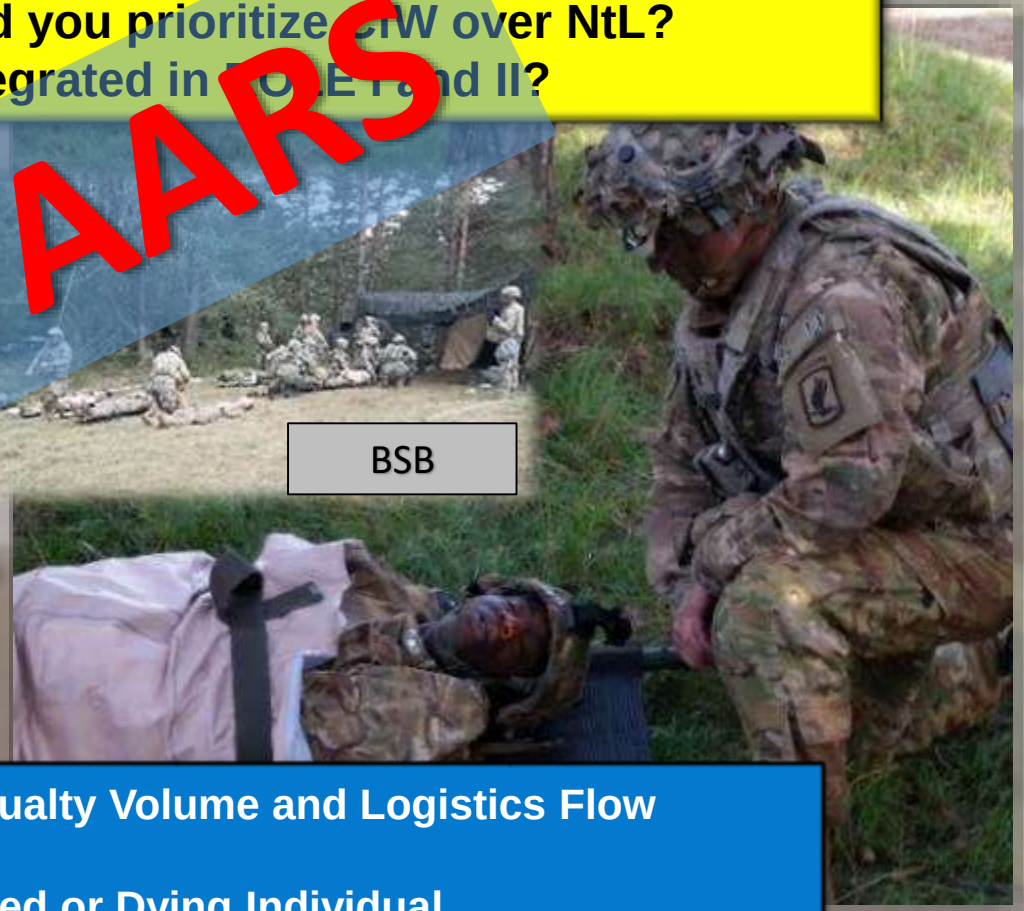
1-91 CAV

Total WIA/KIA		
	WIA	KIA
Total	356	760
1-91	159	301
1-503	82	67
2-503	91	175
4-319	74	65
BEB	42	119
BSB	31	23

How were casualties tracked?
How was the UMT notified of incoming wounded?
When did you prioritize CIW over NtL?
Integrated in [illegible] and II?

PREVIOUS AARS

2-503



BSB

Determine Religious Support Implications of Casualty Volume and Logistics Flow
805D-56M-3604
Provide Religious Support to a Wounded or Dying Individual
805D-56A-6601

FORSCOM and USAREUR CTC CONFERENCE

What Trends We See at ALL CTCs…

Positive

- Battalion chaplain ministry to Soldiers
- Desire to be solid staff officers/NCOs

Negative

- Under utilize RSOI (Religious support sync meetings, mission analysis, PACE)
- Deploys without required resources (vehicle, computer)
- Low internal UMT cohesion between CH and RAS
- Adopting a “good enough” attitude/approach
- Low staff integration

NATIONAL TRAINING CENTER FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 1. UMTs develop their religious support plan consistent with COIN rather than DATE operations. Once UMTs develop a plan inconsistent with DATE, it is difficult for them to recover during their rotation.

- 2. BCT UMTs don't publish religious support plans that include synchronizing organic and non-organic UMTs. This gap causes UMTs to under utilize resources in religious support coverage throughout the rotation.

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- 1. UMTs must use their home station training progression (CPXs, FTXs, EDREs, ect.) to synchronize their efforts with their staff counterparts and consistent with CDRs intent ahead of their NTC rotation.

- 2. UMTs must use the Leader Training Program (LTP) to plan for non-organic assets and publish an inclusive religious support plan. Between LTP and the NTC rotation, UMTs should send an RFI to their DIV during home station training to receive support for DIV organic battalions to serve as the non-organic forces to give BCTs the full effect of an NTC rotation and deployment experience.

NATIONAL TRAINING CENTER FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 3. Because the priority of religious support changes during each phase of decisive action, UMTs miss critical opportunities to provide adequate religious support to their units because they have an inaccurate picture the CDRs intent, assets, facts and assumptions, and a good COP.

- 4. UMTs do not have dedicated Mission Command Systems (JCR, FM Coms), nor are they trained on systems (CPOF, Upper TI) in order to communicate (using PACE plan) with other UMTs and units.

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- 3. UMTs should update their running estimate with a clear religious support common operating picture (COP) during LTP, home station training, during RSOI, and each phase of the DA operation at NTC. If UMTs are not making this a priority at home station, they will struggle at NTC during their rotation.

- 4. UMTs should be assertive while at home stations and obtain dedicated MC systems to help them communicate when the arrive at NTC during the initial COMMEX.

NATIONAL TRAINING CENTER FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 5. When UMTs don't attend rehearsals they are unable to synchronize their efforts with UMTs or unit.

- 6. When the BCTs decide to intentionally leave UMT Members at home station to provide coverage for the division/garrison it creates a gap in unit and personnel coverage. Because Decisive Action is fast paced (BNs jump every 24 hours and BDEs jump every 48 hours) the UMT coverage plan of the past is not sufficient to provide adequate support to units and personnel.

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- 5. UMTs must attend all Sustainment rehearsals and CARs at home station and at NTC.

- 6. We recommend BDEs and DIVs view the CTC rotation as a mini-deployment and ensure every unit has a designated UMT (within reason). BDE UMTs should submit an RFI to DIV requesting personnel support when vacancies are inevitable.

NATIONAL TRAINING CENTER FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 7. UMTs inaccurately refer to Internal/External Advisement and SLEs synonymously and believe there is no need to conduct external advisement because they won't be required to do SLEs while deployed.

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- 7. DIV CH Sections should train the UMTs on the role of the UMT in internal and external advisement. As a way to assist UMTs with this understanding, Supervisors should require a solid RIA Brief to help UMTs rehearse their responsibility to advise their CDRs.

JRTC FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 1. UCT UMTs often fail to Operationalize Religious Support.

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- 1. Train on operational phases and RS implications of each phase; operate with CUOPS/FUOPS UMT framework; BCT CH CGSC Grad; BCT NCO Battle Staff Grad.

- 1. Home Station Focus: Mission Command and MDMP training with inputs/outputs and Tab-D development, Offensive/Defensive operations.

JRTC FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 2. BN UMTs located with Combat Trains Command Post (CTCP)/Field Trains Command Post (FTCP).

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- 2. Define priority of effort during each operational phase; operationalized guidance from BCT UMT; deploy with MTOE equipment IOT enable BFC.

- 2. Home Station Focus: Ensure MTOE equipment available; Train on systems and RSP by phase (ATP 1-05.01).

JRTC FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 3. Deploying without Equipment (MTOE).

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- 3. Fight for the right allocation of equipment based on the MTOE; have a plan prior to arriving at JRTC; consider 2nd & 3rd order of effects of missing equipment; Ecclesiastical supply layout.

- 3. Home Station Focus: Division ensures Soldier skills training for all UMTs; training on FM 3-0 & ATP 1-05.01; understanding the capabilities of BCT/BN.

JRTC FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 4. Lack of Basic Soldier Skills.

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- 4. Review Warrior task/battle drills; Intentionally integrate training with the unit; understand METT-TC and RS implications; review principles of sustainment and application to RS (ADRP 4-0).

- 4. Home Station Focus: Virtual Battle Space simulator (VBS3); STX/FTX supervision; Implementation of FORSCOM Battle Focused Training; Monitor and assess BCT/BN UMT Warrior task/Battle drills.

JMRC FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 1. RS planning remains stability operations focused; readily available time/resources/commo/freedom of maneuver

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- Division CH Section quarterly azimuth check for BDE UMTs decisive action training plan
- BDE UMTs receive academic training focused on decisive action from OC/Ts 270 days prior to rotation
- OC/Ts will review fighting products and provide feedback during academics training IOT ensure decisive action RS

JMRC FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 2. UMT training during exercises are executed more notionally than realistically lacking decisive action complexities; interruption of PACE plan, updating fighting products, time and maneuver restraints, hasty RS execution

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- CTC pushes decisive action complexity inject considerations and Metrics to RTUs roughly 360 days prior to rotation for inclusion in the BDE yearly training plan
- BDE UMTs inject complexities for BN UMTs for each CPX/FTX to increase comfort with adjusting RS plan
- BDE/BN S3 informed on UMT metrics based rotational evaluations providing a baseline for RTU success

JMRC FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 3. RTUs have not synchronized efforts or visualized potential gaps in their RS plan by phase through conducting a RS RXL prior to rotation

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- BDE UMTs plan and conduct a Religious Support Operations RXL to mitigate and fill gaps prior to rotation
- BN UMTs brief their specific RS plan unique to their BN's mission set
- BN UMTs demonstrate a shared understanding of available RS assets in their AO

JMRC FY20-21

WHAT RS GAPS EXIST (OBSERVED IN 3> ROTATIONS)?

- 4. DATE and the JMRC OE (limited size, terrain, and weather) has revealed a lack of basic Soldier survivability skills

WHAT ACTIONS DO YOU RECOMMEND TO MITIGATE THE RS GAP(S)?

- Identify Soldier skill coaching focuses at home station CPX/FTX/WFXs
- Develop battle focused training plans incorporating identified coaching focuses from home station training exercises

QUESTIONS

MOUNTAIN

AIRBORNE

Mountain Peak 2021-22

Academics