



Training Sustain:

UMT Battle Books and Staff Products

• Recommendation:

- A best practice is BCTs deploying with standardized staff products shared among all UMTs (running estimate, battle rhythm, SOP, battle book, etc.). See ATP 1-05.01 chapter 2 outlining expected products.

Training Improve:

RS Plan (Tab D) & Training Plan

Recommendation:

- UMTs deploy with RS plan synced with the unit's phases of the operation and prioritizing RS efforts that are flexible, iterative, and adaptable to LSCO.
- Have an annual UMT training plan that is synced/integrated with the unit's mission glide path.

Training Improve:

Rehearsals / Staff Integration

Recommendation:

- UMTs must participate in Sustainment RXLs and conduct RS RXLs IOT build shared understanding among WfFs and to prepare a rehearsed RS plan.

Training Improve:

PACE plan / Comms

Recommendation:

- UMTs deploy with communication equipment and a validated PACE plan already practiced in unit and RS COMEXs.

The NTC UMT Observer Coach Trainer Team serves to coach, teach, and mentor brigade and battalion level Unit Ministry Teams to provide comprehensive RS in LSCO.



FY23: 8 Rotations = 70 UMTs

UMT	Total
56A Authorized	70
56A Present	58
%	83%
56M Authorized	70
56M Present	47
%	67%

- 7 BDE Rotations (including 1 Ranger Rgt)
 - 1 BDE deployed without 56A
 - 1 BDE deployed without 56M
- 59 BN UMTs
 - 8 BN deployed without 56A
 - 18 BN deployed without 56M
- 1 DIV Rotation (including 1 SFAB, 1 DIVARTY, and 1 CAB)
 - DIV deployed without 56A & 56M
 - 2 BDE deployed without 56A
 - 3 BDE deployed without 56M

Impact on Mission/Ministry

- **Contingency plan for UMT shortages.** Most units will not deploy full strength. Backfills come from DIV, other units, or special duty.
- **RS coverage plan.** Short manning requires the BDE to create a RS plan for units without a team or to flex assets during the operation.
- **Casualties**
 - During LSCO, the unit will experience high casualties. Recent BCT rotations had approximately 2200 casualties.
 - UMTs will become casualties.
 - RS planning must include the possibility of UMT losses resulting in UMTs covering several units and operating in isolated conditions for extended periods of time.

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Metric	% of UMTs
Religious Preference Profile	60 %
90 Days Religious Supplies	53 %
Religious Support Plan (Tab D) Published	41 %
TACSOP BCT/BN	63 %
Running Estimates	67 %
Battle Book	77 %
Map	67 %
Hasty Memorial Plan	48 %
Battle Rhythm	59 %
Battle Tracking Tool	33 %
Workspace	52 %
RAA (Complete)	67 %
Attended & Participated in MDMP	50 %
Direct Access to CMD / CSM	77 %
Sustainment Rehearsal	48 %
Combined Armed Rehearsal	17 %
Religious Support Rehearsal	16 %
Religious Support COMEX	12 %

Sustain

Staff Products

- Running Estimates
- Battle Book
- Battle Rhythm
- Religious Preference Profile
- RAA

Improve

Planning

- RS Plan (Tab D)
- Hasty Memorial Plan

Rehearsals / Staff Integration

- Sustainment RXL
- CAR
- RS RXL
- RS COMEX



Battle Focused Tasks

Conduct Command Post Operations.

Integrate RS Plan (Unit, Area & Denominational) with Higher and Adjacent Units.

Plan and Integrate Comprehensive RS to Mass Casualties (Hasty Burials, Mass Internment, Hasty Memorials, Mass Memorial, Mass Notification, Care to Survivors, Joint, Interagency, Intergovernmental, and Multinational (JIIM)).

Assess and Synchronize RS Requirements during Sustained LSCO (Multi-Domain Battle).

Conduct RS for Internment and Resettlement.

Supervise (Lead) and Support (Mentor, Develop) Subordinate UMT.

Integrate Force Protection (56M lead).

Integrate Religious Logistics into Sustainment Operations.

Train subordinate UMT in BFT prior to CTC rotation and ReARMM Mission execution.

Advise Participate in RXLs (Sustainment/CAR)

Advise the CDR and Staff.

Focus Areas of Coaching/Performance

- Integration
- Synchronization
- Products
- Rehearsals
- Battle-focused and METL Tasks
- Intentionally Planned Religious Support
- Internal Advisement
- External Advisement

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Possible UMT Training Plan

Month	Brigade Focus	Training
OCTOBER	WARNO and OPORD Training	BDE UMT leads
NOVEMBER	Soul Care Training	BN UMT leads Moral Injury Training
DECEMBER		
JANUARY	UMT Responsibilities During Death Notification	BN UMT leads Medical Ministry Provide Crisis Intervention
FEBRUARY	Integrate the UMT into Convoy Operations	BN UMT leads RS Operations Map Reading and Battle Tracking
MARCH	The Counseling Process	Initial Counseling, Importance of timely/regular counseling; elements of the counseling process; event-oriented counseling; 56M participation
APRIL	Provide RS to a Wounded or Dying Individual / Spiritual Triage	Medical Ministry Provide RS to Wounded or Dying Soldiers/ Spiritual Triage / Hasty Memorial
MAY	COMEX / System Check	Validate PACE plan / RS COMEX (JBCP, FM, SIPR, etc.)
JUNE		
JULY	Write the Religious Support Appendix for the Tactical Standing Operations Procedures (TASCOP)	56M lead 2 Minute Drill and Running Estimate
AUGUST	Develop the Running Estimate for RS	RS Operations Prepare the UMT Input to Running Estimates, OPLANS and ORDERS
SEPTEMBER	Plan and Conduct RS for Unified Land Operations	RS Operations / The 56M in LSCO and MDO