

Chaplain Corps (ARNG) Handbook



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About this Book

Purpose

The purpose of this handbook is to provide chaplains and Unit Ministry Teams a ready reference to support Unit Ministry Team operations at the tactical level.

Preparation and Exception Authority

The authorship and construct of this document reside with the Mission Training Complex-Leavenworth (MTC-LVN). Change authorization resides with the Commander, MTC-LVN.

Note from the Author

This handbook is the result of requests from the field to provide a current handbook on chaplain / UMT operations until such time as Training Circular 1-05, *Religious Support Handbook for the Unit Ministry Team*, May 2005, could be republished and religious support (RS) planning doctrine has been updated and expanded.

While this handbook relies heavily on TC 1-05, it has expanded the scope of TC 1-05 by addressing three major areas not formerly addressed in the TC — the chaplain and Defense Support of Civil Authorities (DSCA) operations, Traumatic Event Management (TEM), and Soldier Leader Engagements (SLE).

We have made a conscious effort to keep the focus of this publication at the tactical level, in general, and the battalion and brigade echelons, in particular. Since the MTC-Leavenworth serves the Army National Guard (ARNG), we have also attempted to address aspects of the Army, with emphasis on the ARNG. This is particularly important in the section on DSCA operations, considering the vital roles National Guard and ARNG chaplains and UMTs play in such operations.

In addition to the six major sections of the handbook, we have included multiple appendices that should prove useful for all UMT operations. These appendices include tutorials, samples and examples, checklists, and formats.

Lastly, we have included a list of abbreviations and acronyms used in the handbook to enhance reading and usage of this handbook.

It is our hope that UMTs throughout the ARNG will find this handbook an extremely useful companion, both in war and peace. It has been our privilege to develop this book for all Army Prayer Warriors. For God and Country !

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Section 1 — Religious Support for the ARNG

Mission

According to Field Manual (FM) 1-05, *Religious Support*, dated October 2012, the mission of the Army Chaplain Corps, to include chaplains and chaplain assistants in the Army National Guard (ARNG), is to *provide religious support (RS) to the Army across unified land operations (ULO) by assisting the commander in providing for the free exercise of religion and providing religious, moral, and ethical leadership.*

Chaplains and chaplain assistants perform or provide and coordinate RS to the Army. Throughout our history, chaplains and chaplain assistants have served alongside combat Soldiers, enduring the same hardships, and bearing the same burdens. They are members of the profession of arms. RS in the Army has no civilian equivalent. Chaplains execute their distinct RS mission for Soldiers, members of other military Services, Family Members, and/or authorized civilians in a variety of geographical locations, operational situations, and circumstances.

The Army is the principal land force, organized, trained, and equipped to conduct prompt and sustained operations on land. On land, combatants come face-to-face with one another in close combat. Close combat is defined as warfare carried out on land in a direct fire fight, supported by direct, indirect, and air-delivered fires. No other form of combat requires as much of Soldiers. Chaplains and chaplain assistants, organized into unit ministry teams (UMT) must be able to deliver RS during close combat while coping with the physical, moral, and psychological demands close combat places on themselves and the Soldiers they serve.

The uncertainty and complexity of future armed conflict confront our Nation and our Army. To accomplish future missions, the Army requires forces that exhibit a high degree of operational adaptability. Operational adaptability is the ability to shape conditions and respond effectively to a changing operational environment (OE) with appropriate, flexible, and timely actions. Operational adaptability impacts the way Chaplain Sections / UMTs provide RS. The Army requires chaplains and chaplain assistants that are adaptable and flexible in order to successfully function in an OE that is complex and uncertain, marked by rapid change, and executed over extended distances in difficult terrain. The Army requires trained chaplains and chaplain assistants capable of critically assessing the operational situation and quickly adapting religious support operations (RSO) to sustain Soldiers in close combat.

Section 1 — Religious Support for the ARNG

Chaplain Capabilities

According to FM 1-05, the Army requires the capability to provide religious support and the capability to advise commanders on the impact of religion.

These two required capabilities reflect the dual role of the Chaplain Corps — **religious leader** and **religious staff advisor**.

- As a **religious leader**, the Army requires the capability to perform or provide RS across extended distances, which accommodates the Soldier's right to the free exercise of religion, and support resiliency efforts to sustain Soldiers in combat. RSO sustain the individual Soldier, extending upward throughout the entire command structure and outward to the broadest command audience authorized. RS is comprehensive because each Soldier has his or her own definition of what constitutes RS. While not every religious need of every Soldier can be met in combat, chaplains and chaplain assistants seek to meet as many needs as possible. According to Joint Publication (JP) 1-05, RS is chaplain facilitated free exercise of religion through:
 - Worship,
 - Religious and pastoral counseling services,
 - Ceremonial honors for the dead,
 - Crisis intervention, and
 - Advice to the commander on matters pertaining to morals, ethics, and morale as affected by religion.
- As the **religious staff advisor**, the chaplain advises the commander and staff on religion and its impact on all aspects of military operations. According to JP 1-05, *religious advisement* is the practice of informing the commander on the impact of religion on joint operations to include, but not limited to — worship, rituals, customs and practices of U.S. military personnel, international forces, and the indigenous population.

Core Competencies

- Competencies provide a clear and consistent way of conveying expectations for Army leaders. The core leader competencies stem directly from the Army definition of leadership. The core competencies emphasize the roles, functions, and activities of what leaders do. Competencies are demonstrated through behaviors that can be readily observed and assessed by a spectrum of leaders and followers — superiors, subordinates, peers, and mentors. Within the two required capabilities, chaplains fulfill three basic core competencies:
 - Nurture the living.
 - Care for the wounded.
 - Honor the dead.

Section 1 — Religious Support for the ARNG

Core Competencies (cont.)

These three competencies provide the fundamental focus and direction as the Chaplain Corps executes its mission of ensuring the right to free exercise of religion for Soldiers:

- **Nurture the living.** In preparation for missions that span the range of military operations and during the execution of those missions, chaplains and chaplain assistants develop and execute a religious support plan (RSP) that seeks to strengthen and sustain Soldiers and Family Members.
- **Care for the wounded.** During the execution of decisive action, chaplains and chaplain assistants bring hope and strength to those who have been wounded and traumatized in body, mind, and spirit, by assisting in the healing process. Chaplains and chaplain assistants also provide RS, pastoral care, comfort, and hope to the dying. Through prayer and presence, the Chaplain Section / 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. Memorial ceremonies, services, and funerals 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.

Major Functions

Commanders provide opportunities for the free exercise of religion through their chaplains and chaplain assistants. The Chaplain Sections / UMTs provide RS by executing specific functions. Commanders expect chaplains and chaplain assistants to understand the tasks associated with these functions. A partial, descriptive list of the **major RS functions** a Chaplain Section / UMT may use to accomplish the operational RS mission includes:

- **Advising the command on religion, morals, morale, and ethical issues** — (both within the command and throughout the OE), includes simply being the commander's eyes and ears in the unit. Through informal and formal interaction with Soldiers, it includes advising commanders on Soldiers morale, and when executing decisive action, ensuring the unit is meeting its professional obligations ethically and morally.
- **Leadership of religious worship** — includes leadership of, and preaching in, unit worship or prayer services. It also includes officiating at military funerals, memorial services, and ceremonies, and performing or providing occasional worship events such as revivals, parish liturgical or holy day observances, religious festivals, sacred practices, and spiritual fitness events.

Section 1 — Religious Support for the ARNG

Major Functions (cont.)

- **Administration of religious rites, sacraments, and ordinances** — Includes officiating at events such as baptisms and presiding at obligatory religious celebrations (such as the Roman Catholic Eucharist, Protestant Communion, Jewish Passover, or Muslim Eid al-Fitr).
- **Provision of pastoral care and counseling** — Includes crisis intervention (stress management, fear, grief, or trauma); prevention and intervention of suicidal behavior; and counseling for religious formation and spiritual direction stress management, fear, grief, or trauma. Such counseling always upholds the Soldier's right to privileged communication with chaplains and chaplain assistants.
- **Teaching and management of religious education** — Includes the oversight and teaching of unit religious education programs (such as single-Soldier Bible studies or fellowships), catechetical or confirmation classes, and chapel men's and women's groups.
- **Family-life ministry (division / expeditionary support command (ESC))** — Includes providing professional development training, personal counseling for deployed UMTs and Soldiers, and resourcing UMTs for the execution of RSO during deployment.
- **Provision of professional support to the command and staff** — includes forming and maintaining professional staff relationships that facilitate the RS mission, as well as personal counsel with commanders and leaders on critical decisions.
- **Management and administration of personnel, facilities, and funds necessary to the RS mission** — Includes overseeing real property (such as chapels), volunteers distinctive faith group leaders, and, if applicable, safely receiving, disbursing, and accounting for appropriated and non-appropriated funds associated with the Command Master Religious Plan (CMRP).
- **Liaison with local or host-nation religious leaders as directed by the commander** — Is within the UMT capability of religious staff advisor and is executed by specific order from the commander. Together with the unit staff, the UMT synchronizes the liaison with the unit mission in order to build mutual trust, promote human rights, and develop appropriate command relationships within an operational area. At no time shall chaplains compromise their noncombatant status provided to them by the Law of War during the accomplishment of this function.
- **Conduct of religious support planning, training, and operations** — Includes continual planning as a part of the Military Decisionmaking Process (MDMP). It also includes the developing, staffing, and executing of UMT-specific training plans, as well as synchronizing the RS mission with the unit's current operations.

Section 1 — Religious Support for the ARNG

Religious Support Activities

There are eleven **RS activities** performed by UMTs:

- **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 / correctional facilities.
- **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 requirements for conducting management and administration activities, the Command Master Religious Plan (CMRP), non-appropriated fund (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.

Section 2 — Organizational Structure and Support

The Army

The Army gives the United States land power. ***Land power** is the ability — by threat, force, or occupation — to gain, sustain, and exploit control over land, resources, and people (ADRP 3-0).* Land power includes the ability to:

- Impose the Nation's will on an enemy, by force if necessary.
- Engage to influence, shape, prevent, and deter in any operational environment.
- Establish and maintain a stable environment that sets the conditions for political and economic development.
- Address the consequences of catastrophic events—both natural and man-made — to restore infrastructure and reestablish basic civil services.
- Secure and support bases from which joint forces can influence and dominate the air, land, and maritime domains of an operational environment.

No major conflict has ever been won without boots on the ground. Strategic change rarely stems from a single, rapid strike, and swift and victorious campaigns have been the exception in history. Often conflicts last months or years and become something quite different from the original plan. Campaigns require steady pressure exerted by U.S. military forces and those of partner nations, while working closely with civilian agencies. Soldiers not only seize, occupy, and defend land areas; they can also remain in the region until they secure the Nation's long-term strategic objectives. Indeed, inserting ground troops is the most tangible and durable measure of America's commitment to defend American interests. It signals the Nation's intent to protect friends and deny aggression.

The Army Vision captures the three strategic roles of the Army:

- Prevent
- Shape
- Win

We derive our **roles** from the National Military Strategy (NMS) and Department of Defense (DoD) directives. Our roles clarify the enduring reasons for which the Army is manned, trained, and equipped.

We derive our **mission** from the intent of Congress and through the laws governing the Armed Forces. The Constitution of the U.S. gives Congress the authority to determine the size and organization of the Army, and gives the President overall command of the Armed Forces.

Section 2 — Organizational Structure and Support

The Army (cont.)

Title 10, United States Code (USC), regulates the Armed Forces. In Title 10, USC, Congress specifies its intent and requirements for the Army:

(a) It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of (1) preserving the peace and security, and providing for the defense, of the United States, the Commonwealths and possessions, and any areas occupied by the United States; (2) supporting the national policies; (3) implementing the national objectives; and (4) overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

*(b) In general, the Army, within the Department of the Army (DA), includes land combat and service forces and such aviation and water transport as may be organic therein. **It shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land** [emphasis added]. It is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war.*

We refine our mission based on Department of Defense Directive (DoDD) 5100.01. This directive assigns specific responsibilities to the Armed Forces. In common with all of the Services, the Army provides “conventional, strategic, and special operations forces to conduct the range of operations as defined by the President and the Secretary of Defense.” This directive specifically charges us to “. . . organize, train, equip, and provide forces with expeditionary and campaign qualities” in order to:

- Conduct operations in all environments and types of terrain, including complex urban environments, to defeat enemy ground forces, and seize, occupy, and defend land areas.
- Conduct air and missile defense to support joint campaigns and assist in achieving air superiority.
- Conduct airborne, air assault, and amphibious operations.
- Occupy territories abroad and provide for the initial establishment of a military government pending transfer of this responsibility to another authority.
- Interdict enemy air, sea, and space forces and [their lines of] communications through operations on or from the land.

Section 2 — Organizational Structure and Support

The Army (cont.)

- Provide logistics to joint operations and campaigns, including joint over-the-shore and intra-theater transport of time-sensitive, mission-critical personnel and materiel.
- Conduct authorized civil works programs and other civil activities prescribed by law.

Based upon Title 10, USC, and DoD Directive 5100.01, the Army's mission becomes:

The United States Army Mission

The mission of the United States Army is to fight and win the Nation's wars through prompt and sustained land combat, as part of the joint force. We do this by — Organizing, equipping, and training Army forces for prompt and sustained combat incident to operations on land; Integrating our capabilities with those of the other Armed Services; Accomplishing all missions assigned by the President, Secretary of Defense, and combatant commanders; Remaining ready while preparing for the future.

The Army Organization

- **Regular Army (RA)** — The Regular Army consists of professional Soldiers supported by Army Civilians. The Regular Army is under the command of the President of the United States. Service specific matters are the responsibility of the Secretary of the Army, exercised through the Chief of Staff of the Army.
- **Army Reserve (USAR)** — The USAR is the Army's pool of units and individuals. It is also under the command of the President, and it only serves as a federal military force. Its members are citizen Soldiers mobilized when required. Most Soldiers in units serve for a period in the Regular Army and elect to continue their service in the USAR. The USAR makes up only about one-fifth of the Army's organized units, but it provides one-half of the Army's sustainment units and one-fourth of the Army's mobilization base-expansion capability.
- **Army National Guard (ARNG).**
- **Army Civilian Corps** — The Army has the largest civilian workforce in the DoD. Army Civilians are full-time, long-service members of the profession. The Army Civilian Corps provides the complementary skills, expertise, and competence required to project, program, support, and sustain the uniformed side of the Army. Title 5, USC, governs the Army Civilian Corps.

Section 2 — Organizational Structure and Support

The Army (cont.)

The Army Organization (cont.)

Army National Guard

The Army National Guard (ARNG) has a dual role based on the Constitution. Its first role is that of a state military force. Each state, the U.S. territories, and the District of Columbia have ARNG units, totaling fifty-four state and territorial National Guards. ARNG forces remain under the command of their respective governors until mobilized for Federal service. Each state or territorial ARNG has “The Adjutant General,” a general officer appointed by the Governor who serves as its uniformed leader.

As a state military force, the Governor can order the ARNG to state service. The ARNG responds to natural disasters and other domestic emergencies many times each year. While serving their states, these citizen Soldiers are subject to civil laws and that state’s Code of Military Justice. The ARNG of that state can be used for law enforcement, a task that Federal military forces cannot perform except under special circumstances. Title 32, USC, addresses the ARNG when serving their respective states. Like the Army Reserve, a small number of Guardsmen are on full-time active duty, in either a Federal status or a state status.

The ARNG is also an operational reserve for the Regular Army. When ordered to active duty, these Soldiers become subject to the Uniform Code of Military Justice (UCMJ) and come under the command of the combatant commanders. ARNG forces are organized and equipped identically with like units in the Regular Army and Army Reserve. The Department of the Army (DA) provides their equipment and much of their funding and is responsible for assessing the combat readiness of the ARNG. However, Title 32, USC, provides the states with latitude in recruiting, manning, and training.

Contractors

Contractors are not members of the Army profession; however, they provide valuable support and augmentation to the capabilities of the Profession of Arms and the Army Civilian Corps, both stateside and overseas. Hired under contractual terms for specific tasks of a specified duration, they provide essential skills and perform technical and administrative tasks that allow Army professionals to focus on their primary missions. Contractors are an important part of any current or future Army effort. Many Army contractors are veterans of Active and Reserve Army service.

ARNG-TAFT

Section 2 — Organizational Structure and Support

The Army (cont.)

The Army Functional Structure (cont.)

Operating Forces

Operating forces consist of units organized, trained, and equipped to deploy and fight. They include about two-thirds of the Regular Army, and three-fourths of the Army's total force. The Secretary of Defense (SecDef) assigns these units to the various combatant commanders. Operating forces are modular. They consist of interchangeable units grouped under various HQ.

When a combatant commander specifies the capabilities needed, the Army provides tailored force packages to provide those capabilities. In addition to general purpose forces, the Army also provides the largest element of the joint special operations forces (SOF). Army SOF include several special forces groups, the Ranger Regiment, civil affairs units, military information support units, and special operations aviation.

The Generating Force

The generating force mans, trains, equips, deploys, and ensures the readiness of all Army forces. The generating force consists of Army organizations whose primary mission is to generate and sustain the operating forces of the Army. It consists of those organizations identified in Army Regulation (AR) 10-87 not assigned to a combatant commander under the "Forces for Unified Commands Memorandum." The generating force focuses on departmental (Title 10, USC) tasks including:

- Recruiting,
- Maintaining,
- Organizing,
- Servicing,
- Supplying,
- Training,
- Mobilizing,
- Demobilizing,
- Administering (including the morale and welfare of personnel),
- Constructing, outfitting, and repairing military equipment,
- Equipping (including research and development), and
- Constructing, maintaining, and repairing buildings, structures, and utilities as well as acquiring real property.

The National Guard (NG)

The National Guard (NG) was established as a Federally funded Reserve Component of the Nation's Armed Forces on January 21, 1903 with the *Militia Act of 1903* under Title 10 and Title 32 of the U.S. Code (USC). The *Militia Act of 1903* organized the state militias into the present NG system.

Section 2 — Organizational Structure and Support

The National Guard (NG) (cont.)

With the passage of the *1916 National Defense Act*, approximately one half of the U.S. Army's available combat forces, and approximately one third of its support organizations, were NG units. The Air National Guard (ANG) as part of the U.S. Air Force was established in 1947.

In January, 2013 President Barack Obama signed into law House Bill 1339, which designated Salem, Massachusetts as the official birthplace of the NG. The claim that the NG is older than the Nation itself, with over three and a half centuries of service, is based on the claim that the modern-day 101st Field Artillery Regiment, 182nd Infantry Regiment, 101st Engineer Battalion and 181st Infantry Regiment of the Massachusetts Army National Guard (ARNG) are directly descended from Massachusetts Bay Colony regiments formed over 375 years ago.

On December 13, 1636, the General Court of the Massachusetts Bay Colony had ordered that the Colony's scattered militia companies be organized into North, South and East Regiments — with a goal of increasing the militias' accountability to the colonial government, efficacy, and responsiveness in conflicts with indigenous Pequot Indians. Under this act, white males between the ages of sixteen and sixty were obligated to possess arms and to take part in the defense of their communities by serving in nightly guard details and participating in weekly drills. As the British Colonies developed, colonial militias would develop out of this tradition. The Massachusetts militia began the American Revolutionary War at the Battles of Lexington and Concord, and provided the majority of Soldiers during the course of the war.

Many states also maintain their own state defense forces. These forces are Federally recognized militia but not as an Armed Force Service. Because of this, they are separate from the NG and are not meant to be federalized. They serve the state exclusively, especially when the NG is deployed or otherwise unavailable.

The early U.S. distrusted a standing army, and kept the number of professional Soldiers small. During the Northwest Indian War, the majority of Soldiers were provided by state militias. There are nineteen ARNG units with campaign credit for the War of 1812. Militia units provided 70% of the Soldiers that fought in the Mexican–American War, and also provided the majority of Soldiers in the early months of the American Civil War. The majority of Soldiers in the Spanish–American War were from the NG.

Section 2 — Organizational Structure and Support

The National Guard (NG) (cont.)

The visit of the Marquis de Lafayette to the U.S., in 1824–25, was in every sense a triumphal procession. The 2nd Battalion, 11th New York Artillery, was one of many militia commands who turned out in welcome. This unit decided to adopt the title "National Guard," in honor of Lafayette's celebrated Garde Nationale de Paris. The Battalion, later the 7th Regiment, was prominent in the line of march on the occasion of Lafayette's final passage through New York en route home to France. Taking note of the troops named for his old command, Lafayette alighted from his carriage, walked down the line, clasping each officer by the hand as he passed. "National Guard" was destined to become the name of the U.S. militia.

The National Guard Bureau (NGB) is in Arlington, Virginia, and is a joint activity of the Department of Defense to conduct all the administrative matters pertaining to the ARNG and the ANG. The chief is either an Air Force or an Army 4-star general



officer and is the senior uniformed NG officer, and is a member of the Joint Chiefs of Staff. In this capacity, he serves as a military adviser to the President, the SecDef, the National Security Council, and is the Department of Defense's official channel of communication to the Governors and to State Adjutants General on all matters pertaining to the NG. The Chief is responsible for ensuring that the more than half a million ARNG and ANG personnel are accessible, capable, and ready to protect the homeland and to provide combat resources to the Army and the Air Force. He is appointed by the President in his capacity as Commander in Chief.

When NG units are not under Federal control, the Governor is the commander-in-chief of the units of his or her respective state, territory (Guam, Virgin Islands), or commonwealth (Puerto Rico). The President of the United States commands the District of Columbia NG, though this command is routinely delegated to the Commanding General of the DC National Guard. States are free to employ their NG forces under state control for state purposes and at state expense as provided in the state's constitution and statutes. In so doing, Governors, as commanders-in-chief, can directly access and utilize the Guard's Federally assigned aircraft, vehicles, and other equipment so long as the Federal Government is reimbursed for the use of fungible equipment and supplies such as fuel, food stocks, etc. This is the authority under

Section 2 — Organizational Structure and Support

The National Guard (NG) (cont.)

which governors activate and deploy NG forces in response to natural disasters. It is also the authority under which governors deploy NG forces in response to man-made emergencies, such as riots, civil unrest, or terrorist attacks.

The Governor can activate NG personnel to "State Active Duty" in response to natural or man-made disasters or Homeland Defense missions. State Active Duty is based on state statute and policy, as well as state funds, and Soldiers and Airmen remain under the command and control of the Governor. The federal *Posse Comitatus Act* (PCA) does not apply.

Title 32, full-time National Guard duty, is Federally funded, but command and control remains with the State Governor through his Adjutant General. Title 32 activation can only be done by the President or SecDef with the approval and consent of the state Governor. The term "activated" simply means that a unit or individual of the Reserve Components has been placed on orders. The purpose and authority for that activation will determine limitations and duration of the activation. The ARNG and ANG may be activated in a number of ways as prescribed by public law. Broadly, there are two titles in the United State Code (USC) under which units and troops may be activated — Title 32 (Militia Code) and Title 10 (Uniform Code of Military Justice). The most common duty for NG personnel is Inactive Duty for Training (IDT). This is the traditional weekend a month and two week summer training periods.

NG units can be mobilized for Federal active duty to supplement regular armed forces during times of war or National emergency declared by Congress, the President, or the Secretary of Defense. They can also be activated for service in their respective states upon declaration of a state of emergency by the governor of the state or territory in which they serve, or in the case of Washington, D.C., by the Commanding General. Unlike Army Reserve members, NG members cannot be mobilized individually, except through voluntary transfers and temporary duty assignments (TDY).

Title 10 service means full-time duty in the active military service of the United States. The term used is *federalized*. Federalized NG forces have been ordered by the President to active duty either in their Reserve Component status or by calling them into Federal service in their militia status.

Section 2 — Organizational Structure and Support

The National Guard (NG) (cont.)

Title 10 of the US Code states:

- (a) *The militia of the United States consists of all able-bodied males at least 17 years of age and, except as provided in section 313 of title 32, under 45 years of age who are, or who have made a declaration of intention to become, citizens of the United States and of female citizens of the United States who are members of the National Guard.*
- (b) *The classes of the militia are—*

(1) the organized militia, which consists of the National Guard and the Naval Militia; and

(2) the unorganized militia, which consists of the members of the militia who are not members of the National Guard or the Naval Militia.

There are several forms of Federal service:

- Voluntary Order to Active Duty — Federalized with the Soldier's or Airman's consent and the consent of their Governor.
- Partial Mobilization — In time of national emergency declared by the President for any unit or any member for not more than 24 consecutive months.
- Presidential Reserve Call Up — When the President determines that it is necessary to augment the active forces for any operational mission for any unit or any member for not more than 270 days.
- Federal Aid for State Governments — Whenever an insurrection occurs in any State against its government, the President may, upon the request of its legislature or of its governor call into Federal service such of the militia of the other States. This is a statutory exception to the PCA.
- Use of Militia and Armed Forces to Enforce Federal Authority — Whenever the President considers that unlawful obstructions, assemblages, or rebellion make it impracticable to enforce the laws of the U.S. in any State or Territory, he may call into Federal service such of the militia of any state. This is another statutory exception to the PCA.
- Interference with State and Federal law — The President, by using the militia or the armed forces, or both, or by any other means, shall take such measures as he considers necessary to suppress, in a state, any insurrection, domestic violence, unlawful combination, or conspiracy.

Section 2 — Organizational Structure and Support

The National Guard (NG) (cont.)

There are several forms of Federal service (continued):

- Air and Army National Guard — ANG and ARNG can specifically be called into Federal service in case of invasion, rebellion, or inability to execute Federal law with active forces.

In the categories listed above, ARNG and ANG units or individuals may also be mobilized for non-combat purposes such as the State Partnership Program, humanitarian missions, counterdrug operations, and peacekeeping or peace enforcement missions. Governors generally cannot veto involuntary activations of individuals or units for Federal service, either for training or National emergency.

The role of the NG expanded following the terrorist attacks of September 11, 2001. As part of the Global War on Terrorism, NG units and individual NG members have performed sustained active duty during Operations Noble Eagle, Enduring Freedom, and Iraqi Freedom, both as part of scheduled mobilizations and as individual volunteers.

The Army National Guard (ARNG)

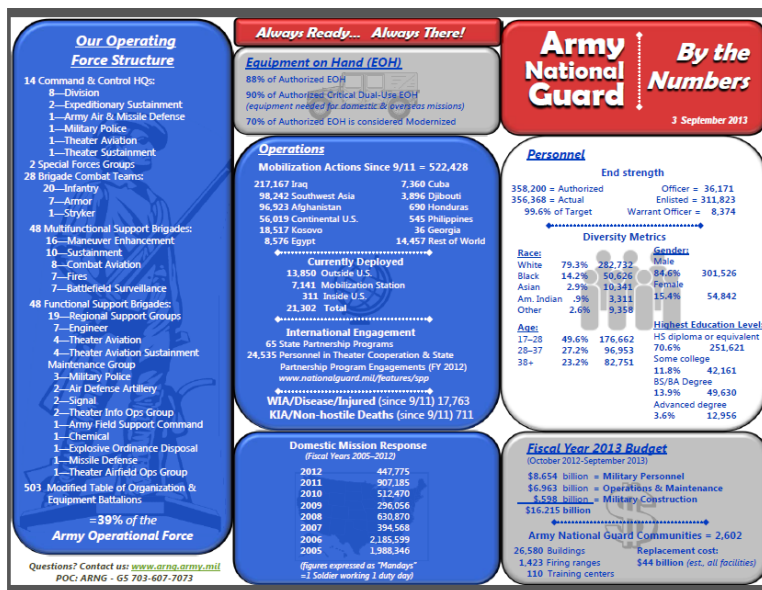
The ARNG of the United States is one of two organizations administered by the NGB, the other being the ANG of the United States. The Director of the ARNG (an ARNG lieutenant general) is the head of the organization, and reports to the Chief of the NGB.

Both the ARNG and ANG are expected to adhere to the same moral and physical standards as their "full-time" active duty and "part-time" reserve Federal counterparts. The same ranks and insignia of the U.S. Army and U.S. Air Force are used by the ARNG and the ANG, respectively, and National Guardsmen are eligible to receive all U.S. military awards. The NG also bestows a number of state awards for local services rendered in a Service Member's home state or equivalent.

As mentioned earlier, the modern ARNG traces its origins to December 13, 1636, the day the Massachusetts Bay Colony's General Court passed an act calling for the creation of three regiments (the North, South, and East Regiments) by organizing existing separate militia companies in the towns around Boston.

Section 2 — Organizational Structure and Support

The Army National Guard (ARNG) (cont.)



The ARNG is divided into subordinate units stationed in each of the fifty states, three territories (Guam, the Virgin islands, and the Commonwealth of Puerto Rico), and the District of Columbia, and operates under their respective governors.

The ARNG may be called up for active duty by the state or territorial governors to help respond to domestic emergencies and disasters, such as those caused by hurricanes, floods, and earthquakes, as well as civil disorder. Recent ARNG responses included Hurricane Katrina in 2006, Hurricane Irene in 2011, and Hurricanes Sandy and Isaac in 2012.

The District of Columbia ARNG is a Federal militia, controlled by the President of the United States with authority delegated to the SecDef, and through him to the Secretary of the Army.

Members or units of the ARNG may be ordered, temporarily or indefinitely, into the service of the United States. If mobilized for Federal service, the member or unit becomes part of the ARNG of the U.S., which is a Reserve Component of the U.S. Army. Individuals volunteering for active Federal service may do so subject to the consent of their governors.

Section 2 — Organizational Structure and Support

The Army National Guard (ARNG) (cont.)

The President may also call up members and units of the ARNG, in its status as the militia of the several states, to repel invasion, suppress rebellion, or enforce federal laws.

Because the ARNG is both the militia of the several states and a federal Reserve Component of the Army, neither the Chief of the NGB nor the Director of the ARNG "commands" it. This function is performed in each state or territory by the State Adjutant General (AG), and in the District of Columbia by the Commanding General of the District of Columbia NG when a unit is in its militia status. The Chief of the NGB and the Director of the ARNG serve as the channel of communications between the Department of the Army and the ARNG in each state and territory, and administer Federal programs, policies, and resources for the NG.

Unit Support

Tactical Command and Staff Organization

Staff organization is based on the mission, each staff's broad areas of expertise, and regulations and laws. While staffs at every echelon and type of unit are structured differently, all staffs are similar.

The mission determines which activities to accomplish. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission. The mission also determines the size and composition of a staff to include staff augmentation.

Regardless of mission, every Army staff has common broad areas of expertise that determine how the commander divides duties and responsibilities. The duties and responsibilities inherent in an area of expertise are called functional responsibilities. Grouping related activities allows an effective span of control and unity of effort. Areas of expertise may vary slightly, depending on the echelon of command and mission. For example, at battalion level there is no resource manager, while certain sustainment units combine the intelligence and operations functions.

Army regulations and laws establish special relationships between certain staff officers and the commander. For example, AR 20-1, AR 27-1, and AR 165-1 require the inspector general, Staff Judge Advocate (SJA), and chaplain to be members of the commander's personal staff.

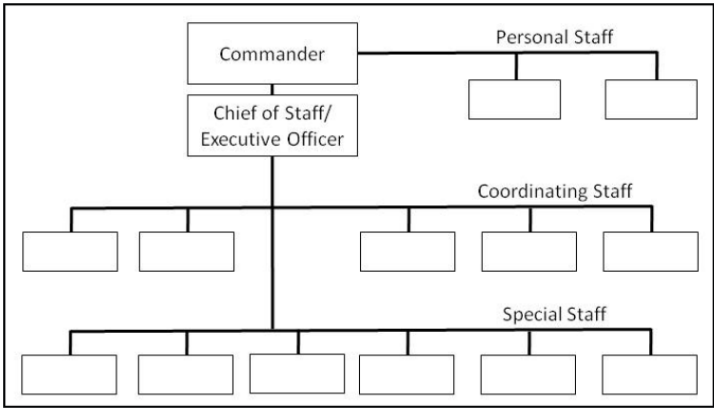
Section 2 — Organizational Structure and Support

Unit Support (cont.)

Tactical Command and Staff Organization (cont.)

Every organization requires an authorization document that states a headquarters' approved structure and resources. It is the basis and authority for personnel assignments and equipment requisitions. This document is a table of organization and equipment (TOE), a modified TOE (MTOE), or a table of distribution and allowances (TDA). Commanders establish authorizations by developing an MTOE from the TOE for their individual units. Commanders prescribe in more detail the organization, personnel, and equipment to be authorized to accomplish missions in specific operational environments. Commanders can change their individual MTOEs with Department of the Army approval.

The basic staff structure includes a COS / XO and various staff sections. A **staff section is a grouping of staff members by area of expertise under a coordinating, special, or personal staff officer**. A principal staff officer — who may be a coordinating, special, or personal staff officer for the commander — leads each staff section. The number of coordinating, special, and personal principal staff officers and their corresponding staff sections varies with different command levels. See appropriate echelon manual, such as FM 71-100, *Division Operations*, for specifics on particular types of HQ. The following figure illustrates the basic staff structure and their relationships.



Generic Staff Structure

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Tactical Command and Staff Organization (cont.)

Commander. Commanders are responsible for all their staffs do or fail to do. A commander cannot delegate this responsibility. The final decision, as well as the final responsibility, remains with the commander. When commanders assign a staff member a task, they delegate the authority necessary to accomplish it. Commanders provide guidance, resources, and support. They foster a climate of mutual trust, cooperation, and teamwork.

Chief of Staff / Executive Officer. The chief of staff (COS) or executive officer (XO) is the commander's principal assistant. Commanders normally delegate executive management authority to the COS / XO. As the key staff integrator, the COS / XO frees the commander from routine details of staff operations and the management of the HQ. Division and higher units are assigned a COS. Brigade and battalions are assigned an XO. The COS / XO ensures efficient and prompt staff actions. The COS / XO duties include (but are not limited to) the following:

- Coordinate and direct the work of the staff.
- Establish and monitor the HQ battle rhythm for effective planning support, decisionmaking, and other critical functions.
- Represent the commander when authorized.
- Formulate and disseminate staff policies.
- Ensure effective liaison exchanges with higher, lower, and adjacent units and other organizations as required.
- Supervise the sustainment of the HQ and activities of the headquarters and headquarters battalion (HHB) or company (HHC).
- Supervise staff training and integration programs.
- In division through Army Service component command (ASCC) HQ, the COS personally supervises the knowledge management (KM), operations research and system analysis (ORSA), red team, and special staff sections.

Principal Staff Officers. The principal staff officers consist of officers from the *coordinating, special, or personal staff sections*. The following paragraphs will discuss coordinating, special, and personal staff officers and their respective duties and responsibilities.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities

The principal staff officers at battalion and brigade are the S-1 (Personnel and Adjutant), S-2 (Intelligence), S-3 (Plans and Operations), S-4 (Logistics), and S-6 (Signal). Their counterparts at division are the G-1, G-2, G-3, G-4, and G-6, respectively. A G-5 (Civil-Military Operations officer) is found at division level. Current tables of organization and equipment (TOE) do not authorize an S-5 at battalion and brigade level. When an S-5 (Plans) is not provided, the S-3 performs this function. However, an S-5 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 executive officer (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.

The staff is a key component of the mission command system (MCS). In addition to executing the mission command (MC) staff tasks (see ADRP 6-0), the primary responsibilities of any staff are:

- Support the commander.
- Assist subordinate commanders, staffs, and units.
- Inform units and organizations outside the HQ.

In addition to the MC staff tasks, each staff element has specific duties and responsibilities by area of expertise. (See ADRP 6-0.) However, all staff sections (to include the Chaplain Section / UMT) share a set of common duties and responsibilities:

- Advising and informing the commander.
- Building and maintaining running estimates.
- Providing recommendations.
- Preparing plans, orders, and other staff writing.
- Assessing operations.
- Managing information within area of expertise.
- Identifying and analyzing problems.
- Conducting staff assistance visits.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

- Performing risk management.
- Performing intelligence preparation of the battlefield (IPB).
- Conducting staff inspections.
- Conducting staff research.
- Performing staff administrative procedures.
- Exercising staff supervision over their area of expertise.
- Consulting and working with the servicing legal representative.

Coordinating staff officers are the commander's principal assistants who advise, plan, and coordinate actions within their area of expertise or a warfighting function (WFF). Commanders may designate coordinating staff officers as assistant chiefs of staff, chiefs of a WFF, or staff officers. Coordinating staff officers may also exercise planning and supervisory authority over designated special staff officers.

Note: The commander's rank determines whether the staff is a G-staff or an S-staff. Organizations commanded by a general officer have G-staffs. Other organizations have S-staffs. Most battalions and brigades do not have plans or resource management staff sections. In battalions and brigades, the operations staff section is responsible for planning and the logistics staff section is responsible for resource management.

Coordinating Staff Officers

- **Assistant chief of staff (ACOS), S-1 (G-1) — Personnel.** The S-1 is the principal staff officer for all matters concerning human resources support (military and civilian). The S-1 also serves as the senior adjutant general officer in the command.
- **ACOS, S-2 (G-2) — Intelligence.** The S-2 is the chief of the Intelligence WFF and the principal staff officer responsible for providing intelligence to support current and future operations and plans. This officer gathers and analyzes information on enemy, terrain, weather, and civil considerations for the commander. (See FM 2-0 for additional information on the S-2, and see ADP 2-0 and ADRP 2-0 for more details.)

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Coordinating Staff Officers (cont.)

- **ACOS, S-3 (G-3) — Operations.** The S-3's responsibilities are unique within the coordinating staff. The S-3 is the chief of the Movement and Maneuver WFF and the principal staff officer responsible for all matters concerning training, operations and plans, and force development and modernization. In addition to coordinating the activities of the Movement and Maneuver WFF, the operations officer is the primary staff officer for integrating and synchronizing the operation as a whole for the commander. While the COS (XO) directs the efforts of the entire staff, the operations officer ensures WFF integration and synchronization across the planning horizons in current operations integration, future operations, and plans integrating cells. Additionally, the operations officer authenticates all plans and orders for the commander to ensure the WFFs are synchronized in time, space, and purpose in accordance with the commander's intent and planning guidance.
- **ACOS, S-4 (G-4) — Logistics.** The S-4 is the principal staff officer for sustainment plans and operations, supply, maintenance, transportation, services, and operational contract support. At brigade level and below, the S-4 serves as the principal staff officer coordinating sustainment. The S-4 helps the support unit commander maintain logistics visibility with the commander and the rest of the staff. As the chief of sustainment, the S-4 has coordinating staff responsibility for the S-1, transportation officer, and the surgeon. The S-4 prepares Annex F (*Sustainment*), Annex P (*Host-Nation Support*) and Annex W (*Operational Contract Support*) to the OPORD or OPLAN. (See ADRP 4-0 for more details.)
- **ACOS, S-5 (G-5) — Plans.** The S-5 is the principal staff officer for planning operations for the mid- to long-range planning horizons. In conjunction with the S-3, the S-5 prepares Annex A (*Task Organization*), Annex C (*Operations*), and Annex M (*Assessment*) to the OPORD or OPLAN. (See ADRP 5-0 for more details.)

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Coordinating Staff Officers (cont.)

- **ACOS, S-6 (G-6) — Signal.** The S-6 is the principal staff officer for all matters concerning network operations (jointly consisting of Department of Defense Information Network Operations and applicable portions of the Defensive Cyberspace Operations), network transport, information services, and electromagnetic spectrum management operations within the unit's area of operations (AO). The S-6 prepares Annex H (*Signal*) and participates in preparation of Appendix 12 (*Cyberspace Operations*) to Annex C (*Operations*) with input from the S-2 and in coordination with the S-3, to the OPORD or OPLAN. (See FM 6-02.70 and FM 6-02.71 for more details.)
- **ACOS, S-7 (G-7) — Inform and Influence Activities.** The S-7 is the principal staff officer responsible for conducting inform and influence activities (IIA) of the command. The S-7 assists the commander in establishing, synchronizing, and integrating actions with themes and messages. This coordination provides consistent messages to diverse audiences, including domestic, foreign, friendly, neutrals, adversaries, and enemies.
- **ACOS, S-9 (G-9) — Civil Affairs Operations.** The S-9 is the principal staff officer responsible for all matters concerning civil affairs (CA). The S-9 / G-9 is required at all echelons from battalion through corps. Once deployed, units below division level may be authorized an S-9. (See FM 3-57 for more information.)
- **Fire Support Officer (FSO).** At brigade and below, the FSO serves as a special staff officer for fires. This officer synchronizes and coordinates fire support (FS) for the S-3 who integrates FS into plans and operations. The FSO has coordinating responsibility for the air and missile defense officer (if available) and the air liaison officer (if available). (See ADRP 3-09 for more details.)

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Special Staff Officers

- **Air Liaison Officer (ALO).** The ALO is responsible for coordinating aerospace assets and operations, such as close air support (CAS), air interdiction (AI), air reconnaissance, airlift, and joint suppression of enemy air defenses (JSEAD). The ALO is the senior Air Force officer with each tactical air control party (TACP). (See unit SOPs.)
- **Chemical, Biological, Radiological, Nuclear (CBRN) Officer .** The CBRN Officer is responsible for CBRN operations, obscuration operations, and CBRN asset use. The CBRN officer prepares a portion of Annex C (*Operations*) and a portion of Annex E (*Protection*) to the OPORD or OPLAN. (See FM 3-11.21 for more details.)
- **Electronic Warfare Officer (EWO).** The EWO is a specially trained officer who performs electronic warfare (EW) duties and integrates cyber electromagnetic activities (CEMA).
- **Engineer Officer.** The engineer resides in the Protection Cell and is responsible for planning and assessing survivability operations. The engineer officer is involved in planning and operations with more than just the Protection WFF. For example, mobility and countermobility are part of movement and maneuver, general engineering is part of sustainment, and geospatial engineering supports the Intelligence WFF. (See FM 3-34 for more details.)
- **Equal Opportunity (EO) Advisor.** The EO advisor coordinates matters concerning equal opportunity for Soldiers and their families. Commanders at every echelon are authorized to appoint an equal opportunity advisor. (See AR 600-20 for more details.)
- **Human Terrain Team (HTT).** The mission of the HTT is to conduct operationally-relevant social science research and provide commanders and staffs with an embedded knowledge capability to establish a coherent, analytical socio-cultural framework for operational planning, preparation, execution, and assessment.
- **Liaison officer (LNO).** LNOs are the commander's representatives at the HQ or agency to which they are sent. They promote coordination, synchronization, and cooperation between their parent unit and HHQ, inter-agency, coalition, host-nation, adjacent, and subordinate organizations, as required. As subject matter experts (SME) from their assigned HQ, liaison officers are usually embedded in another organization to provide face-to-face coordination.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Special Staff Officers (cont.)

- **Military Deception Officer.** The military deception officer is responsible for coordinating military deception assets and operations. The military deception officer works within the S-5 / G-5 Plans Section. A military deception officer is authorized at corps and theater army levels. At division and lower echelons, the commander will designate a military deception officer, when necessary. Usually the individual designated by the commander is well versed in the use of Army information-related capabilities that are employed to influence an enemy decisionmaker.
- **Military Information Support Operations Officer (MISO).** The MISO officer is responsible for synchronizing MISO with elements conducting other IIA. A military information support officer is authorized at division, corps, and theater army. A military information support non-commissioned officer is authorized at the brigade level. If no military information support NCO is assigned, the commander of an attached Military Information Support Element may assume the military information support staff officer's responsibilities. The military information support officer prepares a portion of Annex J (*Inform and Influence Activities*) to the OPORD or OPLAN.
- **Operational Security (OPSEC) Officer.** The OPSEC officer is responsible for the command's OPSEC program. The OPSEC officer prepares a portion of Annex E (*Protection*) to the OPORD or OPLAN. (See AR 530-1 for information on OPSEC policy and procedures.)
- **Transportation Officer.** The transportation officer coordinates transportation assets and operations and also prepares a portion of Annex F (*Sustainment*). (See FM 4-01.30 for more details.)
- **Red Team Officer.** Red teaming enables commanders to fully explore alternative plans and operations in the context of the operational environment and from the perspective of partners, adversaries, and others. Red teams assist the commander and staff with critical and creative thinking and help them avoid groupthink, mirror imaging, cultural missteps, and tunnel vision throughout the conduct of operations. Red teams are part of the commander's staff at division headquarters through the theater army HQ. Brigades may be augmented with a red team as required. Commanders use red teams to provide alternatives during planning, execution, and assessment.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Special Staff Officers (cont.)

- **Staff Weather Officer (SWO).** The S-2 staff, with the support of the SWO, is responsible for providing the commander with a thorough understanding of terrestrial and solar weather effects and their impact on friendly and threat systems and operations, as well as civil considerations. The S-2 staff provides this information during the Planning Process and incorporates significant weather effects into all of the primary intelligence products (intelligence estimates, intelligence summaries, and the intelligence portion of the COP). Weather effects are analyzed based on the military aspects of weather (visibility, wind, precipitation, cloud cover, temperature, and humidity). The SWO, an Air Force officer or NCO, leads a combat weather team of two or more personnel. (See AR 115-10 and FM 34-81 for more information.)

Personal Staff Officers

Personal staff officers work under the immediate control of, and have direct access to, the commander. By law or regulation, personal staff officers have a unique relationship with 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 on a case-by-case basis, depending on the commander's guidance or the nature of the task. Personal staff officers also may work under the supervision of the COS (XO). Although there are other members in the commander's personal staff, this section discusses only staff officers and the command sergeant major.

- **Command Sergeant Major (CSM).** The CSM is the senior NCO of the command at battalion and higher echelons. CSMs carry out policies and enforce standards for the performance, training, and conduct of enlisted Soldiers. They give advice and initiate recommendations to the commander and staff in matters pertaining to enlisted Soldiers. In operations, a commander employs the CSM throughout the AO to extend command influence, assess the morale of the force, and assist during critical events.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Personal Staff Officers (cont.)

- **Public Affairs Officer (PAO).** The PAO understands and coordinates the flow of information to Soldiers, the Army community, and the public. (See AR 360-1 for more details.)
- **Safety Officer.** The safety officer coordinates safety activities throughout the command and advises the commander on matters relating to the Army safety program, including its implementation and effectiveness. Commanders at every echelon from battalion through corps appoint a safety officer. An aviation safety officer is authorized for corps staffs and all aviation units. (See AR 385-10 for more details.)
- **Staff Judge Advocate (SJA).** The SJA is the senior legal advisor in the command and the primary legal advisor to the commander. The commander and the SJA shall, at all times, communicate directly on matters relating to the administration of military justice, including, but not limited to, all legal matters affecting the morale, good order, and discipline of the command. The SJA also provides legal advice and support to the staff and coordinates actions with other staff sections to ensure the timely and accurate delivery of legal services throughout the command. The SJA is a member of the commander's personal and special staff. A legal support element — typically composed of three judge advocates — deploys in direct support of each brigade-level task force.
- **Surgeon.** The surgeon is responsible for coordinating health assets and operations within the command. This officer provides and oversees medical care to Soldiers, civilians, and enemy prisoners of war. Organizations from battalion through Army service component command (ASCC) level are authorized a surgeon. (See FM 4-02.21 for more details.)
- **Chaplain.** The chaplain, chaplain assistant, chaplain assistant NCO, and unit ministry team (UMT) will all be discussed in greater detail on the following pages.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Personal Staff Officers (cont.)

The Chaplain

The Army chaplain, in addition to being a religious leader, is a member of the commander's personal staff at all levels of the command (battalion and above), providing professional expertise on the free exercise of religious issues, troop and unit morale, quality of life matters, ethical decision-making, combat stress, pastoral counseling, and the impact of religion on the operation.

By law or regulation, personal staff officers have a unique relationship with the commander. 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.

Personal staff members 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.

They do this on a case by-case basis, depending on the commander's guidance or the nature of the task. The commander establishes guidelines or gives guidance on when a personal staff officer informs or coordinates with the COS / XO or other staff members.

The chaplain is the personal staff officer responsible for religious support operations (RSO). 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. Responsibilities include:

- 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 S-5 / G-5).
- 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.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Personal Staff Officers (cont.)

The Chaplain (cont.)

- 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 S-5 / G-5).
- Training, equipping, and supporting subordinate chaplains and chaplain assistants.
- Preparing a portion of Annex F (*Sustainment*). (See FM 1-05 for more details.)
- Providing religious and moral leadership by personal example to the command.

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.

The Chaplain Assistant

The chaplain assistant (military occupational specialty (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.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Personal Staff Officers (cont.)

The Chaplain Assistant (cont.)

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. 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 lifesaving 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.

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 Religious Support Plan (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 is 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).

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Personal Staff Officers (cont.)

The Chaplain Assistant (cont.)

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 (AO). 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.

The Chaplain Assistant NCO

The chaplain assistant NCO advises the CSM on enlisted issues affected by religion or morale and is an active member of the NCO support channel. He / she 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.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Personal Staff Officers (cont.)

Unit Ministry Team (UMT)

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

The UMT consists of at least one chaplain and one chaplain assistant assigned to the same Army unit. 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.

UMTs are located at all levels of assignment, from battalion level and higher. Mission requirements and task analyses determine the distribution and size of UMT assets. Field Manual (FM) 3-0 and FM 1-05 specify the UMT's mission requirements. The BCT UMT must coordinate RS to all Soldiers in the BCT AO. This includes a responsibility to organize the efforts of UMTs that support subordinate commanders.

The BCT UMT is responsible for the professional oversight of the battalion UMTs. Members of other Services and authorized civilians may require area support. The BCT UMT prepares a religious support plan (RSP), often an appendix to an order, to ensure coordinated RS for BCT Soldiers.

UMTs have a staff role as well as a religious role. As staff officers, chaplains can research and interpret cultural and religious factors pertinent to a given operational area. They may work with civil affairs (CA) personnel in analyzing local religious organizations, customs and practices, doctrines, symbols, and the significance of shrines and holy places. Chaplains may conduct liaison with, and support humanitarian efforts by, working with humanitarian relief agencies, CA, and public affairs (PA) where appropriate.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Personal Staff Officers (cont.)

Unit Ministry Team (UMT) (cont.)

As staff officers and the commander's subject matter expert on RS and effects of indigenous religions, chaplains research and interpret cultural and religious factors pertinent to battalion operations. They provide support to CMO in the following areas:

- Cultural, area, and religious analysis.
- Humanitarian assistance.
- Liaison and engagement with key local leaders, specifically key local religious leaders, as appropriate.

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).

**The Army's Values (LDRSHIP) —
Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and
Personal Courage**

Other Staff Officers

The following list includes additional staff officers authorized at echelons above the brigade (for information only):

- Assistant Chief of Staff (ACOS), S-5 / G-5, Plans (coordinating staff)
- ACOS, G-8, Financial Management (coordinating staff).
- Air and Missile Defense Officer (AMDO) (special staff).
- Chief of Fires (coordinating staff).
- Chief of Protection (coordinating staff).
- Civilian Personnel Officer (CPO) (special staff).
- Dental Surgeon (special staff).
- Explosive Ordnance Disposal (EOD) Officer (special staff).
- Force Management Officer (special staff).

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Core Staff Duties and Responsibilities (cont.)

Other Staff Officers (cont.)

- Foreign Disclosure Officer (special staff).
- Historian (special staff).
- Knowledge Management (KM) Officer (special staff).
- Operations Research and Systems Analysis (ORSA) Officer (special staff).
- Personnel Recovery Officer (special staff).
- Provost Marshal (PM) (special staff).
- Secretary of the General Staff (SGS) (special staff).
- Space Operations Officer (special staff).
- Veterinary Officer (special staff).
- Aide-de-Camp (personal staff).
- Inspector General (IG) (personal staff).
- Internal Review Officer (personal staff).

Command Posts

A command post is a unit headquarters where the commander and staff perform their activities.

In operations, effective mission command requires continuous close coordination, synchronization, and information sharing across staff sections. To promote this, commanders cross-functionally organize elements of staff sections in command posts (CP) and CP cells. Additional staff integration occurs in meetings, including working groups and boards.

The HQ design, combined with robust communications, gives commanders a flexible mission command structure consisting of a main CP, a tactical CP, and a command group for brigades, divisions, and corps. Battalions, especially combined arms battalions, are also resourced with a combat trains CP and a field trains CP.

Each CP performs specific functions by design, as well as tasks the commander assigns. Activities common in all CPs include, but are not limited to:

- Maintaining running estimates.
- Controlling operations.
- Assessing operations.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Command Posts (cont.)

- Developing and disseminating orders.
- Coordinating with higher, lower, and adjacent units.
- Conducting knowledge management and information management.
- Conducting network operations.
- Providing a facility for the commander to control operations, issue orders, and conduct rehearsals.
- Maintaining the COP.
- Performing CP administration (examples are, sleep plans, security, and feeding schedules).
- Supporting the commander's decisionmaking process.

Main Command Post

The main command post is a facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations.

The main CP is the unit's principal CP. It includes representatives of all staff sections and a full suite of information systems to plan, prepare, execute, and assess operations. It is larger in size and in staffing and less mobile than the tactical CP. The COS or XO leads and provides staff supervision of the main CP.

Functions of the main CP include, but are not limited to:

- Controlling and synchronizing current operations.
- Monitoring and assessing current operations (including higher and adjacent units) for their impact on future operations.
- Planning operations, including branches and sequels.
- Assessing the overall progress of operations.
- Preparing reports required by HHQ and receiving reports for subordinate units.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Command Posts (cont.)

Tactical Command Post

The tactical command post is a facility containing a tailored portion of a unit HQ designed to control portions of an operation for a limited time.

Commanders employ the tactical CP as an extension of the main CP to help control the execution of an operation or a specific task, such as a gap crossing or a passage of lines. Commanders may employ the tactical CP to direct the operations of units close to each other, such as during a relief in place. The tactical CP may also control a special task force (TF) or a complex task, such as reception, staging, onward movement, and integration (RSOI).

The tactical CP is fully mobile and includes only essential Soldiers and equipment. It relies on the main CP for planning, detailed analysis, and coordination. A deputy commander or operations officer (S-3) generally leads the tactical CP.

When employed, tactical CP functions include, but are not limited to:

- Monitoring and controlling current operations.
- Monitoring and assessing the progress of higher and adjacent units.
- Performing short-range planning.
- Providing input to targeting and future operations planning.



When the commander does not employ the tactical CP, the staff assigned to it reinforces the main CP. Unit standard operating procedures (SOP) should address the specifics for this, including procedures to quickly detach the tactical CP from the main CP.

Command Group

A command group consists of the commander and selected staff members who assist the commander in controlling operations away from a command post.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Command Posts (cont.)

Command Group (cont.)

The *command group* is organized and equipped to suit the commander's decisionmaking and leadership requirements. It does this while enabling the commander to accomplish critical mission command tasks anywhere in the AO.

Command group personnel include staff representation that can immediately affect current operations, such as maneuver, fires (including the ALO), and intelligence. The mission and available staff, however, dictate the command group's makeup. For example, during a deliberate breach, the command group may include an engineer and an air defense officer. When visiting a dislocated civilians' collection point, the commander may take a translator, CA operations officer, a medical officer, and a chaplain.

The brigade combat team (BCT) is manned and capable of establishing two simultaneous command groups.

Rear Command Posts

Battalion Level

Trains are a unit grouping of personnel, vehicles, and equipment to provide sustainment. It is the basic sustainment tactical organization. The battalion uses trains to array its subordinate sustainment elements, including their brigade forward support company (FSC). Battalion trains are usually under the control of the battalion S-4, and assisted by the battalion S-1. The composition and location of battalion trains varies depending on the number of units attached to, or augmenting, the battalion.

Battalions, especially combined arms battalions, are also resourced with a *combat trains CP (CTCP)* and sometimes a *field trains CP*.

The battalion *combat trains* are positioned based on the factors of METT-TC. Normally, battalion combat trains are positioned close enough to combat elements to be responsive to forward units, but beyond the range of enemy direct fires and light, indirect-fire weapons, such as mortars. This means that, generally, combat trains are located between one and four kilometers away from the company's combat operations.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Command Posts (cont.)

Rear Command Posts (cont.)

Battalion Level (cont.)

The battalion combat trains usually consist of the battalion headquarters and headquarters company (HHC) medical platoon (battalion aid station, or BAS), the unit maintenance collection point (UMCP), and emergency re-supply trucks (e.g., CL III and V). The UMCP should be positioned where recovery vehicles have access, or where major or difficult maintenance is performed. The battalion combat trains are supervised by the battalion CTCP.

The CTCP is the coordination center for logistics support for the battalion TF. Depending on the type organization, the battalion S-4 is normally responsible for operations, movement, and security of the CTCP. The battalion S-4 continually assesses the situation, anticipates the needs of units, and prepares to push support forward. Anticipating requirements is the key to successful support. The CTCP needs an internal SOP to govern its operation and to outline duties of the personnel manning it.

The CTCP generally consists of two S-4 / S-1 HMMWVs, the S-1 medium tactical vehicle, and the FSC's CP carrier and enough personnel cross-trained to ensure continuous operation.

The CTCP must:

- Stay abreast of the tactical situation and task organization.
- Monitor the battalion command net to identify logistics requirements.
- Receive requests, reports, and requirements from subordinate elements.

Subordinate requirements are analyzed, consolidated, and forwarded to the FSC CP or other supporting activity. The FSC commander coordinates and directs elements to take action to satisfy the forward units' requirements (e.g., logistics packages, or LOGPACs). Often the FSC will have a representative (e.g., company XO) at the battalion CTCP to assist with coordination.

The battalion S-1 monitors the tactical situation and relays medical evacuation (MEDEVAC) requests to the TF aid station. The battalion S-1 uses this information to initiate personnel replacement operations. The battalion CTCP also monitors the current tactical situation on the command net to

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Command Posts (cont.)

Rear Command Posts (cont.)

Battalion Level (cont.)

to assume its function as the *alternate main CP*, if required Tactical situation maps and charts are continuously updated based on information gathered from these sources.

The battalion CTCP is the network control station (NCS) for the battalion administrative / logistics (A/L) network. The S-4, S-1, HHC commander, FSC commander, FSC platoon leaders, medical platoon leader, company 1SGs, and battalion FTCP operate in the A/L net. The battalion CTCP also operates in the BCT A/L net and in the battalion command net.

The battalion *field trains*, and the *field trains CP (FTCP)* are normally positioned in the brigade support area (BSA) and commanded by the HHC commander. When the TF commander collocates his field trains with the BSA, the HHC coordinates with the forward support battalion (FSB) commander for positioning and defensive responsibilities within the BSA. In some cases the battalion FTCP may be located independent of the BSA. In this situation, the TF S-3 designates the general location for the field trains.

The battalion field trains operate as the primary direct coordination element between the companies and the brigade support battalion (BSB). The battalion HHC HQ Section provides direct interface with the elements of the battalion, the BSB, and the brigade rear CP.

If organized, the battalion FTCP is the coordination and control center for the S-1's Personnel Administrative Center (PAC), company supply sections, and the FSC. The HHC commander generally focuses on CP operations while the FSC commander commands his company and coordinates all sustainment requirements for the battalion. The S-1 Section has personnel at both the battalion CTCP and, if organized, the battalion FTCP. The S-1 and his staff in the battalion CTCP primarily perform the critical tasks of strength accountability and casualty reporting, as well as CP functions.

The S-1 personnel in the battalion FTCP perform replacement operations, administrative services, personnel actions, military pay, and coordinate legal services. The entire S-4 Section is usually at the battalion CTCP.

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Command Posts (cont.)

Rear Command Posts (cont.)

Battalion Level (cont.)

The battalion FTCP is normally composed of the HHC commander, XO, 1SG, and the remaining elements of the S-1 Section. It coordinates the collection and movement of logistics support from the TF field trains and the FSB to the forward elements of the TF. It controls and coordinates the activities of the TF field trains, including operations of the support platoon, elements of the maintenance platoon, company team supply sergeants, and the PAC. The FTCP monitors the TF A/L radio network and maintains frequency modulation (FM) radio and land line communications with the FSB.

LOGPACs are formed by the FSC / HHC commander and delivered by the support platoon and company supply sergeants. The FTCP is responsible for organizing and dispatching the LOGPACs to the forward units.

The battalion TACSOP establishes the standard LOGPAC. Normally, a company LOGPAC includes the following elements:

- **Company supply truck.** This vehicle contains the CL I requirements based on the ration cycle, usually one hot meal and two meals ready to eat, (MRE) per man. The supply truck tows a water trailer and carries some full water cans for direct exchange.
- **Company supply truck (continued).** In addition, the truck carries any CL II supplies requested by the unit, incoming mail, and other items required by the unit. The truck may also carry replacement personnel.
- **Petroleum, oils, and lubricants (POL) trucks.** Bulk fuel and packaged POL products are on these vehicles.
- **Ammunition trucks.** These vehicles contain a mix of ammunition for the weapons systems of the company team. Unit TACSOP establishes a standard load; reports and projected demands may require changes to this standard load.
- **Vehicles carrying additional supplies and replacements.** These vehicles join the LOGPAC as coordinated by the FSC and supply sergeant.
- **Vehicles returning from repair.**

Battalion UMTs normally operate from the CTCP or battalion aid station. When not conducting combat operations, the UMT coordinates with the CTCP to be at the right place at the right time for those who need them the most. Movement with a logistics package to a logistic release point is an

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Command Posts (cont.)

Rear Command Posts (cont.)

Battalion Level (cont.)

excellent way to minister and provide services to a company. During combat operations, the UMT's priority for religious support is care for the wounded. The team performs "religious triage" in coordination with medical treatment personnel. The UMT moves to positions where the largest numbers of casualties are to be collected, usually at battalion aid stations.

After combat, the UMT ministers to Soldiers, paying attention to leaders and those who show signs of battle stress.

The UMT is composed of a chaplain (MOS 56A) and an enlisted chaplain assistant (MOS 56M), at a minimum. Each UMT develops a religious support plan (RSP) that details how it can best coordinate and facilitate religious support throughout the AO.

RS is usually expressed in terms of coverage. Traditionally, coverage deals with the type of support a UMT provides to elements of the unit. Coverage consists of three RS functions:

- **Unit support** — Provided by the UMT organic to the battalion and to all units attached.
- **Area support** — Provided to those who are not a part of the UMT's unit, but who are operating within the same AO without organic or available religious support.
- **Denominational support** — May be limited to available assets. UMTs usually provide denominational support on an area basis.

Brigade Level

The improvements in communications and information systems (INFOSYS) means the BCT no longer has to operate a rear CP collocated with the BSB CP.

FM 3-90.6

Section 2 — Organizational Structure and Support

Unit Support (cont.)

Command Posts (cont.)

Rear Command Posts (cont.)

Brigade Level (cont.)

The BSB CP has a special role in controlling and coordinating the administrative and logistical support for the brigade combat team (BCT). The improvements in communications and INFOSYS means the BCT no longer has to operate a rear CP collocated with the BSB CP. If necessary, BCT sustainment staff (S-1, S-4, and surgeon), may locate portions of their sections with the BSB CP.

The BSB CP performs the following functions for the BCT:

- Tracks the current battle so it may anticipate support requirements before units request them.
- In contiguous operations, serves as entry point to the BCT's AO.
- Monitors main supply routes (MSR) and controls sustainment vehicle traffic.
- Coordinates the evacuation of casualties, equipment, and detainees.
- Coordinates movement of personnel killed in action (KIA).
- Coordinates with the sustainment brigade for re-supply requirements.
- Assists in operation of a detainee collection point.
- Provides ad-hoc representation, as required or directed, to the main CP in support of the sustainment cell.

The BCT UMT reviews and may adjust battalion RSPs to ensure that religious coverage is available to all, to include contractors, refugees, displaced persons, detained civilians in the AO, and enemy prisoners of war.

The BSB UMT usually operates from the BSA and provides support to the forward support medical company (FSMC) and field trains.

Chaplains often serve as the "conscience of the command." They advise the commander on the moral and ethical nature of command policies, programs, and actions and their impact on soldiers. The UMT is responsible for, and supports, the free exercise of religion. Chaplains provide support for death notifications, Red Cross notifications by command, and liaison with continental U.S. (CONUS) and host nation clergy.

Notes:

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Section 3 —The Chaplain and the Army's Operations Process

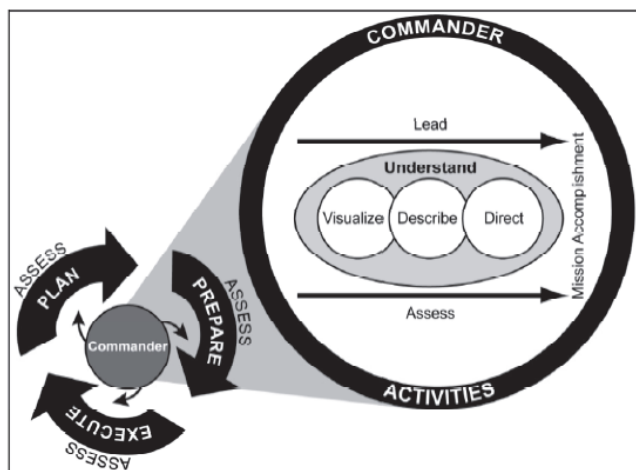
Overview of the Army's Operations Process

Introduction

The operations structure — the Operations Process, warfighting functions (WFF), and operational framework — is the Army's common construct for operations. It allows Army leaders to rapidly and effectively organize effort in a manner commonly understood across the Army. The Operations Process provides a broadly defined approach to developing and executing operations.

The Operations Process consists of the major mission command (MC) activities performed during operations:

- Planning.
- Preparing.
- Executing.
- Continuously assessing the operation.



Army Operations Process

The Operations Process is a commander-led activity, informed by the MC approach to planning, preparing, executing, and assessing military operations. These activities may be sequential or simultaneous. In fact, they are rarely discrete and often involve a great deal of overlap. Commanders use the Operations Process to drive the planning necessary to understand, visualize, and describe their unique operational environments; make and articulate decisions; and direct, lead, and assess military operations.

Section 3 —The Chaplain and the Army's Operations Process

Overview of the Army's Operations Process (cont.)

Introduction (cont.)

Planning is the art and science of understanding a situation, envisioning desired future conditions, and laying out effective ways of bringing about that future. Planning consists of two separate but interrelated components — a conceptual component and a detailed component. Successful planning requires the integration of both these components. Army leaders employ three methodologies for planning:

- The Army design methodology,
- The Military Decisionmaking Process (MDMP), and
- Troop leading procedures (TLP).

FM 5-0 and the current draft of FM 6-0 include a fourth methodology, based on the previous concept of rapid decisionmaking — the Rapid Decisionmaking and Synchronization Process (RDSP).

Commanders determine how much of each methodology to use based on the scope of the problem, their familiarity with it, and the time available.

The activities of the Operations Process (plan, prepare, execute, and assess) may sequentially occur at the start of an operation. Once operations begin, a HQ often conducts parts of each activity simultaneously.

Planning, to include design, is continuous. *Preparing* begins when a unit receives a mission. It always overlaps with planning and continues through execution for some subordinate units. *Execution* puts a plan into action. *Assessing* is continuous and influences the other three activities.

Subordinate units of the same command may be in different stages of the Operations Process. At any time during the Operations Process, commanders may reframe based on a shift in their understanding or significant changes in the operational environment (OE). This may lead to a new perspective on the problem resulting in an entirely new plan. (ADRP 5-0 discusses the Operations Process in greater detail.)

Design permeates the Operations Process (see ADRP 5-0). Design is not a process or a checklist — it is a methodology for applying critical and creative thinking to understand, visualize, and describe complex, ill structured problems and develop approaches to solve them. Design assists commanders and staffs with the conceptual aspects of planning, to include developing an operational approach that guides the force during preparation and execution.

Section 3 —The Chaplain and the Army's Operations Process

Overview of the Army's Operations Process (cont.)

Introduction (cont.)

A key aspect of *design* is reframing the problem as the force learns through action. While continuously assessing changes in the OE and the progress of operations, design assists commanders and staffs in determining if reframing is required, leading to a new operational approach.

The commander is at the center of the Operations Process. The commander's activities of understanding, visualizing, describing, directing, leading, and assessing guide the staff and subordinates throughout the conduct of operations. The commander's role in the Operations Process takes on different emphasis during planning, preparing, executing, and assessing. For example, during planning, commanders focus their activities on understanding, visualizing, and describing while directing, leading, and assessing. During execution, commanders often focus on directing, leading, and assessing while improving their understanding and modifying their visualization.

Where commanders focus on the major aspects of operations, staffs (to include the chaplain) assist commanders in the exercise of mission command throughout the Operations Process by:

- Providing relevant information and analysis,
- Maintaining running estimates and making recommendations,
- Preparing plans and orders,
- Monitoring operations,
- Controlling operations, and
- Assessing the progress of operations.

The UMT, as part of the commander's personal staff, is involved in the Operations Process as would be any other members of the staff. As such, the UMT must be available, must understand the process, and must be equipped to participate in the Operations Process.

Fundamentals of the Operations Process

The planning doctrine that FM 5-0 prescribes is built on **six fundamentals**:

- Commanders drive the Operations Process through battle command.
- Situational understanding is fundamental to effective command and control.
- Critical and creative thinking aid in understanding and decisionmaking throughout the Operations Process.

Section 3 —The Chaplain and the Army's Operations Process

Overview of the Army's Operations Process (cont.)

Fundamentals of the Operations Process (cont.)

The planning doctrine that FM 5-0 prescribes is built on **six fundamentals** (continued):

- Commanders continually consider and combine tasks focused on the population (stability or civil support operations) as well as those tasks focused on enemy forces (offensive and defensive operations).
- Mission command is the preferred method of exercising command and control.
- Continuous assessment enables organizational learning and adaptation throughout the conduct of operations.

Integrating Processes and Continuing Activities

Throughout the Operations Process, commanders and staffs synchronize the warfighting functions in accordance with the commander's intent and concept of operations. Commanders and staffs use several integrating processes and continuing activities to do this.

Integrating processes combine efforts of the commander and staff to synchronize specific functions throughout the Operations Process. The integrating process includes:

- Intelligence preparation of the battlefield (IPB). (See FM 2-01.3).
- Targeting. (See FM 3-60.)
- Information collection (replaced intelligence, surveillance, and reconnaissance (ISR) synchronization). (See FM 3-55.)
- Risk management. (See FM 5-19.)
- Knowledge management (KM). (See FM 6-01.1.)

The commander and staff also ensure several activities are continuously planned for / coordinated. The following continuing activities require particular concern of the commander and staff throughout the Operations Process:

- Intelligence, surveillance, and reconnaissance (ISR). (See FM 3-55.)
- Security operations. (See FM 3-90.)
- Protection. (See FM 3-37.)
- Liaison and coordination. (See ADRP 6-0.)
- Terrain management. (See FM 3-90.)
- Information management. (See ADRP 6-0.)
- Airspace command and control. (See FM 3-52.)

Section 3 —The Chaplain and the Army's Operations Process

Overview of the Army's Operations Process (cont.)

Battle Rhythm

Battle rhythm is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations (JP 3-33). A HQ battle rhythm consists of a series of meetings, briefings, and other C2 activities synchronized by time and purpose. The COS (XO) oversees the battle rhythm. Each meeting, to include working groups and boards, should be logically sequenced so that one meeting's outputs are available as another meeting's inputs (to include HHQ meetings). The COS (XO) balances the time required to plan, prepare for, and hold meetings and conduct briefings with other staff duties and responsibilities. The COS (XO) also critically examines attendance requirements. Some staff sections and CP cells may lack the personnel to attend all events. The COS (XO) and staff members constantly look for ways to combine meetings and eliminate unproductive ones.

The battle rhythm facilitates integration and collaboration. The COS (XO) manages the HQ battle rhythm. This battle rhythm serves several important functions, to include:

- Establishing a routine for staff interaction and coordination.
- Facilitating interaction between the commander and staff.
- Synchronizing activities of the staff in time and purpose.
- Facilitating planning by the staff and decisionmaking by the commander.

The battle rhythm changes during execution as operations progress. For example, early in the operation a commander may require a plans update briefing daily. As the situation changes, the commander may only require a plans update every three days.

Many factors help determine a unit's battle rhythm. Some factors include the staff's proficiency, HHQ battle rhythm, and current mission. In developing the unit's battle rhythm, the chief COS (XO) considers:

- HHQ battle rhythm and report requirements.
- Subordinate HQ battle rhythm requirements.
- The duration and intensity of the operation.
- Integrating cells' planning requirements.

Plans and Orders

Plans come in many forms and vary in scope, complexity, and length of planning horizons. A plan is a design for a future or anticipated operation. Strategic plans establish national and multinational military objectives and include

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Overview of the Army's Operations Process (cont.)

Plans and Orders (cont.)

plans to achieve those objectives. Operational-level or campaign plans cover a series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space. Tactical plans cover the employment of units in operations, including the ordered arrangement and maneuver of units in relation to each other and to the enemy within the framework of an operational-level or campaign plan. There are several types of plans:

- Campaign plan.
- Operation plan.
- Supporting plan.
- Concept plan.
- Branch.
- Sequel.

An **operation plan (OPLAN)** is any plan for the conduct of military operations prepared in response to actual and potential contingencies (**JP 5-0**). An OPLAN may address an extended period connecting a series of objectives and operations, or it may be developed for a single part or phase of a long-term operation. An OPLAN becomes an operation order (OPORD) when the commander sets an execution time or designates an event that triggers the operation.

An order is a communication, written, oral, or by signal, which conveys instructions from a superior to a subordinate. There are three types of orders:

- Operation order (OPORD).
- Fragmentary order (FRAGORD).
- Warning order (WARNORD).

An **operation order (OPORD)** is a directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation (**JP 5-0**). Commanders issue OPORDs to direct the execution of long-term operations, as well as the execution of discrete, short-term operations within the framework of a long-range OPORD.

A **fragmentary order (FRAGORD)** is an abbreviated form of an OPORD issued as needed after an OPORD to change or modify that order or to execute a branch or sequel to that order (**JP 5-0**). FRAGORDs include all five OPORD paragraph headings and differ from OPORDs only in the degree of detail provided. After each paragraph heading, it provides either new information or states "no change." This ensures that recipients know they have received the entire FRAGORD. FRAGORDs provide brief and specific

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Overview of the Army's Operations Process (cont.)

Plans and Orders (cont.)

instructions. They address only those parts of the original OPORD that have changed. The HHQ issues a new OPORD when the situation changes completely or when many changes make the current order ineffective.

FRAGORDs may be issued as overlay orders. An overlay order is a technique used to issue an order that has abbreviated instructions written on an overlay. Commanders may issue an overlay order when planning and preparation time is severely constrained and they must get the order to subordinate commanders as quickly as possible. Commanders verbally issue the order using the standard five-paragraph outline. When giving a verbal briefing, the briefer discusses only the items in the order that have changed from an original order and focuses attention to key events and tasks, the main effort, priority of support, and control measures and graphics. The overlay order accompanies this verbal briefing and may be presented by any suitable graphic presentation.

A **warning order (WARNORD)** is a preliminary notice of an order or action that is to follow (JP 3-33). WARNORDs help subordinate units and staffs prepare for new missions by describing the situation, providing initial planning guidance, and directing preparation activities. WARNORDs increase subordinates' planning time, provide details of the impending operation, and list events that accompany preparation and execution. The amount of detail a WARNORD includes depends on the information and time available when it is issued and the information subordinate commanders need for planning and preparation. Unless specifically stated, a WARNORD does not authorize execution other than planning and the words "warning order" precede the message text.

Commanders use *verbal orders* when operating in an extremely time-constrained environment. These orders offer the advantage of being passed quickly, but risk important information being overlooked or misunderstood. Verbal orders are usually followed by written FRAGORDs.

Commanders issue *written plans and orders* that contain both text and graphics. Graphics convey information and instructions through military symbols. (See FM 1-02.) They complement the written portion of a plan or an order and promote clarity, accuracy, and brevity. *Written orders* are often generated and disseminated by electronic means to reduce the time needed to gather and brief the orders group. Orders are easily edited and modified when electronically produced. The same order can be sent to multiple recipients simultaneously. Using computer programs to develop and disseminate precise

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Overview of the Army's Operations Process (cont.)

Plans and Orders (cont.)

corresponding graphics adds to the efficiency and clarity of the Orders Process.

Electronic editing makes importing text and graphics into orders very easy. Unfortunately, such ease can result in orders becoming unnecessarily large without added operational value. Commanders need to ensure that orders contain only that information needed to facilitate effective execution. Orders should not be a regurgitation of unit SOPs. They should be clear, concise, and relevant to the mission.

The five-paragraph format (situation, mission, execution, sustainment, and command and control) remains the standard for issuing orders. The technique used to issue orders is at the discretion of the commander; each method is time and situation dependent.

Attachments (annexes, appendixes, tabs, and exhibits) are an information management tool. They simplify orders by providing a structure for organizing information. The staff member (the chaplain or UMT) with responsibility for the functional area addressed in the attachment prepares it.

Attachments are part of an order. Using them increases the base order's clarity and usefulness by keeping it short. Attachments include information (such as sustainment), administrative support details, and instructions that expand upon the base order.

The number and type of attachments depend on the commander, level of command, and complexity or needs of the particular operation. Minimizing the number of attachments keeps the order consistent with completeness and clarity. If the information relating to an attachment's subject is brief, place that information in the base order, and omit the attachment. Avoid creating attachments below the level of exhibit.

List attachments under an appropriate heading at the end of the document they expand. For example, list annexes at the end of the base order, appendixes at the end of annexes, and so forth.

When an attachment required by doctrine or an SOP is unnecessary, indicate this by stating, "[Type of attachment and its alphanumeric identifier] not used." For example, "Annex R not used."

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Overview of the Army's Operations Process (cont.)

Plans and Orders (cont.)

Refer to attachments by letter or number and title. Use the following convention:

- **Annexes.** Designate annexes with capital letters. For example, Annex D (Fires) to OPORD 09-06—1 ID.
- **Appendixes.** Designate appendixes with Arabic numbers. For example, Appendix 1 (*Intelligence Estimate*) to Annex B (*Intelligence*) to OPORD 09-06—1 ID.
- **Tabs.** Designate tabs with capital letters. For example, Tab D (*Religious Support*) to Appendix 2 (*Personnel Services Support*) to Annex F (*Sustainment*) to OPORD 09-06—1 ID.
- **Exhibits.** Designate exhibits with Arabic numbers; for example, Exhibit 1 (*Traffic Circulation and Control*) to Tab C (*Transportation*) to Appendix 1 (*Logistics*) to Annex F (*Sustainment*) to OPORD 09-06—1 ID.

If an attachment has wider distribution than the base order or is issued separately, the attachment requires a complete heading and acknowledgment instructions. When attachments are distributed with the base order, these elements are not required.

Some attachments do not follow the five-paragraph format. Attachments that are specified as a matrix, table, overlay, or list do not adhere to the five-paragraph format. The following do not follow the five-paragraph format due to their content requirements:

- Annex A (*Task Organization*).
- Annex R (*Reports*).
- Annex Z (*Distribution*).
- Appendix 1 (*Design Concept*) to Annex C (*Operations*).

The chaplain is responsible for writing Tab D (*Religious Support*) to Appendix 2 (*Personnel Services Support*), to Annex F (*Sustainment*).

See **Appendix C** for a sample of a generic OPLAN / OPORD attachment.

Standard Operating Procedures (SOP)

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.

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Overview of the Army's Operations Process (cont.)

Standard Operating Procedures (SOP) (cont.)

SOPs should 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.

There are multiple formats for an SOP, just as there are several methodologies for developing an SOP. The following is a way 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 publications that govern or guide the procedure.
- ☐ **Signature block and signature.** Establishes the SOP as your official policy.

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Overview of the Army's Operations Process (cont.)

Standard Operating Procedures (SOP) (cont.)

- ☐ **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.

Planning

Planning and Plans

Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about (ADP 5-0). Put another way, planning is the art and science of understanding a situation, envisioning a desired future, and laying out an operational approach to achieve that future. Based on this understanding and operational approach, planning continues with the development of a fully synchronized OPLAN or OPORD that arranges potential actions in time, space, and purpose to guide the force during execution.

Planning is both a continuous and a cyclical activity of the Operations Process. While planning may start an iteration of the Operations Process, planning does not stop with production of an order. During preparation and execution, the plan is continuously refined as situational understanding improves. Subordinates and others provide feedback as to what is working, what is not working, and how the force can do things better. In some circumstances, commanders may determine that the current order (to include associated branches and sequels) is no longer relevant to the situation. In these instances, commanders reframe the problem and initiate planning activities to develop a new plan.

Planning may be highly structured involving commanders, staff, subordinate commanders, and others to develop a fully synchronized plan. Planning may also be less structured, such as platoon leaders and squad leaders rapidly determining a scheme of maneuver for a hasty attack. Planning is conducted for different planning horizons, from long-range to short-range. Depending on the echelon and circumstances, units may plan in years, months, or weeks, or in days, hours, and minutes.

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Planning (cont.)

Planning and Plans (cont.)

A product of planning is a plan or order — a directive for future action. Commanders issue plans and orders to subordinates to communicate their understanding of the situation and their visualization of an operation. A plan is a continuous, evolving framework of anticipated actions that maximizes opportunities. It guides subordinates as they progress through each phase of the operation. Any plan is a framework from which to adapt, not a script to be followed to the letter. The measure of a good plan is not whether execution transpires as planned, but whether the plan facilitates effective action in the face of unforeseen events. Good plans and orders foster initiative.

Plans and orders come in many forms and vary in scope, complexity, and length of time addressed. Generally, a plan is developed well in advance of execution and is not executed until directed. A plan becomes an order when directed for execution based on a specific time or an event. Some planning results in written orders complete with attachments. Other planning produces brief fragmentary orders issued verbally and followed in writing.

Army Planning Methodologies

As mentioned at the beginning of this section, there are three (or possibly four) planning methodologies that leaders use based on time available and the echelon of the required planning. The three planning methodologies are:

- The Army design methodology,
- The Military Decisionmaking Process (MDMP), and
- Troop leading procedures (TLP).

FM 5-0, and the soon-to-be-published FM 6-0, mentions a fourth methodology — the Rapid Decisionmaking and Synchronization Process (RDSP) — which translates roughly to the previous concept of the abbreviated MDMP.

The Army problem solving model (see figure below), which applies to all Army activities, not just operations, establishes the base logic for the MDMP and TLP.

Planning activities occupy a *continuum* ranging from conceptual to detailed. On one end of the continuum is *conceptual planning*. Developing tactical and operational concepts for the overall conduct of military operations is conceptual planning. Understanding the operational environment (OE) and the problem, determining the operation's end state, establishing objectives, and sequencing the operation in broad terms all illustrate conceptual planning.

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Planning (cont.)

Army Planning Methodologies (cont.)

- Recognize and define the problem.
- Gather information.
- Develop possible solutions to the problem.
- Analyze possible solutions.
- Select the best solution.
- Implement the solution and assess results.

Army Problem Solving Model

Conceptual planning helps answer questions of what to do and why. In general, conceptual planning focuses heavily on synthesis supported by analysis. Conceptual planning generally corresponds to the *art of operations* and is the focus of the commander with staff support. The battle command activities of understanding and visualization are key aspects of conceptual planning.

At the other end of the continuum is *detailed planning*. Detailed planning translates the broad operational approach into a complete and practical plan. Generally, detailed planning is associated with the *science of war* and falls under the purview of the staff, focusing on specifics of execution. Detailed planning works out the scheduling, coordination, or technical problems involved with moving, sustaining, synchronizing, and directing the force. Unlike conceptual planning, detailed planning does not involve establishing end state conditions and objectives; instead, it works out actions to accomplish the commander's intent and concept of operations.

The commander personally leads the conceptual component of planning. While commanders are also engaged in parts of detailed planning, they often leave the specifics to the staff. Conceptual planning provides the basis for all subsequent planning. Planning normally progresses from general to specific.

For example, the commander's intent and concept of operations form the framework for the entire plan. This framework leads to schemes of support, such as schemes of intelligence, movement and maneuver, fires, protection, sustainment, and command and control. In turn, the schemes of support lead to the specifics of execution, including tasks to subordinate units. However, the dynamic does not operate in only one direction. Conceptual planning must respond to detailed constraints. For example, the realities of deployment schedule (a detailed concern) influence the concept of operations (a conceptual concern).

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Planning (cont.)

Army Design Methodology

Commanders conduct *design* to help them with the conceptual aspects of planning to include understanding, visualizing, and describing. After receipt of, or in anticipation of, a mission, commanders may begin design to understand the OE, frame the problem, and develop an operational approach to solve the problem. The situation — to include the complexity of the problem — guides the commander's decision on whether to use design.

The design methodology relies heavily on structuring inquiry about the OE and the problem through collaboration and dialog. Design emphasizes developing a holistic understanding of the OE and framing the problem. From this understanding, design continues by considering an operational approach for problem resolution and developing a design concept. The design concept consists of :

- The problem statement.
- Initial commander's intent.
- Mission narrative.
- Commander's planning guidance.

The design concept serves as the foundation for more detailed planning, including COA development and the production of plans / orders using the MDMP.

Military Decisionmaking Process (MDMP)

The MDMP combines the conceptual and detailed aspects of planning. Commanders use the MDMP to build plans and orders for extended operations, as well as to develop orders for short-term operations within the framework of a long-range plan. The MDMP can be conducted based on a design concept or based on a higher order or directive without the benefits of formal design activities preceding the MDMP.

The MDMP helps commanders understand situations, develop COAs, and decide on a COA to accomplish missions. The MDMP includes identifying and understanding the problem and determining a desired outcome. From this understanding, commanders develop several options for achieving that outcome. Commanders study and test these options in detail and then evaluate them against a set of criteria. This helps commanders determine the best option. This comparative analysis may result in a choice that modifies one of the options by incorporating features of others. The MDMP proceeds with the production of a fully synchronized plan or order for execution.

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Planning (cont.)

Army Planning Methodologies (cont.)

Military Decisionmaking Process (MDMP) (cont.)

The MDMP integrates activities of the commander, staff, subordinate commanders, and other military and civilian partners when developing an OPLAN / OPORD. Not only does the MDMP integrate people into the Planning Process, it also integrates other processes and continuing activities.

Depending on the situation — to include the complexity of the problem — commanders conduct design **before, in parallel with, or after the MDMP**. When faced with an ill-structured problem or when developing initial plans for extended operations, commanders often initiate design before the MDMP. This sequence helps them better understand the OE, frame the problem, and develop an operational approach to guide more detailed planning.

Commanders may also elect to conduct design in parallel with the MDMP. In this instance, members of the staff conduct *mission analysis* as the commander and other staff members engage in design activities. Knowledge products — such as results from intelligence preparation of the battlefield (IPB) and running estimates — help inform the design team about the OE.

Commanders may direct some staff members to focus their *mission analysis* on certain areas. This focus helps commanders better understand aspects of the OE while examining the environmental and problem frames as part of design. The results of *mission analysis* (to include IPB and running estimates) inform commanders as they develop their design concept that, in turn, facilitate *COA development* during the MDMP.

Under time-constrained conditions requiring immediate action, or if the problem is well structured, commanders may conduct the MDMP and publish an OPORD without conducting design. As time becomes available during execution, commanders may then initiate design to help refine their commander's visualization and the initial plan developed using the MDMP.

See **Appendix U** for an overview of the MDMP. For a more detailed discussion, see draft FM 6-0, *Commander and Staff Organization and Operations*.

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Planning (cont.)

Army Planning Methodologies (cont.)

Troop Leading Procedures (TLP)

TLP extend the MDMP to the small-unit level (company and below). TLP are a dynamic process used to analyze a mission, develop a plan, and prepare for an operation. These procedures enable leaders to maximize available planning time while developing effective plans and adequately preparing their unit for an operation. TLP consist of eight steps as detailed in the following figure. The sequence of the steps of TLP is not rigid. The sequence is modified to meet conditions of METT-TC. Some steps are done concurrently while others continue throughout the operation.

For a detailed discussion of TLP, refer to Appendix C of FM 5-0.

- | |
|---|
| <p>Step 1 – Receive the mission.</p> <p>Step 2 – Issue a warning order.</p> <p>Step 3 – Make a tentative plan.</p> <p>Step 4 – Initiate movement.</p> <p>Step 5 – Conduct reconnaissance.</p> <p>Step 6 – Complete the plan.</p> <p>Step 7 – Issue the order.</p> <p>Step 8 – Supervise and refine.</p> |
|---|

Troop Leading Procedures (TLP)

Key Components of a Plan

While each plan is unique, all plans seek a balance for combining *ends*, *ways*, and *means* against *risk*.

- **Ends** are the desired conditions of a given operation.
- **Ways** are actions to achieve the end state.
- **Means** are the resources required to execute the way.

The key components of a plan are based on the answers to the following questions:

- What is the force trying to accomplish and why (ends)? This is articulated in the unit's mission statement and the commander's intent.
- What conditions, when established, constitute the desired end state (ends)? The desired conditions are described as part of the commander's intent.
- How will the force achieve these desired conditions (ways)? The way the force will accomplish the mission is described in the concept of operations.

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Planning (cont.)

Key Components of a Plan (cont.)

- What sequence of actions is most likely to attain these conditions (ways)? The sequence of actions, to include phasing, is described in the concept of operations.
- What resources are required, and how can they be applied to accomplish that sequence of actions (means)? The application of resources throughout the operation is addressed in the concept of operations, the warfighting function schemes of support (for example, the scheme of protection and scheme of sustainment), tasks to subordinate units, and task organization.
- What risks are associated with that sequence of actions, and how can they be mitigated (risks)? The concept of operations incorporates risk mitigation as does coordinating instructions.

The following are **key components** of a plan:

- The unit's mission statement,
- The commander's intent,
- The concept of operations,
- Tasks to subordinate units,
- Coordinating instructions, and
- Control measures.

Commanders ensure their mission and end state are nested with those of their HHQ. Whereas the commander's intent focuses on the end state, the concept of operations focuses on the way or sequence of actions by which the force will achieve the end state. The concept of operations expands on the mission statement and commander's intent. It describes how and in what sequence the commander wants the force to accomplish the mission. Within the concept of operations, commanders may establish objectives as intermediate goals toward achieving the operation's end state. When developing tasks for subordinate units, commanders ensure that the purpose of each task nests with the accomplishment of another task, with the achievement of an objective, or directly to the attainment of an end state condition.

The **mission** is the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore (**JP 1-02**). Commanders analyze a mission in terms of the commander's intent two echelons up, specified tasks, and implied tasks. They also consider the mission of adjacent units to understand how they contribute to the decisive operation of their HHQ.

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Planning (cont.)

Key Components of a Plan (cont.)

Results of that analysis yield the essential tasks that — with the purpose of the operation — clearly specify the action required. This analysis produces the unit's **mission statement** — a clear statement of the action to be taken and the reason for doing so. The mission statement contains the elements of who, what, when, where, and why, but seldom specifies how. The format for writing a task to subordinate units also follows this format.

The **commander's intent** is a clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (JP 3-0) The commander's intent succinctly describes what constitutes success for the operation. It includes the operation's purpose and the conditions that define the end state. It links the mission, concept of operations, and tasks to subordinate units. A clear commander's intent facilitates a shared understanding and focuses on the overall conditions that represent mission accomplishment. During planning, the initial commander's intent summarizes the commander's visualization and is used to develop and refine COAs. During execution, the commander's intent spurs individual initiative.

The commander's intent must be easy to remember and clearly understandable, two echelons down. The shorter the commander's intent, the better it serves these purposes. Typically, the commander's intent statement is three to five sentences long.

The **concept of operations** is a statement that directs the manner in which subordinate units cooperate to accomplish the mission and establish the sequence of actions the force will use to achieve the end state. (ADRP 5-0) The concept of operations expands on the mission statement and commander's intent by describing how and in what sequence the commander wants the force to accomplish the mission.

Commanders ensure they identify the decisive operation and units responsible for conducting the decisive operation. From this focal point, commanders articulate shaping operations and the principal task of the units assigned each shaping operation. Commanders complete their concept of operations with sustaining actions essential to the success of decisive and shaping operations. Individual schemes of support by warfighting function (WFF) are addressed in subparagraphs of paragraph 3 (execution) in the base plan, after the concept of

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Planning (cont.)

Key Components of a Plan (cont.)

operations. The concept of sustainment is paragraph 4 sustainment). When writing the concept of operations, commanders consider the following concepts:

- Nested concepts,
- Sequence of actions and phasing,
- Decisive points and objectives, and
- Lines of operations and lines of effort.

Chapter 2 of FM 5-0 describes these concepts in greater detail.

The commander's intent describes the desired end state, while the concept of operations broadly describes how to get there. In contrast, tasks *to subordinate units* direct individual units to perform specific tasks. A **task** is a clearly defined action or activity specifically assigned to an individual or organization that must be done as it is imposed by an appropriate authority. (JP 1-02). Tasks are specific activities that contribute to accomplishing missions or other requirements. Tasks direct friendly action. The purpose of each task should nest with completing another task, achieving an objective, or attaining an end state condition.

When developing tasks for subordinate units, commanders and staffs use the same who, what (task), when, where, and why (purpose) construct as they did to develop the unit's mission statement. Sometimes commanders may want to specify the type or form of operation to use in order to accomplish a task. For example, the commander may direct an infiltration to avoid tipping off the enemy and synchronize the timing of the unit's tasks with other units' tasks.

Coordinating instructions apply to two or more units. They are located in the coordinating instructions subparagraph of paragraph 3 (execution) of plans and orders. Examples include commander's critical information requirements (CCIR), fire support coordination measures (FSCM) and airspace coordinating measures, rules of engagement (ROE), risk mitigation measures, and the time or condition when the OPORD becomes effective.

Planners develop and recommend **control measures** to the commander for each considered COA. A **control measure** is a means of regulating forces or warfighting functions. (ADRP 6-0) Control measures assign responsibilities, coordinate actions between forces, impose restrictions, or establish guidelines to regulate freedom of action. Control measures are essential to coordinating

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Planning (cont.)

Key Components of a Plan (cont.)

subordinates' actions and are located throughout the plan. Control measures can free up subordinate commanders to conduct operations within their assigned area of operations (AO) without having to conduct additional coordination. Such control measures reduce the need for subordinates to ask HHQ for permission to act or not to act. Commanders establish only the minimum control measures needed to provide essential coordination and deconfliction among units. The fewer restrictions, the more latitude subordinates have to exercise individual initiative.

Control measures can be permissive or restrictive. Permissive control measures allow specific actions to occur; restrictive control measures limit the conduct of certain actions. For example, a coordinated fire line — a line beyond which conventional and indirect surface fire support means may fire at any time within the boundaries of the establishing HQ without additional coordination — illustrates a permissive control measure. A route — the prescribed course to be traveled from a specific point of origin to a specific destination — illustrates a restrictive control measure. FM 1-02 contains definitions and examples of control measures and how to depict them. FM 3-90 discusses control measures commonly used in offensive and defensive operations.

Fundamentals of Planning

The commander is the most important participant in planning.

Effective planning requires dedication, study, and practice. Planners must be technically and tactically competent, be disciplined to use doctrinally correct terms and symbols, and understand *fundamentals of planning*.

Commander's visualization is the mental process of developing situational understanding, determining desired end state, and envisioning an operational approach by which the force will achieve that end state. (ADP 5-0)

Fundamentals of planning that aid in effective planning include:

- Commanders focus planning.
- Commanders plan for decisive operations.
- Commanders continuously test the validity of assumptions.
- Planning is continuous and time sensitive.
- Simple, flexible plans work best.
- Commanders avoid planning pitfalls.

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Planning (cont.)

The Running Estimate

A **running estimate** is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. (**ADP 5-0**) The commander and each staff element (to include the UMT) maintain a running estimate. In their running estimates, the commander and each staff element continuously consider the effects of new information and update the following:

- Facts.
- Assumptions.
- Friendly force status.
- Enemy activities and capabilities.
- Civil considerations.
- Conclusions and recommendations.

Commanders maintain their running estimates to consolidate their understanding and visualization of an operation. The commander's running estimate summarizes the problem and integrates information and knowledge of the staff's and subordinate commanders' running estimates.

Each staff element (e.g., UMT) builds and maintains running estimates. The running estimate helps the staff to track and record pertinent information and provide recommendations to commanders. Running estimates represent the analysis and expert opinion of each staff element by functional area. Staffs maintain running estimates throughout the Operations Process to assist commanders in the exercise of mission command.

Each staff element and CP functional cell (e.g., the UMT) maintains a running estimate focused on how its specific areas of expertise are postured to support future operations. Because an estimate may be needed at any time, running estimates must be developed, revised, updated, and maintained continuously while in garrison and during operations. While in garrison, staffs must maintain a running estimate on friendly capabilities. Running estimates can be presented verbally or in writing.

A comprehensive running estimate addresses all aspects of operations and contains both facts and assumptions based on the staff's experience within a specific area of expertise. **Appendix E** provides the base format for a generic running estimate that parallels the Planning Process. Each staff element modifies it to account for their specific functional areas. All running estimates cover essential facts and assumptions including a summary of the current situation by the mission variables, conclusions, and recommendations.

Section 3 —The Chaplain and the Army's Operations Process

Planning (cont.)

The Running Estimate (cont.)

Once they complete the plan, commanders and staff elements continuously update their estimates.

The base running estimate addresses information unique to each WFF. It serves as the staff element's initial assessment of the current readiness of equipment and personnel and of how the factors considered in the running estimate affect the staff's ability to accomplish the mission. Each staff element identifies WFF friendly and enemy strengths, systems, training, morale, leadership, and weather and terrain effects, and how all these factors impact the OE, including the AO.

Because the running estimate is a picture relative to time, facts, and assumptions, each staff element constantly updates the estimate as new information arises, as assumptions become facts or are invalidated, when the mission changes, or when the commander requires additional input.

Running Estimates in the Operations Process

Commanders and staff elements immediately begin updating their running estimates upon *receipt of a mission* in the MDMP. They continue to build and maintain their running estimates throughout the Operations Process in planning, preparation, execution, and assessment as discussed in the following paragraphs.

Running Estimates in Planning

During planning, running estimates are key sources of information during *mission analysis*. Following *mission analysis*, commanders and staff elements update their running estimates throughout the rest of the MDMP. Based on the mission and the initial commander's intent, the staff develops one or more proposed COAs and continually refines its running estimates to account for the mission variables. The updated running estimates then support *COA analysis (wargaming)* in which the staff identifies the strengths and weaknesses of each COA. The staff relies on its updated running estimate to provide input to the wargame. Following *COA analysis*, the staff compares the proposed COAs against each other and recommends one of them to the commander for approval. During all these activities, each staff element continues to update and refine its running estimate to give commanders the best possible information available at the time to support their decisions. The selected COA provides each staff element an additional focus for its estimates and the

Section 3 —The Chaplain and the Army's Operations Process

Planning (cont.)

The Running Estimate (cont.)

Running Estimates in Planning (cont.)

key information it will need during *orders production*. Key information recorded in the running estimate may be included in orders, particularly in the functional annexes.

Running Estimates in Preparation

The commander and staff transition from planning to execution. As they transition, they use running estimates to identify the current readiness of the unit in relationship to its mission. The commander and staff also use running estimates to develop, then track, mission readiness goals and additional requirements.

Running Estimates in Execution

During execution, the commander and staff incorporate information included in running estimates into the COP. This enables the commander and staff to depict key information from each functional area or WFF as it impacts current and future operations. This information directly supports the commander's visualization and rapid decisionmaking during operations.

Running Estimates in Assessment

Each staff element continuously analyzes new information during operations to create knowledge and to understand if operations are progressing according to plan. During planning, staffs develop MOEs and MOPs to support assessment, including analysis of anticipated decisions during preparation and execution. The assessment of current operations also supports validation or rejection of additional information that will help update the estimates and support further planning. At a minimum, a staff element's running estimate assesses the following:

- Friendly force capabilities with respect to ongoing and planned operations.
- Enemy capabilities as they affect the staff element's area of expertise for current operations and plans for future operations.
- Civil considerations as they affect the staff element's area of expertise for current operations and plans for future operations.

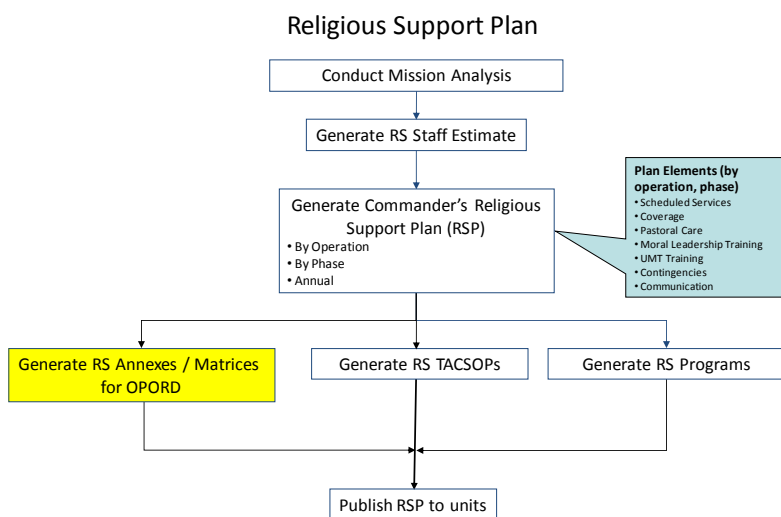
Section 3 —The Chaplain and the Army's Operations Process

Planning (cont.)

Religious Support Planning

A plan is a design for a future or anticipated operation. Because Army operations are conducted in complex, ever-changing, and uncertain operational environments, a plan is a framework from which to adapt rather than a script to follow. The measure of a good plan is not whether execution transpires as planned, but whether the plan facilitates effective action during unforeseen events. A good religious support plan addresses contingencies in current and future operations. Planning is an essential element of mission command and is a continuous activity of the Operations Process. The successful execution of RSOs requires UMTs to be fully integrated into the Operations Process. Planning helps UMTs at all echelons of command by:

- Identifying problems (potential and actual) that may impede delivery of religious support.
- Understanding and developing solutions to problems.
- Anticipating key events and adapting to changing circumstances; it is an understanding of key events that means the difference between successful and unsuccessful planning.
- Coordinating religious support to sustain the task organization (unit and subordinate UMTs) and prioritize efforts.
- Directing, coordinating, and synchronizing RSOs.



Section 3 —The Chaplain and the Army's Operations Process

Planning (cont.)

Religious Support Planning (cont.)

RS planning is continuous, time sensitive, detailed, and systematic. It examines all factors relating to RS in decisive action. It is integrated into and synchronized with the unit Operations Process. The most valuable resource is **time**. All Chaplain Sections / UMTs must manage time so that the RS mission gets accomplished. UMTs must prioritize their efforts and allocate sufficient time to that effort. The Chaplain Section / UMT cannot be everywhere and must determine where to focus their efforts. They prioritize and synchronize their actions against the unit's critical time-driven events. The corps, division, and brigade chaplains and chaplain assistants supervise subordinate planning, preparation, execution, and assessment activities by resourcing them with current / relevant information / products, low density faith-group resources and providing relevant and timely guidance. The Chaplain Section / UMT plans for religious support by considering the operational and mission variables. Operational variables (PMESII-PT) consist of political, military, economic, social, information, infrastructure, plus physical environment and time considerations. Mission variables (METT-TC) are mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.

These variables determine how to provide religious support. Operational variables provide the UMT a structured tool to assess the impact of religion on each of the variables. This action can provide the foundation for operational planning tools such as the running estimate.

The Planning Process builds on already developed SOPs of the unit, the UMT, and HHQ Chaplain Sections. Most SOPs can initially be general in nature and then fully developed to support a specific unit mission within a specified AO. Good SOPs can reduce the amount of information needed in the published RSP. Unit SOPs, such as a unit's TACSOP or a division memorial SOP, delineate roles and responsibilities for unit or staff personnel. Since a commander signs off on the unit TACSOP, it becomes an important document in religious support supervision of subordinate chaplains and chaplain assistants. A TACSOP provides the supervisory chaplain with the enforcement tools necessary for the execution of area-wide RSOs. The product of this Planning Process for the UMT is an RSP. The RSP informs the command and staff of the religious support concept. The RSP is flexible to support the unit's mission requirements while operating in a complex and uncertain OE.

Section 3 —The Chaplain and the Army's Operations Process

Planning (cont.)

Religious Support Planning (cont.)

An internal staff section RS SOP details, by position, the team member responsible for each recurring duty and responsibility, provided that the team has analyzed and cataloged its tasks. Well-written SOPs are an effective, combat-oriented set of procedures, and should produce:

- Simplified, brief combat orders.
- Enhanced understanding and teamwork among commanders, staffs, and troops.
- Standard synchronized staff drills.
- Standard abbreviated or accelerated decisionmaking techniques.

The Religious Support Plan (RSP)

Chaplain Sections / UMTs provide RS on a different scale and at different times based on the unit mission and capabilities. While the requirement to perform or provide RS is the same, the plan for a combined arms battalion differs from a plan for a theater-level sustainment operation.

After a commander selects a COA, the Chaplain Section / UMT completes the details of the RSP for inclusion in the OPORD. Depending on the level of command, the RSP communicates the higher commander's intent, provides guidance of the supervisory UMT, assigns responsibilities, defines area support requirements, and authorizes coordination between subordinate UMTs and adjacent commands. The RSP, once published as a part of the OPORD is a written order signed by the HHQ commander. As a result, supervisory chaplains and chaplain assistants must exercise their staff responsibility to participate in the staff Planning Process and develop a thorough RSP to assist subordinate UMTs in planning, preparing, executing, and assessing RS to their units. Subordinate UMTs receive an RSP from HHQ and incorporate those requirements into their own RSP.

The RSP is for the whole command. For example, a brigade RSP contains information applicable to the whole brigade and would impact battalion RSOs. A battalion RSP would contain information for subordinate company commanders on the delivery of RS for their Soldiers. Many units publish a base order for a deployment and then cut FRAGORDs or WARNORDs as needed to sustain mission command. FRAGORDs enable UMTs to disseminate information on RS activities, coordinate for support, and publish guidance on changes or additions to the original RSP.

Section 3 —The Chaplain and the Army's Operations Process

Planning (cont.)

Religious Support Planning (cont.)

The Religious Support Plan (RSP) (cont.)

A UMT has no command authority. It is critical that it publishes the RSP (initial or updated) through the Operations Process and in coordination with the proper staff channels. This enables the RSP to be incorporated as part of an OPORD / FRAGORD / WARNORD from a commander to subordinate units. This facilitates the UMT's ability to coordinate key tasks for its concept of support with commanders, staff, and higher and subordinate UMTs.

The amount of time and the priority of effort allocated to support the dual capabilities of religious leader and religious advisor vary from UMTs and are based on the type of unit, the mission being executed by that unit, and the level of command. For example, the development of an religious area assessment (RAA) may not be applicable to every UMT based on the mission requirements of the unit. A supervisory UMT can provide resources to the subordinate UMTs by accessing HHQ products and developing products specific to that unit's AO. This gives subordinate UMTs more time to plan, prepare, and execute their mission.

Refer to **Appendix J — Religious Support Plan Matrix**, for a sample matrix.

Preparation

Preparation Functions

Preparation is those activities performed by units and Soldiers to improve their ability to execute an operation. (ADP 5-0) Preparation creates conditions that improve friendly forces' opportunities for success. It requires commander, staff, unit, and Soldier actions to ensure the force is ready to execute operations.

Preparation helps the force transition from planning to execution. Preparation normally begins during planning and continues into execution by uncommitted units. Preparation activities help commanders, staffs, and Soldiers to understand the situation and their roles in the upcoming operations. The **primary functions of preparation** include:

- Improving situational understanding.
- Developing a common understanding of the plan.

Section 3 —The Chaplain and the Army's Operations Process

Preparation (cont.)

Preparation Functions (cont.)

- Practicing and becoming proficient on critical tasks.
- Integrating, organizing, and configuring the force.
- Ensuring forces and resources are ready and positioned.

Preparation Activities

Mission success depends as much on preparation as on planning. HHQ may develop the best of plans; however, plans serve little purpose if subordinates do not receive them in time. Subordinates need enough time to understand plans well enough to execute them. Subordinates develop their own plans and prepare for the operation. After they fully comprehend the plan, subordinate leaders rehearse key portions of it and ensure Soldiers and equipment are positioned and ready to execute the operation. To help ensure the force is protected and prepared for execution, commanders, units, and Soldiers conduct the following activities:

- Conduct ISR.
- Conduct security operations.
- Conduct protection.
- Manage terrain.
- Coordinate and conduct liaison.
- Continue to build partnerships and teams.
- Conduct confirmation briefs.
- Conduct rehearsals.
- Conduct plans-to-operations transitions.
- Revise and refine the plan.
- Complete task organization.
- Integrate new Soldiers and units.
- Train.
- Initiate troop movements.
- Prepare terrain.
- Conduct sustainment preparation.
- Initiate deception operations.
- Conduct pre-operations checks and inspections.

Most of these preparation activities are conducted by subordinate units, the commander, and the operations staff. The following are selected activities from the list above that might involve the UMT.

Section 3 —The Chaplain and the Army's Operations Process

Preparation (cont.)

Preparation Activities (cont.)

Continue to build partnerships and teams. Conducting decisive action operations requires commanders to shape civil conditions in concert with other military and civilian organizations within an operational area. In some circumstances, commanders have an established command or support relationship with these organizations. In other instances, they will not. In those instances where commanders lack a formal command or support relationship with an organization, they seek unity of effort. They try to build partnerships and teams with these organizations to develop common goals, including local political leaders, host-nation police and security forces, and NGOs. Capable and cooperative civilian organizations substantially enhance military operations by performing complementary civil functions that inform and assist the population and add legitimacy to the mission.

Building partnerships and teams with organizations begin early in planning, is a key activity of preparation, and continue throughout execution. Civilian organizations, including those of the host nation, are frequently present before forces arrive and remain after forces depart. As part of *mission analysis*, commanders identify civilian organizations in the operational area and develop plans to build relationships with them. During preparation, commanders, staffs, and subordinate commanders identify and make contact with those various organizations. A challenge in building partnerships among civilian and military efforts is the differing capabilities and cultures in the civilian and host-nation organizations compared to those of the HQ. To help build partnerships, commanders strive to have participants:

- Represented, integrated, and actively involved in planning and coordinating activities.
- Share an understanding of the situation and problems to solve.
- Strive for unity of effort toward achieving a common goal.
- Integrate and synchronize capabilities and activities wherever possible.
- Collectively determine the resources, capabilities, and activities necessary to achieve their goal.

Note: Commanders avoid creating a false impression of the HQ readiness to make available classified military materiel, technology, or information when coordinating with foreign governments and international organizations. See AR 380-10 for guidance on foreign disclosure and contacts with foreign representatives.

Section 3 —The Chaplain and the Army's Operations Process

Preparation (cont.)

Preparation Activities (cont.)

Developing partnerships with civilian organizations requires considerable effort by the commander, staff, and subordinate commanders. Some organizations are willing to cooperate with the command. Other organizations may avoid a close affiliation. Sometimes they fear compromising their impartiality with the local populace or have suspicions that the force may intend to take control of, influence, or even prevent operations. Despite different goals among military and civilian agencies and organizations, discovering common ground is essential to unity of effort.

Train. Training prepares forces and Soldiers to conduct operations according to doctrine, SOPs, and the unit's mission. Training develops the teamwork, trust, and mutual understanding that commanders need to exercise mission command and that forces need to achieve unity of effort. Training does not stop when a unit deploys. If the unit is not conducting operations or recovering from operations, it is training. Training while deployed focuses on fundamental skills, current SOPs, and skills for a specific mission.

Conduct sustainment preparation. Re-supplying, maintaining, and issuing supplies or equipment occurs during preparation. Any repositioning of sustainment assets can also occur. In addition, sustainment elements need to accomplish many other activities.

During preparation, sustainment planners at all levels take action to optimize means (force structure and resources) for supporting the commander's plan. These actions include, but are not limited to, identifying and preparing bases, host-nation infrastructure and capabilities, contract support requirements, lines of communications, and endemic health and environmental factors as well as forecasting and building operational stocks.

Planners focus on identifying the resources currently available in the theater of operations and ensuring access to them.

Conduct pre-operations checks and inspections. Unit preparation includes completing pre-operations checks and inspections. These checks ensure Soldiers, units, and systems are as fully capable and ready to execute as time and resources permit. The inspections ensure the force has resources necessary to accomplish the mission. Also during pre-operations checks and inspections, leaders check Soldiers' ability to perform crew drills that may not be directly related to the mission.

Section 3 —The Chaplain and the Army's Operations Process

Preparation (cont.)

Preparing Religious Support

The preparation phase of RS planning consists of activities performed by Chaplain Section / UMT to improve their ability to execute an operation. It can include, but is not limited to:

- Refining the RSP.
- Conducting or participating in key rehearsals.
- Coordinating for support.
- Conducting inspections.
- Executing movement.

The MDMP drives preparation. Time is a critical factor in all operations. During the Planning Process, chaplains and chaplain assistants must determine the time needed to prepare and execute their mission. Proper analysis helps determine what actions are required and when those actions must begin to ensure mission success. The running estimate is used by UMTs at all echelons of command to identify the current readiness of the Chaplain Section / UMT or subordinate UMTs in relationship to the unit and the RS mission. Running estimates are also used to track mission readiness goals and requirements.

Preparation moves Chaplain Sections / UMTs from the planning phase to execution. Planning and preparation often overlap as UMTs must accomplish required coordination while still developing a plan. It helps UMTs understand the situation and their roles in a mission or operation. Team members use this time to update their situational understanding of both the OE and the religious needs of their Soldiers. During the preparation phase, actions could include:

- Attending confirmation briefings and rehearsals to ensure they are current with the operational plan and can provide relevant RS to Soldiers supporting the mission.
- Conducting inspections of UMT personnel and equipment and rehearsing the plan by phase.
- Coordinating for the support necessary to achieve mission success such as transportation or additional RS assets.
- Training or rehearsing tasks critical to mission success to include survivability tasks.

Section 3 —The Chaplain and the Army's Operations Process

Preparation (cont.)

Preparing Religious Support (cont.)

- Supervisory chaplains and chaplain assistants use this time to ensure subordinate UMTs are focused and preparing to execute the RSPs that support the commander's plan. They ensure subordinate UMTs are properly positioned, resourced by command to meet the RS requirements, and have the ability to move and communicate. As part of their religious leader capability, supervisory UMTs provide pastoral support to subordinate UMTs to improve their resiliency prior to the execution of their mission.

Execution

Fundamentals of Execution

Planning and preparation accomplish nothing if the command does not execute effectively. **Execution** is putting a plan into action by applying combat power to accomplish the mission. (ADP 5-0) In execution, commanders focus their efforts on translating decisions into actions to accomplish their missions.

The end result of planning and preparing is mission execution.

In any operation, the situation may change rapidly. Operations the commander envisioned in the plan may bear little resemblance to actual events in execution. Subordinate commanders need maximum latitude to take advantage of situations and meet the higher commander's intent when the original order no longer applies. Effective execution requires leaders trained in independent decisionmaking, aggressiveness, and risk taking in an environment of mission command. During execution, leaders must be able and willing to solve problems within the commander's intent without constantly referring to HHQ. Subordinates need not wait for top-down synchronization to act.

Throughout execution, commanders (assisted by their staff) use forces and other resources for both constructive and destructive purposes to mass effects at decisive points and times. To successfully execute operations, commander's consider the following execution fundamentals:

- Seize and retain the initiative.
- Build and maintain momentum.
- Exploit success.

Section 3 —The Chaplain and the Army's Operations Process

Execution (cont.)

Executing Religious Support

Execution puts the plan into action. For the Chaplain Section / UMT, this means that effective RS does not simply happen — it occurs because the team has planned, prepared, and then executed its mission.

In operations where lethality and intensity are high, RS becomes increasingly important to Soldiers. To successfully execute the RS mission, chaplains and chaplain assistants are guided by several critical ***sustainment principles*** that impact the Operations Process used to plan, prepare, execute, and assess:

- **Continuity.** Continuity is the uninterrupted provision of RS across all levels of war and throughout all levels of command. UMTs, at all levels, work hand in hand with operational staffs ensuring synchronization of requirements over the entire course of the operation.
- **Anticipation.** Anticipation of RS facilitates responsive support. Anticipation is the ability to foresee events and requirements and initiate necessary actions that most appropriately respond to the need. Anticipating RSOs means staying abreast of operational plans, continuously assessing requirements, and tailoring support to meet current operations and the changing OE.
- **Integration.** Integration is the most critical principle. Integration of RS occurs throughout the Operations Process (plan, prepare, execute, and assess). One of the primary functions of the Chaplain Section / UMT is to ensure the integration of RSOs with the unit's operations plans. Not properly integrating RS and unit operations could result in mission failure.
- **Responsiveness.** Responsiveness is the ability to meet changing requirements on short notice and to rapidly sustain efforts to meet changing circumstances over time. It includes the ability to see and forecast operational RS requirements. It is providing the right support, in the right place, at the right time.
- **Survivability.** Survivability is the ability to protect personnel, information, infrastructure, and assets from destruction or degradation. UMTs integrate survivability considerations with operational planning to maximize their ability to function despite multiple threats to their safety.

Unified land operations (ULO) require continuous, simultaneous combinations of offensive, defensive, and stability or DSCA tasks. The Chaplain Section / UMT plans and prepares to execute RS for Soldiers during all phases and/or operations. This requires a continuous and precise RSP that is executed at the right place, right time, and in the right amount in both routine and emergency situations. This requires the intentional integration of RS requirements

Section 3 —The Chaplain and the Army's Operations Process

Execution (cont.)

Executing Religious Support (cont.)

into the Operations Process. All chaplains and chaplain assistants must consider events that impact the execution of their operations and plan and prepare accordingly. The Chaplain Section / UMT establishes RS priorities and considers the threat characteristics, the units conducting the main and supporting operations, and the severity and number of casualties from previous missions. They must prioritize elements that have sustained the most casualties or those that will be engaged earliest in close combat.

As part of the core competency to care for the wounded, chaplains and chaplain assistants provide preventative, immediate, and restorative religious and emotional support and care to Soldiers experiencing combat and operational stress reaction (COSR). Chaplains and chaplain assistants provide immediate support to leaders and help recognize and treat COSRs. Signs of COSR include:

- Hyper alertness,
- Fear,
- Anxiety,
- Grief,
- Self-doubt,
- Guilt,
- Immobility,
- Loss of confidence and hope,
- Impaired duty performance,
- Erratic actions and outbursts,
- Panic or flight, and
- Possibly impaired speech, vision, touch, and hearing.

In extreme cases, COSR may result in paralysis and hallucinations. (See both FM 4-02.51 and FM 6-22.5 for a detailed discussion of COSR and the RS. Topics include leader-led AARs, cool down meetings, peer support, and trauma risk management.)

RS During Offensive Operations. The main purpose of offensive operations is to defeat and destroy enemy forces and seize terrain, resources, and population centers. Offensive operations impose the commander's will on the enemy. While strategic, operational, or tactical considerations may require defending for a time, defeating the enemy requires shifting to the offense. Rapid movement characterizes offensive operations over large areas.

Offensive operations place great demands on RSO. The Chaplain Section / UMT must monitor the tactical situation to maintain situational awareness (SA). The constant movement of units over time and terrain, as well as the tempo of operations, impact the supervision of RS and its delivery by subordinate UMTs.

Section 3 —The Chaplain and the Army's Operations Process

Execution (cont.)

Executing Religious Support (cont.)

Offensive operations are continuous. The Chaplain Section / UMT must prioritize its efforts during the planning phase and prepare accordingly. During offensive operations, the mission to deliver RS is the same, but the type of RS varies from mission to mission and unit to unit. The UMT in maneuver battalions provides ministry on a different scale and at different times from those in a theater sustainment battalion. The degree and scope of supervision changes for Chaplain Section / UMTs operating at brigade, division, and corps echelons.

The primary focus for chaplains and chaplain assistants involves nurturing the living and caring for the wounded and dying. Some situations may allow for honoring the dead. Planning and coordination for worship services, sacraments and ordinances, individual counseling, and visitation is essential and important for Soldiers during this phase. But it is executed based on the specific capabilities of the unit, the current OE, and the current unit operations. Thorough planning, rehearsals, and the ability to adapt on the battlefield enable the chaplain and chaplain assistant to provide comprehensive RS despite the confusion and chaos of battle.

RS During Defensive Operations. Defensive operations are combat operations conducted to defeat an enemy attack, gain time, economize forces, and develop favorable conditions for offensive or stability operations. Military forces generally defend only until they gain sufficient strength to attack. Though the outcome of decisive combat derives from offensive operations, it is often necessary, even advisable, to defend.

Throughout defensive operations, units are preparing fighting positions for the coming enemy attack, conducting counter-reconnaissance missions, or executing sustainment operations. In the defense, the Chaplain Section / UMT has more time to synchronize its RSP and apply maximum RS assets to critical areas. Chaplains and chaplain assistants must be prepared to adapt to the changing tactical situation. For example, in a mobile defense, the commander combines offensive, defensive, and retrograde actions. Proper analysis and planning enhance the synchronization of the delivery of RS during the different phases and increase the effectiveness of the RSOs.

Like in the offense, the primary focus for RS involves nurturing the living and caring for the wounded and dying with a possibility of time for honoring the dead. The chaplain and chaplain assistant should ensure it has planned

Section 3 —The Chaplain and the Army's Operations Process

Execution (cont.)

Executing Religious Support (cont.)

primary and alternate defensive positions. While access to Soldiers may be easier, enemy artillery, reconnaissance operations, and CBRN threats and hazards pose significant threats and can complicate travel. Gathering large groups of Soldiers for worship may involve undue risk. The chaplain may postpone religious activities until the hazard is eliminated or reduced to a safe operating level.

The chaplain and chaplain assistant consider the following when planning RS in the defense:

- Degree of engagement with enemy forces.
- Level of exposure and risk to Soldiers and equipment.
- Priorities for RS.
- Anticipated operations in response to enemy attack.

As the unit consolidates and reorganizes after battle, the Chaplain Section / UMT assesses mission variables to determine subsequent actions. If the unit is planning a transition to offensive or stability operations, the chaplain and chaplain assistant prepares for the next phase.

RS During Stability Operations. *Stability operations encompass various military missions, tasks, and activities conducted outside the U.S., in coordination with other instruments of national power, to maintain or reestablish a safe and secure environment; and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0).* Stability operations can help establish political, legal, social, and economic institutions, and support the transition to legitimate local governance.

The Chaplain Section / UMT always places a priority on first performing and providing RS to Soldiers and command-authorized civilians. Depending on the mission of the unit and the type of unit they serve, chaplains and chaplain assistants must be prepared to support the commander's increased needs for advisement regarding host-nation religion and religious issues including places of religious worship, religious education, and cultural sites. The commander may leverage the chaplain to conduct a Religious Leader Liaison (RLL) as a means to support the stability operation.

Chaplain Sections / UMTs provide support to planning and operations with cultural awareness information — specifically information on religion and religious issues within the AO. Upon direction of the commander, and as part

Section 3 —The Chaplain and the Army's Operations Process

Execution (cont.)

Executing Religious Support (cont.)

of the religious advisor capability, the Chaplain Section / UMT may plan for integrating into the unit's broad mission to assist a nation in moving from violent conflict to normalization. There are *five primary stability tasks*:

- Establishing civil security,
- Establishing civil control,
- Restoring essential services,
- Supporting governance, and
- Supporting economic and infrastructure development.

Within each of these overarching tasks are sub-tasks that set the conditions for a successful stabilization of the country. The chaplain may advise the commander on many of these sub-tasks, including:

- **Establishment of civil security.** Protect key personnel and facilities, including places of religious worship and cultural sites.
- **Establishment of civil control.** Establish public order and safety, including protecting vulnerable population elements, such as dislocated civilians.
- **Restoration of essential services.** Support human rights initiatives, including generally preventing further abuse of vulnerable populations and providing for their long-term well-being.

RS During DSCA Operations. DoD support for domestic emergencies is executed through two distinct but interrelated missions — Homeland Defense (HD) and Defense Support of Civil Authorities (DSCA). DSCA operations involve DoD support to U.S. civil authorities for domestic emergencies, and for designated law enforcement and other activities. DSCA operations require the Chaplain Section / UMT to know the restrictions, limitations, and proper responsibilities of the chaplain and chaplain assistant in providing religious support under both law and mission authority. (See FM 3-28 for a discussion on multi-service tactics, techniques, and procedures for DSCA operations as well as Section 4 of this publication.)

DSCA operations require extensive coordination between multi-jurisdictional entities (municipal, county, and state agencies) as well as federal agencies and non-governmental agencies. The USAR and ARNG often have habitual relationships with such agencies to respond quickly and appropriately in support of such operations. This is particularly so when the JTFs of each state ARNG respond to provide consequence management to CBRN incidents.

Section 3 —The Chaplain and the Army's Operations Process

Execution (cont.)

Executing Religious Support (cont.)

RS within DSCA operations depends heavily on jurisdictional coordination. When directed by the commander, the Chaplain Section / UMT conducts multi-component (AC / USAR / ARNG), intra-agency, and IGO coordination to effectively perform and provide RS. Coordination must occur at the highest level possible. The AC, RC, and JTF Chaplains will integrate RSO and execute a religious coverage plan that provides seamless RS. This involves extensive coordination and liaison among the AC and RC chaplaincies.

UMTs perform or provide direct RS to military units; perform liaison responsibilities with state and federal agencies, pertaining to religious issues; and, when directed by the commander, liaison with civilian-religious leaders. This is particularly critical in responding to catastrophes, whether man-made (such as CBRN incidents) or naturally-occurring (such as Hurricane Katrina).

Assessment

Assessment Fundamentals

Assessment is the determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 3-0) See ADP 3-37, ADRP 3-37, ADP 5-0 and ADRP 5-0.) Assessment is both a continuous activity of the Operations Process and an activity of battle command. Commanders, assisted by their staffs and subordinate commanders, continuously assess the OE and the progress of the operation. Based on their assessment, commanders direct adjustments, thus ensuring the operation remains focused on accomplishing the mission.

Assessment involves deliberately comparing forecasted outcomes with actual events to determine the overall effectiveness of force employment. More specifically, assessment helps the commander determine progress toward attaining the desired end state, achieving objectives, and performing tasks. It also involves continuously monitoring and evaluating the OE to determine what changes might affect the conduct of operations. Assessment helps commanders determine if they need to reframe the problem and develop an entirely new plan.

Throughout the Operations Process, commanders integrate their own assessments with those of the staff, subordinate commanders, and other partners in the AO. Primary tools for assessing progress of the operation include the OPORD, the COP, personal observations, running estimates, and the assessment plan. The latter includes measures of effectiveness (MOE), measures of performance (MOP), and reframing criteria. The commander's visualization

Section 3 —The Chaplain and the Army's Operations Process

Assessment (cont.)

Assessment Fundamentals (cont.)

forms the basis for the commander's personal assessment of progress. Running estimates provide information, conclusions, and recommendations from the perspective of each staff section. They help to refine the COP and supplement it with information not readily displayed.

Commanders avoid excessive analyses when assessing operations. Committing valuable time and energy to developing excessive and time-consuming assessment schemes squander resources better devoted to other Operations Process activities. Commanders reject the tendency to measure something just because it is measurable. Effective commanders avoid burdening subordinates and staffs with overly detailed assessment and collection tasks. Generally, the echelon at which a specific operation, task, or action is conducted should be the echelon at which it is assessed. This provides a focus for assessment at each echelon. It enhances the efficiency of the overall Operations Process.

The Assessment Process

Assessment is continuous; it precedes and guides every Operations Process activity and concludes each operation or phase of an operation. Broadly, assessment consists of the following three activities:

- Monitoring the current situation to collect relevant information.
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
- Recommending or directing action for improvement.

The three activities that make up the Assessment Process are also continuous; they are logically sequential, while constantly executed throughout the Operations Process. This process applies to assessments of every type and at every echelon.

Monitoring the current situation. *Monitoring is continuous observation of those conditions relevant to the current operation (ADRP 5-0).* Monitoring within the Assessment Process allows staffs to collect relevant information, specifically that information about the current situation that can be compared to the forecasted situation described in the commander's intent and concept of operations. Progress cannot be judged, nor effective decisions made, without an accurate understanding of the current situation.

Section 3 —The Chaplain and the Army's Operations Process

Assessment (cont.)

The Assessment Process (cont.)

Staff elements record relevant information in running estimates. Staff elements maintain a continuous assessment of current operations to determine if they are proceeding according to the commander's intent, mission, and concept of operations. In their running estimates, staff elements use this new information and these updated facts and assumptions as the basis for evaluation.

Evaluating progress. The staff analyzes relevant information collected through monitoring to evaluate the operation's progress toward attaining end state conditions, achieving objectives, and performing tasks. *Evaluating is using criteria to judge progress toward desired conditions and determining why the current degree of progress exists (ADRP 5-0).* Evaluation is at the heart of the Assessment Process where most of the analysis occurs. Evaluation helps commanders determine what is working and what is not working, and it helps them gain insights into how to better accomplish the mission.

Criteria in the forms of MOEs and MOPs aid in evaluating progress. MOEs help determine if a task is achieving its intended results.

MOPs help determine if a task is completed properly. MOEs and MOPs are simply criteria — they do not represent the assessment itself. MOEs and MOPs require relevant information in the form of indicators for evaluation.

*A **measure of effectiveness (MOE)** is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0).* MOEs help measure changes in conditions, both positive and negative. MOEs are commonly found and tracked in formal assessment plans. MOEs help to answer the question "Are we doing the right things?"

*A **measure of performance (MOP)** is a criterion used to assess friendly actions that is tied to measuring task accomplishment (JP 3-0).* MOPs help answer questions such as "Was the action taken?" or "Were the tasks completed to standard?" A MOP confirms or denies that a task has been properly performed. MOPs are commonly found and tracked at all echelons in execution matrixes. MOPs are also commonly used to evaluate training. MOPs help to answer the question "Are we doing things right?" There is no direct hierarchical relationship among MOPs to MOEs. MOPs do not feed MOEs, or combine in any way to produce MOEs — MOPs simply measure the performance of a task.

Section 3 —The Chaplain and the Army's Operations Process

Assessment (cont.)

The Assessment Process (cont.)

Recommending or directing action. Monitoring and evaluating are critical activities; however, assessment is incomplete without recommending or directing action. Assessment may diagnose problems, but unless it results in recommended adjustments, its use to the commander is limited.

When developing recommendations, staffs draw from many sources and consider their recommendations within the larger context of the operations. While several ways to improve a particular aspect of the operation might exist, some recommendations could impact other aspects of the operation. As with all recommendations, staffs should address any future implications.

MOPs are commonly found and tracked at all levels in execution matrixes. MOPs are also heavily used to evaluate training. MOPs help to answer the question “Are we doing things right?”

At the most basic level, every Soldier assigned a task maintains a formal or informal checklist to track task completion. The status of those tasks and sub-tasks are MOPs. Similarly, operations consist of a series of collective tasks sequenced in time, space, and purpose to accomplish missions. COIC / S-3 Sections use MOPs in execution matrixes and running estimates to track completed tasks. The uses of MOPs are a primary element of battle tracking. MOPs focus on the friendly force. Evaluating task accomplishment using MOPs is relatively straightforward and often results in a *yes* or *no* answer.

In the context of assessment, an *indicator* is an item of information that provides insight into a measure of effectiveness or measure of performance (ADRP 5-0). Indicators take the form of reports from subordinates, surveys and polls, and information requirements. Indicators help to answer the question “What is the current status of this MOE or MOP?” A single indicator can inform multiple MOPs and MOEs. Examples of indicators for the MOE “Decrease in insurgent activity” are:

- Number of hostile actions per area each week.
- Number of munitions caches found per area each week.

Evaluation includes analysis of why progress is or is not being made according to the plan. Commanders and staffs propose and consider possible causes. In particular, the question of whether changes in the situation can be attributed to friendly actions is addressed. Commanders and staffs consult subject matter experts, both internal and external to the staff, on whether staffs have identified

Section 3 —The Chaplain and the Army's Operations Process

Assessment (cont.)

The Assessment Process (cont.)

the correct underlying causes for specific changes in the situation. Assumptions identified in the Planning Process are challenged to determine if they are still valid.

A key aspect of evaluation is determining variances — the difference between the actual situation and what the plan forecasted the situation would be at the time or event. Based on the significance of the variances, the staff makes recommendations to the commander on how to adjust operations to accomplish the mission more effectively.

Evaluating includes considering whether the desired conditions have changed, are no longer achievable, or are not achievable through the current operational approach. This is done by continually challenging the key assumptions made when framing the problem. When an assumption is invalidated, then reframing may be in order.

Based on the evaluation of progress, the staff brainstorms possible improvements to the plan and makes preliminary judgments about the relative merit of those changes. Staff members identify those changes possessing sufficient merit and provide them as recommendations to the commander or make adjustments within their delegated authority. Recommendations to the commander range from continuing the operation as planned, to executing a branch, or to making adjustments not anticipated. Making adjustments includes assigning new tasks to subordinates, reprioritizing support, adjusting the Collection Plan, and significantly modifying the COA. Commanders integrate recommendations from the staff, subordinate commanders, and other partners with their personal assessment. From those recommendations, they decide if and how to modify the operation to better accomplish the mission.

Assessment diagnoses threats, suggests improvements to effectiveness, and reveals opportunities. The staff presents the results and conclusions of its assessments and recommendations to the commander as an operation develops. Just as the staff devotes time to analysis and evaluation, so, too, must it make timely, complete, and actionable recommendations. The COS / XO ensures the staff completes its analyses and recommendations in time to affect the operation and for information to reach the commander when it is needed.

Section 3 —The Chaplain and the Army's Operations Process

Assessment (cont.)

Considerations for Effective Assessment

The following considerations help commanders and staffs develop assessment plans and conduct effective assessments:

- Assessment is continuous.
- Commanders drive assessment through prioritization.
- Assessment incorporates the logic behind the plan.
- Assessment facilitates learning and adapting.
- Commanders and staffs use caution when establishing cause and effect.
- Commanders and staffs combine quantitative and qualitative indicators.
- Assessment incorporates formal and informal methods.

Assessment Plan Development

Critical to the Assessment Process is developing an assessment plan. Units use *assessment working groups* to develop assessment plans when appropriate. A critical element of the commander's planning guidance is determining which assessment plans to develop. An assessment plan focused on attainment of end state conditions often works well. It is also possible, and may be desirable, to develop an entire formal assessment plan for an intermediate objective, a named operation subordinate to the base OPLAN, or a named operation focused solely on a single line of operations or geographic area. The time, resources, and added complexity involved in generating an assessment plan strictly limit the number of such efforts.

Commanders and staffs integrate and develop an assessment plan within the MDMF. As the commander and staff begin *mission analysis*, they also need to determine how to measure progress towards the operation's end state.

Effective assessment incorporates both *quantitative* (observation-based) and *qualitative* (judgment-based) indicators. Human judgment is integral to assessment. A key aspect of any assessment is the degree to which it relies upon human judgment and the degree to which it relies upon direct observation and mathematical rigor. Rigor offsets the inevitable bias, while human judgment focuses rigor and processes on intangibles that are often key to success.

The appropriate balance depends on the situation — particularly the nature of the operation and available resources for assessment — but rarely lies at the ends of the scale.

Section 3 —The Chaplain and the Army's Operations Process

Assessment (cont.)

Assessment Plan Development (cont.)

During planning, the *assessment working group* develops an Assessment Plan using *six steps*:

- Step 1 — Gather tools and assessment data.
- Step 2 — Understand current and desired conditions.
- Step 3 — Develop an assessment framework.
- Step 4 — Develop the collection plan.
- Step 5 — Assign responsibilities for conducting analysis and generating recommendations.
- Step 6 — Identify feedback mechanisms.

Once the *assessment working group* develops the assessment plan, it applies the Assessment Process (monitor, evaluate, and recommend or direct) continuously throughout preparation and execution. Draft FM 6-0 goes into great detail into how to develop an assessment plan.

Assessing Religious Support

Assessment is continuously monitoring and evaluating the current situation and progress of an operation. (ADP 3-0) Assessing progress is the responsibility of all staff sections. Chaplain Sections / UMTs continuously assess the operation from their specific area of expertise and integrate and coordinate their individual assessments in assessment working groups. This feedback process throughout the Operations Process enables them to keep on track. Assessment occurs at all levels of war and at all echelons of command. The situation and echelon dictate the focus and methods chaplains and chaplain assistants use to assess. Chaplain Sections / UMTs assist the commander by continuously assessing the OE and the progress of the RSO as it supports the overall unit mission.

The primary tools used to assess progress of the unit's operation and the RSOs include the OPORD, the COP, personal observations, running estimates, and the unit's Assessment Plan.

Section 3 —The Chaplain and the Army's Operations Process

Assessment (cont.)

Assessing Religious Support (cont.)

Chaplain Sections / UMTs assess RSOs by:

- Monitoring the current situation to collect relevant information for updating the running estimate. The running estimate is used to assess RSOs. The estimate provides information, conclusions, and recommendations. At a minimum, the chaplains and chaplain assistants track:
 - Friendly force capabilities (to include chaplains and chaplain assistants) with respect to ongoing and planned operations.
 - Enemy capabilities, as they impact current RSOs and plans for future RSOs.
 - Civil considerations for current RSOs and plans for future RSOs.
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks. Evaluation helps Chaplain Sections / UMTs determine what is working / not working and gain insights into how to better accomplish their mission.
- Recommending or directing action for improvement of RSOs. While assessment may identify problems, unless it results in recommended adjustments, its use to a Chaplain Section / UMT or a commander is limited.

The impact of religion continues to grow complex as local events, persons, or issues change. These factors cumulatively increase the religious, psychological, and interpersonal demands on Soldiers. Chaplain Sections / UMTs seek to use all available resources effectively to encourage personnel participation in religious activities. Planning must take into consideration — time, transportation, available resources, and technology. Technology helps chaplains and chaplain assistants to plan, prepare, and execute RS to address these demands, but the personal delivery of RS remains paramount. While RSOs can incorporate new technologies, nothing can substitute for personal pastoral presence and protecting and defending the free exercise of religion.

Notes:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Section 4 — The Chaplain and DSCA

What is DSCA?

Definition of Defense Support of Civil Authorities (DSCA):

“Support provided by U.S. Federal military forces, DoD civilians, DoD contract personnel, DoD Component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.”

PPD-8

Section 4 helps to clarify similarities and differences between defense support of civil authorities (DSCA) tasks and other tasks of decisive action. Stability tasks and DSCA tasks are similar in many ways. Both revolve around helping partners on the ground within AOs. Both tasks require Army forces to provide essential services and work together with civil authorities. However, homeland OEs differ from those overseas in terms of law, military chain of command, use of force, and inter-organizational coordination. This section will help Army leaders, to include chaplains and UMTs, understand how operations in the homeland differ from operations by forces deployed forward in other theaters. It illustrates how domestic operational areas are theaters of operations with special requirements. DSCA is a joint mission that supports the national homeland security enterprise. The Department of Defense (DoD) conducts DSCA under civilian control, based on U.S. law and national policy, and in cooperation with numerous civilian partners. National policy, in this context, often uses the word *joint* to include all cooperating partners, as in a joint field office led by civil authorities.

The primary Army doctrinal publications for DSCA are Army Doctrine Publication (ADP) 3-28, *Defense Support of Civil Authorities*, dated July 2012, and Army Doctrine Reference Publication (ADRP) 3-28, dated June 2013, same title.

National Emergency Preparedness Policy

Foundational documents for national preparedness policy and doctrine include:

- Presidential Policy Directive 8 (PPD-8).
- National Incident Management System (NIMS).
- National Response Framework (NRF).
- National Security Strategy (NSS).

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

National Emergency Preparedness Policy (cont.)

These four living documents work hand in hand. The NIMS, NRF, and NSS evolve as needed to improve consistency and account for changing conditions. These documents help define the Army's role when conducting missions in the homeland.

Presidential Policy Directive 8

In 2011, Presidential Policy Directive 8 (PPD-8) initiated new national preparedness efforts still under development as of the publication of ADRP 3-28. The purpose of PPD-8 is to strengthen the security and resilience of the United States through systematic preparation for the threats that include acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters. Led by the Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA), this directive's implementation comprises **six elements**:

- The national preparedness goal.
- The national preparedness system.
- National planning frameworks for five mission areas: response, prevention, protection, mitigation, and recovery.
- Federal interagency operational plans.
- A national preparedness report.
- Building and sustaining national preparedness.

The ***national preparedness goal*** includes ***five mission areas***:

- Prevention
- Protection
- Mitigation
- Response
- Recovery

National Preparedness Goal
A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

The ***national preparedness system*** outlines the approach, resources, and tools for achieving the preparedness goal. It comprises six components generally based on risk, capabilities, and periodic reviews to assess and update the system. The ***six components*** of the national preparedness system are:

- Identifying and Assessing Risk. This part involves collecting historical and recent data on existing, potential and perceived threats and hazards. The results of these risk assessments form the basis for the remaining steps.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

National Emergency Preparedness Policy (cont.)

Presidential Policy Directive 8 (cont.)

- Estimating Capability Requirements. Next, you can determine the specific capabilities and activities to best address those risks. Some capabilities may already exist and some may need to be built or improved. FEMA provides a list of core capabilities related to protection, prevention, mitigation, response and recovery, the five mission areas of preparedness.
- Building and Sustaining Capabilities. This involves figuring out the best way to use limited resources to build capabilities. You can use the risk assessment to prioritize resources to address the highest probability or highest consequence threats.
- Planning to Deliver Capabilities. Because preparedness efforts involve and affect the whole community, it's important that you coordinate your plans with other organizations. This includes all parts of the whole community: individuals, businesses, nonprofits, community and faith-based groups, and all levels of government.
- Validating Capabilities. Now it's time to see if your activities are working as intended. Participating in exercises, simulations or other activities helps you identify gaps in your plans and capabilities. It also helps you see progress toward meeting preparedness goals.
- Reviewing and Updating. It is important to regularly review and update all capabilities, resources and plans. Risks and resources evolve — and so should your preparedness efforts.

Five *national planning frameworks* are expected to focus the core capabilities for each mission area. They will discuss ways that federal agencies work together to meet the needs of individuals, families, communities, and states. The National Response Framework (NRF) will be incorporated as one of the frameworks.

Federal interagency operational plans are expected to cover federal government activities to deliver the five core capabilities. The plans will describe tasks, responsibilities, and interagency integration (including integration of military forces). The plans, when developed, will serve as the federal government's concept of operations.

An *annual national preparedness report* will summarize progress toward achieving the overall preparedness goal.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

National Emergency Preparedness Policy (cont.)

Presidential Policy Directive 8 (cont.)

Building and sustaining national preparedness comprises a range of ongoing activities to be developed. These include public outreach, federal preparedness efforts, grants and technical assistance, and research and development.

National Incident Management System (NIMS)

NIMS provides a management template that applies to all incidents, all levels of government, all homeland security partners (including the military), and all functional disciplines regardless of the cause, size, location, or complexity of an incident. On a daily basis throughout the U.S., fire departments, law enforcement agencies, emergency medical responders, and other partners use the NIMS template for managing emergencies. The emphasis in NIMS is on incident management.

NIMS is organized into five components:

- Preparedness.
- Communications and information management.
- Resource management.
- Command and management.
- Ongoing management and maintenance.

NIMS presents the *incident command system* as the standardized organizational structure for managing all domestic incidents. The incident command system is used to organize on-scene (in the field) and supporting operations for incidents of any size. Not only does NIMS provide an organizational structure for incident management, but it also guides a process for planning, building, and adapting the incident management structure based on the situation.

Incident command — Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

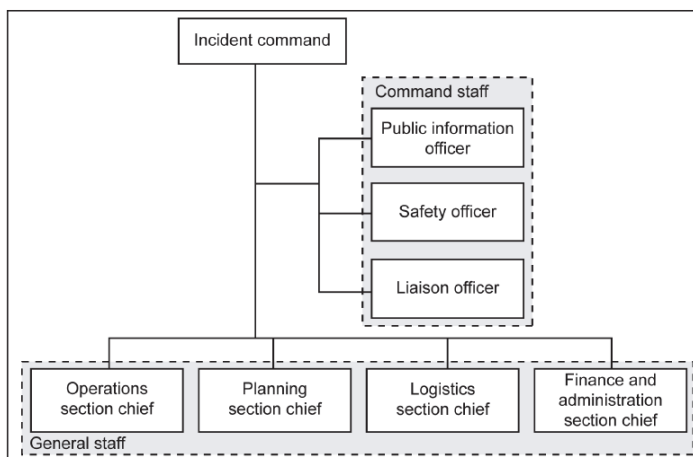
A single incident commander or unified command establishes an *incident command post* as close to the incident as practical. The diagram on the following page reflects a possible command post structure.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

National Emergency Preparedness Policy (cont.)

National Incident Management System (NIMS) (cont.)



Basic Incident Command Post Structure (NIMS)

When a single incident commander or a unified command manages two or more incidents located in the same general area, this arrangement is known as an **incident complex**. An incident complex approach is used when it is more efficient for one command to manage concurrent incidents relatively close together.

A **multiagency coordination group** is an ad hoc coordination group usually consisting of administrators, executives, or other representatives from participating entities. The group members commit their organizations' resources and funds to support an incident response. Multiagency coordination groups establish coordination processes — referred to as systems — that bridge members' jurisdictional lines and disciplines to support operations on the ground. Multiagency coordination groups coordinate with the single incident commander or unified command, usually by placing personnel at or near an emergency operations center.

An **emergency operations center (EOC)** is a temporary or permanent facility where the coordination of information and resources to support incident management activities normally takes place (**JP 3-41**). An EOC may be a relatively small, temporary facility, or a permanently established facility. Many cities, most counties, and most states have permanent EOCs.

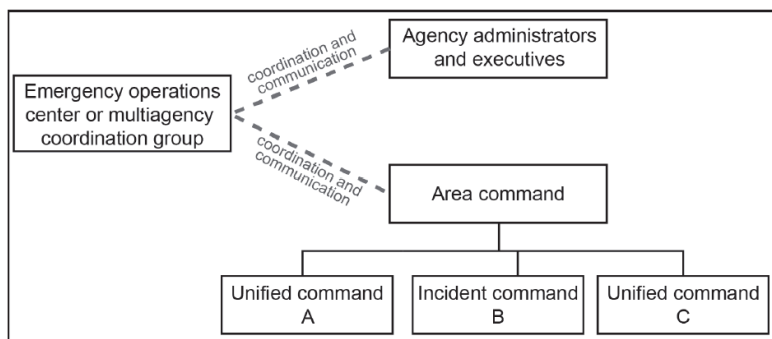
Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

National Emergency Preparedness Policy (cont.)

National Incident Management System (NIMS) (cont.)

These EOCs may be organized by major functional disciplines (such as fire, law enforcement, and medical services), by jurisdiction (such as federal, state, regional, county, city, and tribal), or by some combination of function and jurisdiction. EOC is a generic term for a type of multiagency entity; EOCs are called by a variety of different names. An EOC normally includes a full staff performing coordination; communications; resource allocation and tracking; and information collection, analysis, and dissemination. An emergency operations center typically serves as a central communication point between entities participating in the incident command system managing operations in the field and the multiagency coordination groups. However, in a complex situation, the civil authority with jurisdiction may establish an *area command* to oversee multiple incident command organizations. An area command may interface between several incident command posts and supporting centers or groups. (The following figure illustrates how an EOC coordinates support for an area command.)



Example of Coordination of Resources and Command (NIMS)

NIMS describes a planning process for developing an incident action plan. Army leaders should be familiar with the NIMS planning process to synchronize planning with civilian counterparts. The NIMS planning process represents a template for planning that includes all steps a single incident commander or unified command and members of the command and general staff should take to develop and disseminate an incident action plan. The process contains five primary phases designed to enable the accomplishment of incident objectives within a specified time.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

National Emergency Preparedness Policy (cont.)

National Incident Management System (NIMS) (cont.)

The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an impending or already occurring incident. The five primary phases in the planning process are:

- Understand the situation.
- Establish incident objectives and strategy.
- Develop the plan.
- Prepare and disseminate the plan.
- Execute, evaluate, and revise the plan.

National Response Framework (NRF)

Whereas NIMS provides a template for managing incidents regardless of their type or scope, the National Response Framework (NRF) emphasizes *response*. Response refers to immediate actions to save lives, protect property and the environment, and meet basic human needs. Response includes executing emergency plans and supporting short-term recovery and stabilization of communities.

Updated in 2013, NRF contains doctrinal principles, partner roles, and structures for coordinating a national response. It describes specific response structures and mechanisms. NRF explains established response processes developed in coordination with all levels of government (local, state, tribal, territorial, and federal) and improved over time. It applies incident management constructs from NIMS to align key roles and responsibilities. NRF describes authorities and best practices for defined incident types.

The *five principles* of national response doctrine are:

- **Engaged partnerships.** Engaged partnerships are essential to preparedness.
- **Tiered response.** Incidents must be managed at the lowest possible jurisdictional level and supported by additional capabilities when needed.
- **Scalable, flexible, and adaptable operational capabilities.** As incidents change in size, scope, and complexity, the response must adapt to meet requirements.
- **Unity of effort through unified command.** Effective unified command is indispensable to response activities and requires a clear understanding of the roles and responsibilities of each participating organization.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

National Emergency Preparedness Policy (cont.)

National Response Framework (NRF) (cont.)

- **Readiness to act.** Effective response requires readiness to act balanced with an understanding of risk. Responders train, plan, and act using the NIMS constructs.

These principles are rooted in the federal system and the Constitution's division of responsibilities between state and federal governments. These principles reflect the history of emergency management and the distilled wisdom of responders and leaders across the whole community.

NRF comprises a core document, ***emergency support function*** annexes (known as ESFs), support annexes, and incident annexes:

- ***ESFs*** present missions, policies, structures, and responsibilities of federal agencies for support during an incident, grouped into fourteen functional areas.
- ***Support annexes*** describe how partners coordinate and execute common support processes.
- ***Incident annexes*** describe seven specific contingency or hazard situations.

As of 2013, the ESFs group federal resources and capabilities into fourteen functional areas most likely needed for national incident response. ESFs outline responsibilities agreed to by each participating entity. Each ESF designates one entity as the ESF coordinator (sometimes referred to as the lead). Each ESF also has primary and supporting agencies. DoD is a supporting agency for all ESFs except #3, ***Public Works and Engineering***, through the United States Army Corps of Engineers (USACE).

The following are the ESF functional areas and coordinators (leads):

- ***ESF #1: Transportation.*** Coordinator: Department of Transportation
- ***ESF #2: Communications.*** Coordinator: Department of Homeland Security (DHS)
- ***ESF #3: Public Works and Engineering.*** Coordinator: DoD (United States Army Corps of Engineers)

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

National Emergency Preparedness Policy (cont.)

National Response Framework (NRF) (cont.)

- **ESF #4: Firefighting.** Coordinator: Department of Agriculture (United States Forest Service) and DHS (FEMA and United States Fire Administration)
- **ESF #5: Information and Planning.** Coordinator: DHS (FEMA)
- **ESF #6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.** Coordinator: DHS (FEMA)
- **ESF #7: Logistics.** Coordinator: General Services Administration and DHS (FEMA)
- **ESF #8: Public Health and Medical Services.** Coordinator: Department of Health and Human Services
- **ESF #9: Search and Rescue.** Coordinator: DHS (FEMA)
- **ESF #10: Oil and Hazardous Materials Response.** Coordinator: Environmental Protection Agency
- **ESF #11: Agriculture and Natural Resources.** Coordinator: Department of Agriculture
- **ESF #12: Energy.** Coordinator: Department of Energy
- **ESF #13: Public Safety and Security.** Coordinator: Department of Justice (Bureau of Alcohol, Tobacco, Firearms and Explosives)
- **ESF #15: External Affairs.** Coordinator: DHS

National Security Strategy

The *National Security Strategy (NSS)* is a document approved by the President of the United States for developing, applying, and coordinating the instruments of national power to achieve objectives that contribute to national security (**JP 1**). A major strategic goal in the 2010 document is strengthening security and resilience in the homeland. The U.S. must be able to meet threats and hazards including terrorism, disasters, cyber attacks, and pandemics. Army forces contribute to the nation's capability to manage emergencies effectively by conducting DSCA missions.



Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

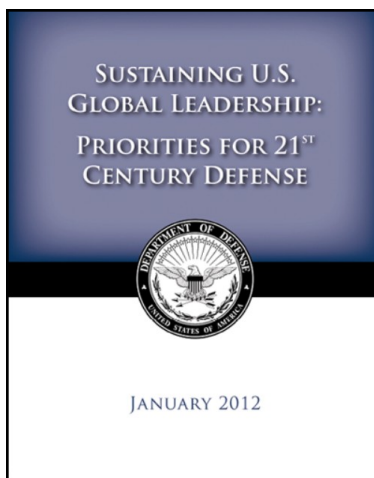
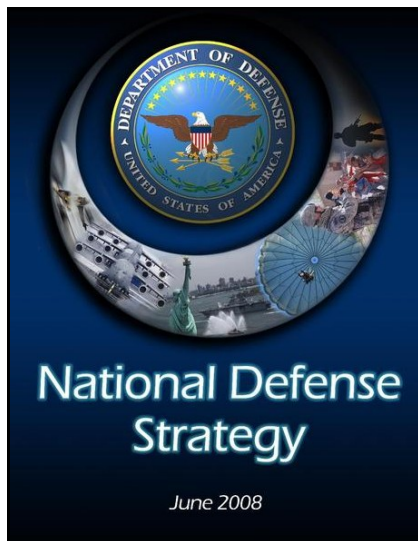
Military Emergency Preparedness Policy

Foundational documents for military preparedness policy include:

- *National Defense Strategy.*
- *National Military Strategy.*
- *DoD Directive (DoDD) 3025.18.*

Army DSCA doctrine (specifically ADP and ADRP 3-28) supports these three policy documents.

National Defense Strategy refers to a document approved by the SecDef for applying the Armed Forces of the United States in coordination with DoD agencies and other instruments of national power to achieve national security strategy objectives (JP 1). A key defense objective (per the 2008 document) is defending the homeland — this is integrated with maintaining capacity to support civil authorities in times of national emergency.



DoD works closely with DHS and other partners to plan, prepare for, and execute disaster response and recovery operations. Additional strategic guidance is described in *Sustaining U.S. Global Leadership: Priorities for the 21st Century Defense*.

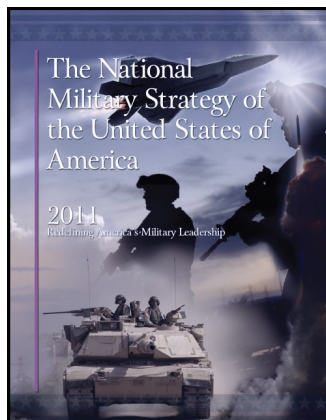
This 2012 document expands on the *2008 National Defense Strategy*.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Military Emergency Preparedness Policy (cont.)

The *National Military Strategy* is a document approved by the Chairman of the Joint Chiefs of Staff for distributing and applying military power to attain national security strategy and national defense strategy objectives (JP 1). To achieve the key military objective of strengthening the security of the United States, DoD works with DHS, state and local governments, nongovernmental organizations (NGO), and other unified action partners for conducting incident management and response.



	Department of Defense DIRECTIVE
NUMBER 3025.18 December 29, 2010	
UNSD/P	
SUBJECT: Defense Support of Civil Authorities (DSCA)	
References: See Enclosure 1	
1. PURPOSE. This Directive:	
a. Establishes policy and assigns responsibilities for DSCA, also referred to as civil support.	
b. Supersedes and cancels DoD Directive (DoDD) 3025.1 and DoDD 3025.15 (References (i) and (ii)).	
c. Supplements the regulations (in DoDD 3125.5 (Reference (iii)) required by section 375 of title 10, United States Code (U.S.C.), (Reference (iv)) regarding military support for civilian law enforcement.	
d. Provides guidance for the execution and oversight of DSCA when requested by civil authorities or by qualifying entities and approved by the appropriate DoD official, or as directed by the President, within the United States, including the District of Columbia, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any territory or possession of the United States or any political subdivision thereof.	
e. Authorizes immediate response authority for providing DSCA, when requested.	
f. Authorizes emergency authority for the use of military force, under dire situations, as described in paragraph 4.1. above the signature of this Directive.	
2. APPLICABILITY. This Directive:	
a. Applies to OSD, the Military Department, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other	

Department of Defense Directive (DoDD) 3025.18, Subject: Defense Support of Civil Authorities (DSCA), dated December 2010, establishes DoD policy and responsibilities for DSCA.

DoDD 3025.18 defines *defense support of civil authorities* as:

“Support provided by U.S. Federal military forces, DoD civilians, DoD contract personnel, DoD Component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.”

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Tiered Response

Army forces operate as part of a larger national effort characterized as ***unified action*** — *the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1)*. Army leaders must integrate their actions and operations within this larger framework, collaborating with entities outside their control. Nowhere is this more true than in DSCA, in which Army forces conduct ULO to integrate fully with national preparedness efforts:

“Our national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens. Everyone can contribute to safeguarding the Nation from harm. As such, while this directive is intended to galvanize action by the Federal Government, it is also aimed at facilitating an integrated, all-of-Nation, capabilities-based approach to preparedness.”

Presidential Policy Directive 8

Key Tiered Response Partners Below Federal Level

At all levels, military forces, NGOs, and other private sector entities work closely with civil authorities in response to an incident. Partners conduct incident response operations, including military support, based on the principal of tiered response. The key civil authorities in a tiered response are:

- Local government.
- Tribal government.
- State government.
- Territorial government.
- Federal government.

Support begins at the lowest level of government and escalates based on requirements.

Local governments (such as cities, towns, or counties) respond to emergencies routinely using their own resources. They also rely on mutual aid agreements with neighboring jurisdictions when they need additional resources. A mayor or county manager, as chief executive officer, is responsible for the public safety and welfare of the people of that jurisdiction. This individual may also serve as the principal advisor to the state emergency director or homeland security administrator.

Tribal governments respond to the same range of incidents that other jurisdictions face. They may request support from neighboring jurisdictions or provide support under mutual aid agreements. The U.S. has a trust relationship with Native American tribes and recognizes their right to self government. As

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Tiered Response (cont.)

Key Tiered Response Partners Below Federal Level (cont.)

such, tribal governments are responsible for coordinating resources to address actual or potential incidents. When local resources are not adequate, tribal leaders seek help from states or the federal government. Tribal governments normally work with the state, but as sovereign entities, they can seek federal government support directly.

Native American reservations have a special status within incident response operations. They are neither federal property, nor are they part of the state in which they are located. Within the reservation, each Indian Nation controls its own affairs. Most tribes have agreements in place with surrounding jurisdictions for emergency assistance such as medical, fire, and hazardous material response. Both the tribal authorities and the Department of the Interior, specifically the Bureau of Indian Affairs, must approve any military response into a Native American reservation. In a reversal of the normal response sequence, the President could commit federal resources to an emergency on a reservation, while the National Guard of the surrounding state remained in a supporting role, outside the reservation. The tribal chief executive officer is responsible for the public safety and welfare of the people of that tribe.

The **state** helps local governments if they request support. States have significant resources, including emergency management and homeland security agencies, state police, health agencies, transportation agencies, incident management teams, specialized teams, and the National Guard. The National Guard is under the command of the governor and is the state's military force, readily available to respond to emergencies or disasters by the order of the governor. If additional resources are needed, the state may request support from other states through interstate mutual aid agreements such as the Emergency Management Assistance Compact (EMAC). Administered by the National Emergency Management Association, EMAC is a congressionally-ratified organization that structures interstate mutual aid. If an incident is beyond the local and interstate capabilities, the governor can seek federal support. The state will collaborate with the affected communities and the federal government to provide the help needed.

The public safety and welfare of a state's residents are fundamental responsibilities of every **governor**. The governor coordinates state resources and provides the strategic guidance for response to all types of incidents. This includes supporting local governments, as needed, and coordinating support with other states and the federal government.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Tiered Response (cont.)

Key Tiered Response Partners Below Federal Level (cont.)

Each state has a ***state emergency management agency***, which is the state's counterpart to FEMA. The agency's name and the title of its manager vary by state. Each state has an emergency operations center (EOC), normally manned at minimum levels but rapidly expandable and organized according to NIMS and NRF principles. Some states have mobile command center capabilities allowing the state EOC to move into a facility near the scene of a large emergency. Every state has some sort of mobile forward command post to allow the governor and emergency manager to maintain control. The organization of ESFs at state level varies somewhat, with many states having more than fourteen, and some having fewer. Some state emergency management agencies can dispatch specialized capabilities to support local responders.

In addition, some states combine emergency management with homeland security functions. Other states maintain a separate ***homeland security agency*** or advisor. In some states, the ***adjutant general*** (AG) may serve as the state director of homeland security and the administrator of the state emergency management agency.

The administrator of the ***state emergency management agency*** coordinates state-level emergency response and serves as the principal advisor to the governor for homeland security if there is not a separate homeland security director. Coordination includes local and tribal governments, other states, the federal government, NGOs, and other private sector entities.

Many states designate a homeland security advisor who serves as counsel to the governor on homeland security issues. A state homeland security advisor typically serves as a liaison between the governor's office, the state homeland security structure, DHS, and other organizations inside and outside the state. The advisor often chairs a committee of representatives from partner agencies, including public safety, emergency management, public health, environmental, and agricultural agencies; the state's National Guard; and others charged with developing prevention, protection, mitigation, response, and recovery strategies.

State emergency management and response entities rely on the ***National Guard*** for expertise in critical areas. Examples include emergency medical services; communications; logistics; search and rescue; civil engineering; and chemical, biological, radiological, and nuclear (CBRN) incident response.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Tiered Response (cont.)

Key Tiered Response Partners Below Federal Level (cont.)

As a state resource, a governor may activate National Guard units (usually serving in state active duty status) to support local or state authorities. State National Guard units are usually the first military responders to any incident.

Numerous other entities respond to domestic incidents. Responding groups may be local, regional, national, permanent, ad hoc, or even international. ***Nongovernmental organizations (NGO)*** and private sector entities are essential partners. These groups often provide specialized services that help individuals with special needs, including those with disabilities. They help with shelter, food, counseling services, and other vital support.

Some NGOs have a charter to perform emergency assistance, such as the American Red Cross. Faith-based organizations often support disaster relief. Quite often, ad hoc groups of concerned citizens travel to a disaster and offer their services and resources to relief organizations. Responding organizations normally link their efforts to civil authorities through the local and state EOCs. Sometimes they simply go to where they perceive a need.

Commanders need to coordinate with the leadership of NGOs and other private sector organizations on the ground and establish a collaborative working relationship with them. Commanders may need to explain that requests for military support must go through the appropriate coordinating officer. Effective relationships depend on making clear to a supporting group's leadership what Soldiers in the area can and cannot do for them according to laws and policies.

Key Tiered Response Partners at the Federal Level

The federal government maintains numerous resources to help state governments requesting help in responding to incidents. In addition, federal departments and agencies may also request and receive help from other federal departments and agencies.

The ***Department of Homeland Security (DHS)***, established in 2002, has the mission to help the U.S. become safer, more secure, and resilient against terrorism and other potential threats. The Secretary of Homeland Security is responsible for coordinating a federal response in support of other federal, state, local, tribal, or territorial authorities. Most agencies under DHS support civil authorities, based on the NRF, for a variety of scenarios.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Tiered Response (cont.)

Key Tiered Response Partners at the Federal Level (cont.)

Any of these agencies may request military support for their operations.

DHS comprises several agencies with law enforcement (LE) responsibilities. These include:

- United States Customs and Border Protection,
- United States Immigration and Customs Enforcement,
- Transportation Security Administration, and
- United States Secret Service.

The ***Federal Emergency Management Agency (FEMA)*** is part of DHS. Its mission is to support citizens and first responders and ensure the Nation builds, sustains, and improves its capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. In addition to its ongoing central functions, FEMA coordinates regional operations through offices in ten regions. The main HQ in each FEMA region is known as a regional response coordination center. These are permanently staffed multiagency coordination centers, organized according to ESFs. Through the permanent regional support teams in these centers, FEMA conducts ongoing coordination with partners in each region. DoD works directly with the FEMA regions by maintaining a defense coordinating officer (DCO) on each regional support team. During a response, a center can be activated and expanded rapidly to coordinate initial federal response efforts within a region. The expanded regional response coordination center normally coordinates the federal response until a joint field office is established.

The ***U.S. Coast Guard (USCG)*** is part of DHS. The Coast Guard's homeland security missions include port, waterway, and coastal security; drug interdiction; control of illegal immigration; and other law enforcement missions. Other activities include marine safety, search and rescue, aids to navigation, living marine resource protection (fisheries enforcement), marine environmental response, and icebreaking. The USCG is the fifth Armed Service, but it falls under Title 14, United States Code (USC). It is a LE agency, as well as a military Service, with offices and units across the U.S. Because of its unique status among the Armed Services, the USCG supports and is supported by the other Armed Services. Because of its Title 14 responsibilities, the USCG frequently supports civil authorities, and vice versa, as a component of DHS.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Tiered Response (cont.)

Key Tiered Response Partners at the Federal Level (cont.)

Among its many agencies, the **Department of Justice (DoJ)** includes the Federal Bureau of Investigation (FBI); the Drug Enforcement Administration (DEA); and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). The Attorney General (AG) of the U.S. has lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the U.S. The AG acts through the FBI and cooperates with other federal departments and agencies engaged in activities to protect national security. The AG and these departments and agencies coordinate the activities of other members of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the U.S.

The mission of the **Federal Bureau of Investigation (FBI)** is to protect and defend the U.S. against terrorist and foreign intelligence threats, to uphold and enforce the criminal laws of the U.S. , and to provide leadership and criminal justice services to federal, state, municipal, and international agencies and partners.

The mission of the **Drug Enforcement Administration (DEA)** is to enforce the controlled substances laws and regulations of the U.S. The DEA aims to bring to the criminal and civil justice systems of the U.S., or other appropriate jurisdictions, those involved in growing, manufacturing, or distributing controlled substances in or destined for illicit traffic in the U.S.

The mission of the **Bureau of Alcohol, Tobacco, Firearms and Explosives (known as ATF)** is to conduct criminal investigations, regulate the firearms and explosives industries, and assist other law enforcement agencies. This work is undertaken to prevent terrorism, reduce violent crime, and protect the public in a manner that is faithful to the Constitution and the laws of the U.S.

During an incident response, other federal agencies may fulfill primary, coordinating, or supporting roles, or any combination. The ESFs outline the various roles, authorities, resources, and responsibilities. Although DOD usually supports DHS, any agency may request federal military support if its own resources are overtaxed.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Tiered Response (cont.)

Key Tiered Response Partners at the Federal Level (cont.)

Several federal agencies can declare disasters or emergencies, and DoD may support agencies such as:

- Department of Agriculture.
- Department of Commerce.
- Department of Health and Human Services.
- Department of the Interior.
- Department of Energy.

For example, the Secretary of Agriculture (*Department of Agriculture, DoA*) may declare a disaster in certain situations when a county has sustained production loss of thirty percent or greater in a single major enterprise, authorizing emergency loans for physical damages and crop loss. The Forest Service (as part of the Department of Agriculture) supports wild land fire fighting. The *Secretary of Health and Human Services* may declare a public health emergency and directs the national response to communicable diseases.

The *Department of the Interior (DoI)* includes the Bureau of Indian Affairs, Bureau of Land Management, and the National Park Service. These agencies provide wild land fire fighting teams and incident management teams.

The *Department of Energy (DoE)* is the coordinator for ESF #12. In the event of an accident involving a U.S. nuclear weapon, DoE would work directly with DoD according to established plans and procedures.

Unity of Effort

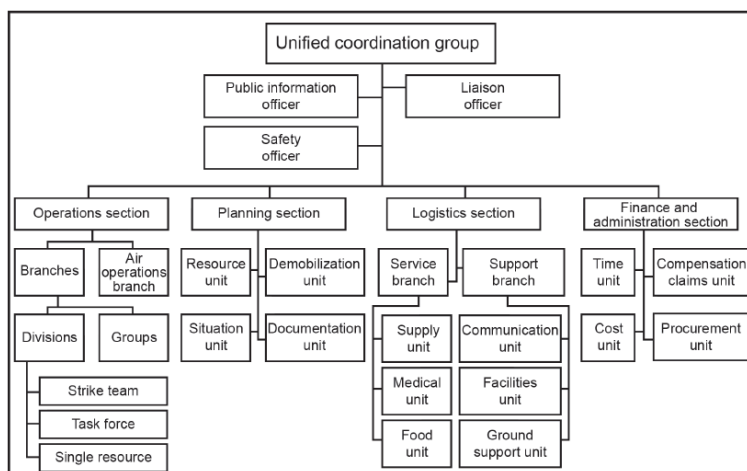
When a large incident exceeds the scope of a regional response coordination center, FEMA establishes a joint field office (JFO) near the incident site (*joint*, in this context, means multiagency) to coordinate support from federal agencies and other partners. The joint field office becomes the primary federal-level (and NIMS-based) coordination structure supporting the incident, but it does not manage on-scene operations. Partners working together in a JFO can include federal, state, tribal, and local civil authorities with primary responsibility for response and recovery, along with private-sector and NGOs.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Unity of Effort (cont.)

FEMA organizes every joint field office to achieve unified coordination according to the NIMS and NRF, adapted to meet the requirements of the situation. Therefore, every joint field office has a similar division of major responsibilities but is staffed differently. A joint field office may be geographically grouped or functionally grouped. Sometimes air operations or evacuation functions are included. Operations at a joint field office continue as long as needed. The following figure illustrates a notional, fully-staffed joint field office with all ESFs activated.



Notional, Fully-staffed Joint Field Office

When FEMA uses a JFO, the Administrator of FEMA and the Secretary of Homeland Security recommend a federal coordinating officer for the operation, and the President makes the appointment. The federal coordinating officer represents FEMA in the unified coordination group and ensures integration of federal activities. The unified coordination group consists of designated state and federal officials working together to manage the response. Normally, the federal coordinating officer selected for a specific operation is a full-time, permanent federal coordinating officer from within the FEMA region affected by the incident. In some cases, an officer from another FEMA region becomes the federal coordinating officer for the operation because of availability. Should a large response require more than one JFO, the Secretary of Homeland Security or the President would likely designate an individual to ensure efficient federal government operations.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Unity of Effort (cont.)

This individual would represent DHS in each unified coordination group. However, for most incidents requiring a federal government response, the federal coordinating officer is the senior federal official for the operation.

Army leaders must understand how operations in the homeland differ from operations by forces operating in the forward regions so they can achieve ***unity of effort*** — *coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action (JP 1)*. In addition to the limits on types of tasks permissible in the homeland, the differences are particularly apparent in how forces coordinate and cooperate to achieve unity of effort. Military commanders and civilian leaders need to keep in mind the distinctions between the Components of the Army. ***Each Component of the Army has different DSCA capabilities, requirements, and restrictions.*** In DSCA, the total Army is operating with different Components serving under separate chains of command and performing different tasks. National Guard forces in Title 32 status serve under their governor and adjutant general; federal (Title 10) forces serve under the President, Secretary of Defense, and combatant commander. This arrangement is based on constitutional principles that are a strength, not a weakness, for the Nation and the Army. This arrangement is a significant and distinct aspect of military operations in the homeland.

Army forces of any Component demonstrate the Army's core competencies through combinations of decisive action tasks (e.g., offense, defense, stability, and DSCA). Army Components support civil authorities in the homeland by performing DSCA tasks. Domestic laws and national and DoD policies structure military tasks and missions to ensure unity of effort.

Military forces that conduct DSCA missions under federal authority may include Regular Army, Marine Corps, Navy, and Air Force; activated Army, Marine Corps, Navy, and Air Force Reserves; and National Guard units placed in federal service. *Federal service* is defined as:

“A term applied to National Guard members and units when called to active duty to serve the United States Government under Article I, Section 8 and Article II, Section 2 of the Constitution and the Title 10, United States Code, Sections 12401 to 12408.”

JP 4-05

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Unity of Effort (cont.)

Call-ups to support disaster response under Title 10 are not limited to the National Guard. Federal (Title 10) forces conducting DSCA missions may include federalized National Guard units and activated Army Reserve. A senior federal official from an agency of the federal government coordinates all federal support, including federal military.

Military forces that support civil authorities under state authority are ARNG and sometimes ANG, serving under state authority in state active duty status or Title 32 duty status. State National Guard forces in state active duty status perform tasks of decisive action, as part of National Guard civil support missions in state service. State National Guard forces under Title 32 duty status perform tasks of decisive action as part of DSCA missions, but in state service.

This publication (referencing ADRP 3-28) briefly discusses National Guard capabilities and organization to facilitate coordination for unified action. However, National Guard operations in state active duty status do not fall under the definition of DSCA.

Core DSCA Purposes

Army leaders ensure that Army units supporting civil authorities in the homeland are guided by ***three core purposes***:

- Save lives.
- Alleviate suffering.
- Protect property.

Some missions may accomplish these purposes directly. An aircraft crew participating in a search and rescue operation is there to save lives. Soldiers fighting fires in a national forest are guarding public property, as are the National Guard Soldiers patrolling streets in the aftermath of a tornado. Other missions accomplish these purposes indirectly. Soldiers and civilians helping load medical supplies for shipment from an installation to a municipal shelter will not meet the people housed there, but their actions will help reduce the distress of their fellow citizens. In the absence of orders, or in uncertain and chaotic situations, each Soldier governs his or her actions by these three purposes and the Army values.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Core DSCA Purposes (cont.)

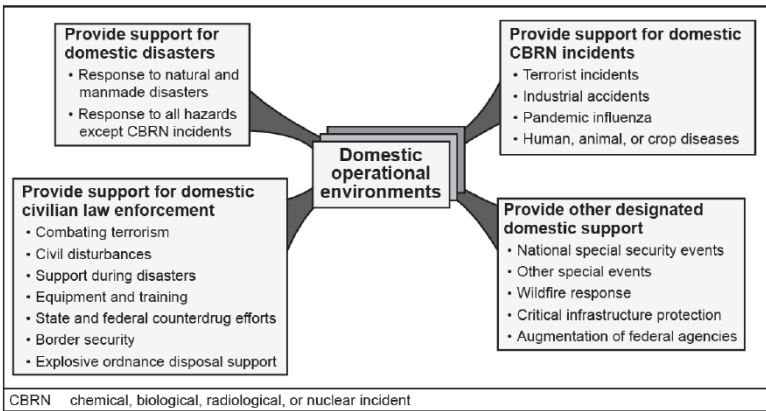
The Army brings the following strengths to DSCA missions:

- Commanders exercise leadership.
- Exploit the initiative.
- Arrival and departure.
- Service to the Nation.
- Ethical performance.
- Build relationships.

Core DSCA Tasks

Army forces demonstrate the Army’s core competencies by combining offensive, defensive, and stability or DSCA tasks. The continuous, simultaneous combination of tasks is known as decisive action (DA) — one of the foundations of ULO. In DSCA, DA refers to how Army forces combine DSCA tasks to support homeland security and, if required, DSCA tasks with offensive and defensive tasks to support homeland defense. Army forces conduct **four core tasks** in support of DSCA and the overall homeland security enterprise:

- Provide support for domestic disasters.
- Provide support for domestic civilian law enforcement.
- Provide support for domestic CBRN incidents.
- Provide other designated domestic support.



Core DSCA Tasks with Examples

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Core DSCA Tasks (cont.)

One of the missions that federal or state NG forces receive on a regular basis is **firefighting** on federal, state, and local undeveloped land (wild land firefighting). This is a hybrid mission, sharing aspects of disaster response and planned support to an agency or community. Additionally, federal and state NG forces provide support to Presidential inaugurations, political conventions, and large professional sporting events such as the Super Bowl and Major League Baseball's All-Star Game.

Chapter 4 of ADRP 3-28 goes into considerably more detail when addressing these four core tasks. The ADRP further addresses:

- Tactical considerations for performing these four core tasks within five of the warfighting functions (WFF) (e.g., mission command, movement and maneuver, intelligence, protection, and sustainment). Only the Fires WFF is not addressed, for obvious reasons.
- Special considerations for each of the four core tasks, going into much more detail.

Functional Characteristics

Soldiers and Army civilians need to understand the **functional characteristics** of DSCA so they can employ the Army's capabilities efficiently, effectively, ethically, and legally. Although many small-unit tactical tasks are common to stability missions and DSCA, there are important differences in the conditions associated with them. In general, the roles of civilian organizations and the relationship of military forces to federal, state, tribal, and local agencies are different. The support provided by Army forces depends on specific circumstances dictated by law.

Four functional characteristics that shape the decisions and actions of Army commanders and leaders conducting DSCA tasks are:

- State and federal laws define how military forces support civil authorities.
- Civil authorities are in charge, and military forces support them.
- Military forces depart when civil authorities are able continue without military support.
- Military forces *must* document costs of all direct and indirect support provided.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations

The application of complicated U.S. laws and military policies makes DSCA distinct from operations conducted abroad. Legal issues are likely to arise and necessitate timely legal advice during DSCA missions. This publication (from ADRP 3-28) only provides a summary; this is not a comprehensive review of every requirement and restriction. Commanders should always consult their staff judge advocate (SJA) for legal advice.

Commanders and Soldiers must understand the duty status of the forces providing support and how their duty status affects field operations. The Army supports elected officials with complementary capabilities when and where needed through unified action (despite overlapping definitions of terms):

“Homeland Defense and Defense Support to Civil Authorities (DSCA) are total force missions. Unity of effort is maintained consistent with statutory responsibilities in operations involving Federal forces and non-federalized National Guard forces with Federal forces under Federal command and control and non-federalized National Guard forces under State command and control.”

DoDD 1200.17

Each Component of the Army (Regular Army, Army Reserve, and Army National Guard) has different capabilities, requirements, and restrictions for supporting civil authorities. Regular Army (RA) forces and activated Army Reserve units always conduct DSCA missions under the command of the President, exercised through the Secretary of Defense and the combatant commanders. Army National Guard (ARNG) and Air National Guard (ANG) are state forces. ARNG and ANG units conduct DSCA missions or National Guard civil support missions under the command of their governors. If placed in federal service, under Title 10, National Guard units become federal military forces. This means military support for a large incident response can include simultaneous operations of:

- Federal military forces made up of RA, activated Army Reserve, and federalized ARNG.
- State military forces made up of ARNG and ANG.

Operations of various military units will be in support of different agencies, within overlapping operational areas, and under different chains of command.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

Army National Guard (ARNG) operations:

- Dual role — as a state force under the governor's authority, and as a reserve force of that the President may call up for federal service.
- ARNG units operating under state authority — in state active duty status or in Title 32 duty status — have advantages and disadvantages for employment in support of civil authorities:
 - Advantages are proximity, responsiveness, knowledge of local conditions, tactical flexibility in domestic operational areas, and closer association with state and local officials. The National Guard is more flexible in terms of the range of missions forces may be assigned, particularly regarding law enforcement tasks within the home state.
 - Disadvantages are wide distribution of units between states, limited endurance, and the limited ability of the states to fund them for extended periods. Each day the National Guardsman is deployed is a day away from civilian employment. Task organization of subordinate units is another limitation.

In domestic operations, duty status refers to the broad legal authority under which Army forces support civil authorities. Important differences related to duty status exist at the departmental and adjutant general (AG) levels, as pay and benefits are affected. In addition, the *Posse Comitatus Act (PCA)* authorizes certain tasks and prohibits others depending on duty status.

The duty status of a unit — the legal standing of the organization — determines its chain of command and the missions it may undertake within the homeland.

Not all individuals wearing an Army uniform are part of the Army. Twenty-four states have a **state defense force**, organized under a separate provision of Section 109(c) of Title 32, USC. Many of these units wear standard Army uniforms. A state defense force may be a state-organized defense force, a state guard, or even a named militia unit. However, these are not Army National Guard forces, although they usually are the responsibility of the state's adjutant general (AG). They are always under the governor's authority. Members of a state defense force cannot be federalized.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

State defense forces may conduct law enforcement missions consistent with state laws and orders by their governor. In some states, the defense force has law enforcement authority similar to credentialed law enforcement. State defense forces may be on-scene, operating in the same areas as National Guard units conducting National Guard civil support and federal Army units conducting DSCA.

Authority for Federal Military Support in Emergencies

Authorities of the President:

- The President possesses inherent authority derived not from specific constitutional provisions or statutes, but from the aggregate of presidential responsibilities as the Nation's Chief Executive, Commander in Chief of the Armed Forces, and the highest law enforcement authority.
- Supreme Court decisions have held that the President has the inherent authority to preserve order and ensure public health / safety during a national crisis / emergency, according to the necessities of the situation.
- The President can take immediate action based on the President's inherent authority to act when no one else is capable of doing so.
- The *National Emergencies Act of 1976* (Sections 1601-1651, Title 50, USC) gives the President broad authorities to respond to emergencies, subject to Congressional regulation of these emergency powers.

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (The Stafford Act) — five ways for the President to provide federal support to civil authorities:

- The President may ***declare a major disaster*** when an incident is severe enough to necessitate federal assistance to save lives, protect property, or lessen or avert the threat of a catastrophe.
- The President may ***declare an emergency***.
- The President may direct the SecDef to send federal military forces on an emergency basis to preserve life and property for a period not to exceed ten days (***DoD 10-day emergency work authority***).
- The President may unilaterally issue an emergency declaration and send federal assets to an area or facility over which the federal government exercises exclusive or primary responsibility by virtue of the Constitution or a federal statute (***federal primary responsibility authority***).
- The major disaster and emergency sections of the *Stafford Act* were amended in October 2006. The change allows the President to provide unrequested federal assistance under limited critical circumstances,

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

Authority for Federal Military Support in Emergencies (cont.)

- (continued) where the President (1) has previously issued a major disaster or emergency declaration and (2) later determines a situation is critical, but the state has not requested assistance; the President may rapidly deploy critical resources to help victims. Moreover, the federal government would cover the cost because the state did not request assistance (*accelerated federal assistance*).
- When the President declares a major disaster or emergency under the *Stafford Act*, the NG may be ordered to support the relief effort under section 12406 of Title 10, USC. For example, the President may federalize and deploy NG weapons of mass destruction–civil support teams to support a CBRN incident in another state.

Authority of the Secretary of Defense (SecDef):

- Directs and controls DoD, issues regulations, and manages federal military personnel, property, and facilities.
- Issues DoD directives pertaining to DSCA, such as DoDD 3025.18.
- Designates the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs (ASD (HD&ASA)) as the DoD domestic crisis manager (per DoDD 5111.13). The ASD (HD&ASA) has policy, planning, advice, and approval authority for DSCA, except for civil disturbance; CBRN incidents; direct support to civilian LE agencies; and the use / potential use of lethal force by federal military forces — which the SecDef retains.
- The SecDef has authorized the commanders of USNORTHCOM and USPACOM to provide limited DSCA on their own within their respective AORs. Specifically, they are authorized to perform the following actions with their assigned and allocated forces and certain aviation, communication, transportation, and medical units:
 - Place them on a 24-hour prepare-to-deploy alert for up to seven days.
 - Deploy them for up to sixty days, first notifying the SecDef and the Chairman of the Joint Chiefs of Staff.
 - Employ forces in an emergency after personally approving a request for immediate response from a primary agency such as FEMA, first notifying the SecDef and the Chairman of the Joint Chiefs of Staff.

Posse Comitatus Act (PCA). The Constitution does not explicitly bar the use of military forces in civilian situations, but the U.S. has traditionally refrained from employing troops to enforce laws except in cases of necessity.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

Authority for Federal Military Support in Emergencies (cont.)

The *PCA* (Section 1385, Title 18, USC) punishes those who willfully use any part of the Army or Air Force as a *posse comitatus* or otherwise to execute the laws, unless expressly authorized by the Constitution or Act of Congress. Questions arise most often in the context of defense support of civilian LE agencies.

The *PCA* applies by regulation to the Navy and Marines. It does not prohibit activities conducted for a military purpose (such as base security or enforcement of military discipline) that incidentally benefit civilian LE bodies. The *PCA* does not apply to the state NG forces, but state law may impose similar restrictions.

The *PCA* is violated when:

- Civilian law enforcement officials make direct active use of military investigators.
- The military pervades the activities of civilian officials.
- The military is used to subject citizens to the exercise of military power that is regulatory, prescriptive, or compulsory in nature.

Congress has provided for a number of **statutory exceptions** to the *PCA* by explicitly vesting law enforcement authority either directly in a military branch (the Coast Guard) or indirectly by authorizing the President or another government agency to call for assistance in enforcing certain laws. There are several exceptions to the *PCA*, including those under:

- The Prohibited Transaction Involving Nuclear Materials statute.
- The *Insurrection Act*.
- The Emergency Situations Involving Chemical or Biological Weapons of Mass Destruction statute.

Under the ***Prohibited Transaction Involving Nuclear Materials statute*** (Section 831, Title 18, USC), if the AG and the SecDef jointly determine the Nation faces an emergency, the SecDef may authorize federal military forces to provide direct support to the AG of the U.S. to protect nuclear materials.

Under the ***Emergency Situations Involving Chemical or Biological Weapons of Mass Destruction statute***, (Section 382, Title 10, USC) if the AG and the SecDef jointly determine that the Nation faces an emergency involving an attack with a chemical or biological weapon of mass destruction, the SecDef may provide resources and personnel to support civil authorities.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

Authority for Federal Military Support in Emergencies (cont.)

The Insurrection Act (Section 333, Title 10, USC) governs the President's ability to deploy federal military forces (including federalized National Guard) within the U.S. to put down lawlessness, insurrection, and rebellion with or without the consent of the governor, depending on the situation. Congress has delegated authority to the President to call up federal military forces during an insurrection or civil disturbance. The Insurrection Act authorizes the President to use federal military forces within the U.S. to restore order or enforce federal law in an emergency. The President normally executes this authority by first issuing a proclamation ordering the dispersal of those obstructing the enforcement of the laws. The President may act unilaterally to suppress an insurrection or domestic violence against the authority of the U.S. without the request or authority of the state governor.

Additionally, federal military forces may provide *strictly limited indirect support* to federal, state, and local civilian LE agencies. The SecDef or a designee exercises approval authority for this level of support. This includes:

- Passing information relevant to a violation of federal or state laws.
- Providing equipment, supplies, spare parts, and facilities.
- Supplying sensors, protective clothing, antidotes, or other supplies appropriate for use in responding to a chemical or biological incident.
- Training in the operation and maintenance of equipment.
- Giving expert advice.
- Allowing personnel to maintain and operate certain detection and communications equipment.

Authority for the Use of Force in the Homeland

Soldiers deployed overseas follow rules of engagement (ROE) established by the SecDef and adjusted for theater conditions by the joint force commander. Within the homeland, *Soldiers adhere to rules for the use of force (RUF)* (sometimes including standing RUF, or SRUF). There are many similarities between them, such as the inherent right of self-defense, but they differ in intent. ROE are by nature permissive measures intended to allow the maximum use of destructive power appropriate for the mission. RUF are restrictive measures intended to allow only the minimum force necessary to accomplish the mission. The underlying principle is a continuum of force —

Section 4 — The Chaplain and DSCA

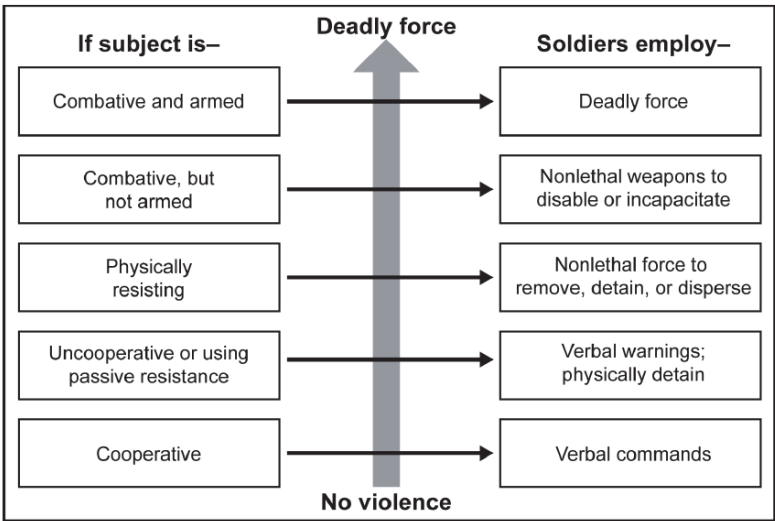
What is DSCA? (cont.)

Key Legal Considerations (cont.)

Authority for the Use of Force in the Homeland (cont.)

a carefully graduated level of response determined by civilians' behavior. The application of RUF also differs somewhat between state National Guard forces and federal forces.

The following figure illustrates the continuum of force and the graduated response required of Soldiers. As civilian behavior, described on the left, rises from cooperative / behaves as ordered by the Soldier, to potentially lethal, the corresponding military response is on the right.



Continuum of Force

Both state NG and federal Army forces will encounter situations where Soldiers and small unit leaders will have to know and adhere to the RUF. Therefore, leaders at every level review the RUF with their subordinates as part of their pre-mission inspections and confirm that the Soldiers know the rules. Commanders should obtain and issue a rules-for-the-use-of-force summary card to each Soldier before deploying from home station, and small unit leaders should inspect to ensure that the Soldiers have it.

The potentially confusing situations associated with infrastructure and property protection require particular attention from commanders. The Soldiers securing a facility or an area must understand the RUF as they apply to the

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

Authority for the Use of Force in the Homeland (cont.)

specific location. Above all, the unit leader must understand if, when, and how he or she may use lethal force to protect the facility or to save lives.

All federal military forces involved in DSCA must follow the SRUF specified in a classified Chairman of the Joint Chiefs of Staff Instruction (CJCSI). (Appendix B of JP 3-28 provides more information. See also the current Chairman of the Joint Chiefs of Staff standing execute order for DSCA, referred to as the CJCS DSCA EXORD.) The SecDef approves SRUF, and the supported combatant commander incorporates them into plans and orders for various DSCA missions. The SRUF also apply to federal military forces performing a homeland defense mission on land within U.S. territory. They apply to federal military forces, civilians, and contractors performing law enforcement and security duties at all federal military installations (and while conducting official DoD security functions away from federal military installations), unless otherwise modified by the SecDef. This includes protection of critical U.S. infrastructure both on and off federal military installations, federal military support during a civil disturbance, and federal military cooperation with federal, state, and local civilian LE agencies.

Before employment in DSCA, all Soldiers require training on the appropriate RUF. Training focuses upon the particular RUF in the OPLAN issued by the gaining joint force commander, but in the absence of the plan, commanders should train according to the SRUF. Commanders should include a staff judge advocate to assist with leader training. SRUF cards should be issued to each person during training and personnel should not deploy until they are trained in SRUF. Supported combatant commanders submit a request for mission-specific RUF to the Chairman of the Joint Chiefs of Staff, for approval by the SecDef.

Unit commanders may further restrict mission-specific RUF approved by the SecDef, but may not make them more permissive. Unit commanders notify their chain of command up through the SecDef of any additional restrictions (at all levels) they place on approved RUF. In time-critical situations, notification to the SecDef occurs concurrently with notification to the Chairman of the Joint Chiefs of Staff.

State RUF, as used in ADRP 3-28, are used generically to refer to fifty-four sets of rules of the fifty-four National Guards, based on the laws of the individual states or territories.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

Authority for the Use of Force in the Homeland (cont.)

Terminology varies by state. For example, states may refer to ROE, RUF, rules on the use of force, or rules of interaction. Each state prepares and issues a reference card for its RUF.

State law governs state RUF for NG forces in state active duty status and Title 32 status. As such, each state takes into account its own criminal laws when drafting RUF.

All state and federal military forces involved in DSCA must understand and apply important distinctions regarding state RUF and federal SRUF:

- First, states that provide NG forces in state active duty or Title 32 duty status to another state normally adopt the RUF of the supported state for those operations. The states involved normally specify in their memorandum of agreement (MOA) the RUF the forces will follow.
- Second, a state's RUF do not apply to federal forces operating in that state.
- Third, when state and federal forces are operating in overlapping operational areas, the SRUF for federal forces do not apply to the state forces, even when the state forces are operating in Title 32 status on missions assigned by DoD.

Authority of State Governors. Governors serve as the commander in chief of their state NG forces and may assume special powers upon the declaration of a disaster, emergency, enemy attack, or riot. The authority of the governor is circumscribed or limited by USC and each state's law and statutes. Although the governors' powers vary from state to state, emergency powers in all states generally include authorities to:

- Suspend statutory and regulatory provisions that otherwise might hinder response to a disaster.
- Require hospitalization for those injured during a disaster.
- Control ingress and egress into the emergency area to direct the evacuation of residents and prescribe transportation routes.
- Provide temporary shelter.
- Commandeer property (with compensation).
- Control or suspend utility services.
- Limit or suspend the sale and possession of alcohol and explosives following a disaster or emergency.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

Authority for the Use of Force in the Homeland (cont.)

Governors also issue executive orders (EXORD) declaring states of emergency and ensure that state agencies plan for emergencies. Once an incident occurs, the governor determines how to respond to a local government's request for assistance. If appropriate, the governor declares a state of emergency, activates the state response plan, and calls up the National Guard (serving under state authority). The governor gives the National Guard its mission(s) and determines when to withdraw National Guard forces. The governor informs the FEMA regional director of his or her actions.

Immunity from personal liability. Federal military personnel are immune from personal liability if they cause death, injury, or property damage as a result of their negligent acts (not intentional misconduct) while carrying out duties under the Stafford Act or within the scope of employment under the Federal Tort Claims Act (Sections 1346(b) and 2671 through 2680 of Title 28, USC), respectively. As long as they are performing DSCA under a valid mission authority, they are protected. If a negligent act causing the death, injury, or property damage was committed outside the scope of their duty or employment, a Soldier or civilian employee may face personal liability, criminal prosecution, or both.

Religious Support

Religious support in DSCA requires special attention from the command. Military ministry teams deploy during DSCA missions to provide religious support to authorized DoD personnel. In this context, authorized DoD personnel are defined as military members, their families, and other authorized DoD civilians (both assigned and contracted as determined by the joint force commander).

Laws implementing the Establishment Clause of the Constitution of the U.S. generally prohibit chaplains from providing religious services to the civilian population. However, following certain rare and catastrophic events, local and state capabilities of all types — including spiritual care — could become overwhelmed. In these situations, UMTs could serve as liaisons to NGOs (including faith-based organizations) when directed by the joint force commander.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Key Legal Considerations (cont.)

Religious Support (cont.)

In addition, the primary supported agency, in coordination with local and state authorities, could request federal military chaplains to provide care and counseling or informational services to persons not affiliated with DoD.

Commitment requires meeting four criteria known as the *four-prong test* (see JP 1-05 for guidance):

- The support must be individually and personally requested in an emergency situation, whereby the need is immediate, unusual, and unplanned.
- The need must be acute. Acute needs are of short duration, prone to rapid deterioration, and require urgent and immediate care. The necessary provision of last rites is an example.
- The requested support must be incapable of being reasonably rendered by members of the clergy unaffiliated with the Armed Forces. Time, distance, and the state of communications may require such a determination to be made on the spot, by the chaplain, based on the information available at the time.
- The support must be incidental. Such support incurs no incremental monetary cost and does not significantly detract from the primary role of the UMT.

Organization for Support

Coordination of Federal Military Forces

Introduction

DoD appoints twelve full-time *defense coordinating officers* (DCO) — one in each of the ten FEMA regions and two in the outlying territories. Each DCO works closely with federal and state emergency management entities in each FEMA region. Over time, the DCO can develop personal ties with the representatives of key partners. Each DCO has a permanent work space inside the regional response coordination center, near the emergency support function (ESF) managers. The DCO for the affected region serves as the DoD's representative for the federal response. Each DCO manages a defense coordinating element (DCE) — a staff and military liaison officers who facilitate federal military support to activated ESFs. Responsibilities of the DCO usually include coordinating requests for assistance, forwarding mission assignments to military organizations through DoD channels, and assigning military liaisons, as appropriate, to activated ESFs.

Section 4 — The Chaplain and DSCA

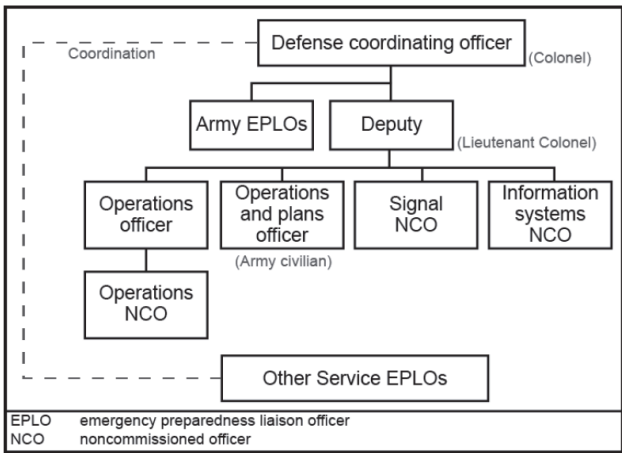
What is DSCA? (cont.)

Organization for Support (cont.)

Coordination of Federal Military Forces (cont.)

Introduction (cont.)

Generally, requests for DSCA originating at a JFO are initially processed through the DCO. In some situations, DoD may commit small military detachments when state authorities request specialized federal military support. When directed by U.S. Northern Command (USNORTHCOM), a DCO exercises tactical control over these forces and coordinates with U.S. Army North (USARNORTH) for their sustainment. The following figure illustrates an example of the organization of a DCE.



Example of a Defense Coordinating Element Organization

An emergency preparedness liaison officer (EPLO) is a senior Reserve officer (typically O-6 or O-5) who represents one of the Military Services at a joint field office. These individuals are trained in DSCA requirements, regulations, and related laws. They perform a liaison role in coordinating their Services' support. EPLOs are provided through programs by the Army Reserve, Navy Reserve, Air Force Reserve, and Marine Corps Reserve.

The Army places a permanent EPLO in each of the ten FEMA regions. The DCO in each region directs the regional EPLO, who works in close coordination with the DCE. During DSCA operations in the USNORTHCOM AOR, Army EPLOs are under the tactical control of USARNORTH. An EPLO may serve as a liaison to a National Guard's JFHQ-State or at a DoD installation

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Coordination of Federal Military Forces (cont.)

Introduction (cont.)

when tasked by the DCO. An EPLO identifies potential federal military support requirements for incidents.

Combatant Command Organization

The President and SecDef command federal military forces through the combatant commands. Two geographic combatant commands have primary DSCA responsibilities — **USNORTHCOM** and **USPACOM**. The other combatant commands provide capabilities to USNORTHCOM and USPACOM for DSCA when directed by the SecDef. USNORTHCOM and USPACOM maintain several standing joint task forces (JTF) that have primary missions associated with DSCA.

USNORTHCOM anticipates and conducts homeland defense and DSCA involving federal military forces within its AOR to defend, protect, and secure the U.S. and its interests. In accordance with the Chairman of the Joint Chiefs of Staff standing execute order for DSCA (referred to as the CJCS DSCA EXORD) the Commander, USNORTHCOM, has the authority to alert and prepare to deploy assigned and allocated forces in support of a primary agency such as FEMA. The Commander, USNORTHCOM may request, deploy, and employ selected forces upon notification from the Chairman of the Joint Chiefs of Staff and the SecDef, in support of a validated request for assistance from a primary agency. USNORTHCOM may deploy a situational awareness team as an advance joint liaison element.

USARNORTH is the Army Service component command (ASCC) and theater army assigned to USNORTHCOM. Additionally, USNORTHCOM designates USARNORTH as the standing joint force land component commander (JFLCC) for the USNORTHCOM AOR. Serving as both the ASCC and standing JFLCC, USARNORTH commands and controls federal military forces conducting DSCA, homeland defense, and theater security cooperation. USARNORTH maintains a main command post (CP), based at Fort Sam Houston, and a contingency CP capable of operating as a JTF with augmentation. The contingency CP is organized for rapid land or air deployment anywhere in the USNORTHCOM AOR. The contingency CP has communications systems compatible with joint and interagency partners, with satellite links. In response to an incident, USARNORTH typically deploys the contingency CP near the joint field office.

Section 4 — The Chaplain and DSCA

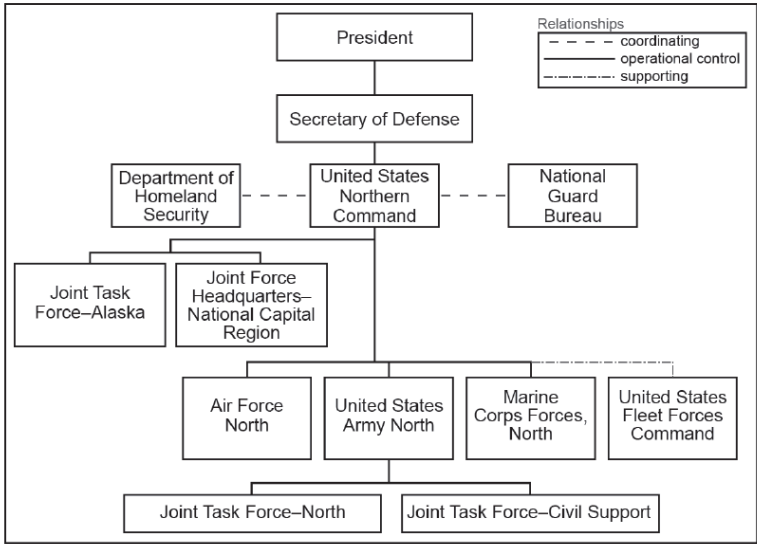
What is DSCA? (cont.)

Organization for Support (cont.)

Coordination of Federal Military Forces (cont.)

Combatant Command Organization (cont.)

The DCOs and DCEs for all ten FEMA regions are assigned to USAR-NORTH. The following figure illustrates USNORTHCOM and USAR-NORTH organization for DSCA.



USNORTHCOM Organization for DSCA

Joint Task Force—Civil Support (JTF-CS) is a standing JTF HQ assigned to USNORTHCOM, under the operational control of USARNORTH. It plans and integrates DoD support for CBRN incidents.

Joint Task Force—North (JTF-N) is a standing JTF assigned to USNORTHCOM and under the operational control of USARNORTH. It employs military capabilities in support of federal civilian law enforcement agencies in the homeland.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Coordination of Federal Military Forces (cont.)

Combatant Command Organization (cont.)

Joint Task Force–Alaska (JTF-AK), headquartered at Elmendorf Air Force Base, is a subordinate command of USNORTHCOM. JTF-AK's mission is to deter, detect, prevent and defeat threats within the Alaska joint operations area (JOA) to protect U.S. territory, citizens, and interests, and as directed, conduct DSCA.

The **Joint Force Headquarters–National Capital Region** plans, coordinates, and maintains situational awareness in the National Capital Region to safeguard the Nation's capital.

Other allocated or theater-committed military assets for homeland defense and DSCA include a theater sustainment command, an air and missile defense command, a contracting brigade, and a human resources command.

USPACOM conducts DSCA in Hawaii, Guam, and American Samoa, and the U.S. territories within its AOR. USPACOM conducts DSCA through assigned Service components and designated functional components. It has one standing JTF (Joint Interagency Task Force–West) that supports civilian law enforcement agencies. It can also activate a JTF (Joint Task Force–Homeland Defense) to perform DSCA and homeland defense missions.

In accordance with the CJCS DSCA EXORD, the Commander, USPACOM has the authority to alert and prepare to deploy assigned and allocated forces in support of a primary agency. The Commander, USPACOM, may request, deploy, and employ forces upon notification from the CJCS and SecDef, in support of a validated request for assistance from a primary agency.

United States Army, Pacific (USARPAC) is the ASCC and theater army assigned to USPACOM. USARPAC commands Army forces in the Asia-Pacific region. USARPAC includes approximately 80,000 Soldiers stationed from the Northwest Coast and Alaska to the Asia-Pacific region, including Japan.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Coordination of Federal Military Forces (cont.)

Combatant Command Organization (cont.)

USPACOM's standing JTF, *Joint Interagency Task Force–West*, is the executive agent for federal military support to civilian law enforcement agencies for counterdrug and drug-related activities. This JTF (formerly Joint Task Force–5) detects, disrupts, and dismantles drug-related enforcement agencies and conducts other activities to protect U.S. security interests in the homeland and abroad.

USPACOM forms *Joint Task Force–Homeland Defense* by combining a Service HQ (such as an Army division), a joint signal element, personnel from a joint manning document, and a DHS liaison. This JTF conducts DSCA within the USPACOM AOR.

The *United States Army Corps of Engineers (USACE)* manages components of the nation's public works infrastructure. USACE is responsible for infrastructure protection and emergency repair to support states in reconnaissance and emergency clearance of debris from damaged areas. USACE operates separately from state NG forces and federal Army forces.

USACE is the coordinator for ESF #3, *Public Works and Engineering*. During incident response operations, USACE receives priorities from the JFO directly. Federal military forces may also receive mission assignments under ESF #3, but they remain under the federal JTF's command.

USACE provides technical support, engineering, and construction management resources. This includes preparedness, response, and recovery actions. Support also extends to construction management, contracting and real estate services, emergency repair of damaged public infrastructure and critical facilities, and support to the FEMA Public Assistance Grant Program and other recovery programs.

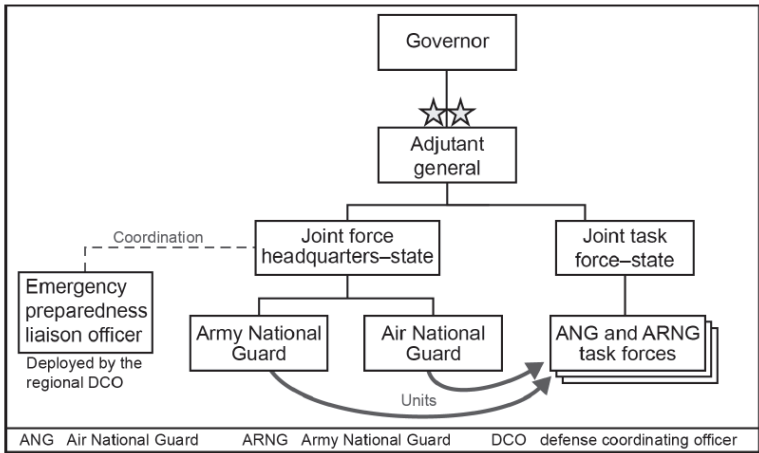
Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Coordination of State National Guard Forces

Each AG maintains a permanent HQ for the state’s NG forces, referred to as a *joint force headquarters–state (JFHQ–State)*. The word joint, in this context, includes only the state’s ARNG and ANG. However, each state’s NG varies in composition and size; there is no standard response organization among the fifty-four NG HQ. Each state maintains contingency plans for different incident types and adjusts these plans as needed during operations, including adjustments for federalized NG units. In most incidents, the AG establishes a task force known as a *joint task force–state (JTF–State)*. In this context, the word state is used generically; each JFHQ–State and each JTF–State is named differently. A JTF–State, based on the AG’s contingency plans, usually has operational control of all ARNG and ANG forces from all participating states. Partnerships are established and reinforced through joint and multiagency exercises well before incidents occur. The commander of the JTF–State task-organizes units into task forces for missions. These state task forces sometimes work alongside federal task forces. The following figure illustrates an example of a state NG response organization.



Example of a State National Guard Organization for State Active Duty or Title 32 Status

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Types of Command

Federal Military Command

Federal forces providing DSCA remain under the command of the President. Command is exercised through the geographic combatant commander. This discussion focuses on the USNORTHCOM AOR.

For any federal force operating in the USNORTHCOM AOR, the JFLCC (USARNORTH) determines the required capabilities and the appropriate command relationships, depending on the situation. However, in the USNORTHCOM AOR, the Commander, USNORTHCOM, identifies the base support installation.

Usually, USNORTHCOM will direct USARNORTH, as the standing JFLCC, to deploy a contingency CP or JTF to provide command and control for federal forces conducting DSCA missions. The JFLCC is designated as the main supported effort. In a large response, separate JTFs could be employed simultaneously, under operational control of the JFLCC. Should a catastrophic event occur, a corps HQ could become the main supported effort, with the JFLCC under operational control of the Commander, USNORTHCOM. In that case, the JFLCC would set the theater and provide theater sustainment.

Both USNORTHCOM and USARNORTH routinely deploy situational assessment teams to disaster areas in advance of a decision to commit federal military forces. These teams deploy to the incident area and come under the operational control of the DCO. The DCO facilitates coordination and information sharing between the assessment teams and the various ESFs. If required, the DCO can coordinate for information sharing between the assessment team, the state EOC, and the JFHQ–State. Once an assessment team provides its findings to its parent HQ, it becomes part of the DCE. As part of the DCE, assessment teams continue to provide situation updates to their former HQ through the DCO's situation report.

USNORTHCOM or USARNORTH also sends liaison teams to DoD installations nearby to assess the potential basing requirements. If deployment of federal forces is likely, USARNORTH deploys a contingency CP to the vicinity of the joint (multiagency) field office. From there, the contingency CP usually coordinates requirements between the DCO and USARNORTH, assists the DCE, and begins tying in command of federal military forces with the JFO.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Types of Command (cont.)

State National Guard Command

NG forces in Title 32 status or state active duty status remain under the command of their state's governor. The governor exercises command through that state's AG and the JFHQ–State. State forces often conduct NG civil support under the operational control of a JTF–State made up of ARNG and ANG units.

In accordance with NG Regulation 500-1, each state maintains a HQ (a JFHQ–State) to unify command of its ARNG and ANG forces. The JFHQ–State functions as the joint staff for the AG, who directs the state NG's operations. The JFHQ–State co-locates with the state's EOC and allocates resources to NG forces. The JFHQ–State coordinates requests for state NG assistance. As it processes requests, the JFHQ–State provides situation reports to the National Guard Bureau's (NGB) joint operations center (JOC) in Washington D.C. During a disaster response, however, most states exercise operational control of their deployed forces through a JTF–State in the operational area.

The AG alerts state NG forces through emergency communications networks that tie together subordinate NG armories, installations, and commanders. Based on standing contingency plans, the AG organizes one or more task forces formed around one of the state's battalions or large units. This may be a brigade HQ that includes ANG personnel and civilians working for the state government. Although states' arrangements differ, the support follows similar patterns. The AG supports the governor, and the JFHQ–State supports the state EOC. The JTF–State exercises operational control of committed forces and works with the civilian incident command organization on-scene. The figure on the following page illustrates the relationships between civilian command organizations and NG echelons during a sample large, state-level, multijurisdictional disaster response — as used in Illinois. If a NG response only involves ARNG, and the state may use a task force rather than a JTF.

Even in states where the AG is also the state emergency management administrator, NG forces remain in support of civil authority. State constitutions echo the principles in the U.S. Constitution and respect the authorities of elected and appointed officials within their jurisdictions. The relationship between NG leaders and their civilian counterparts may intertwine considerably. NG and state officials work closely together for years and often form multiagency teams to respond to incidents.

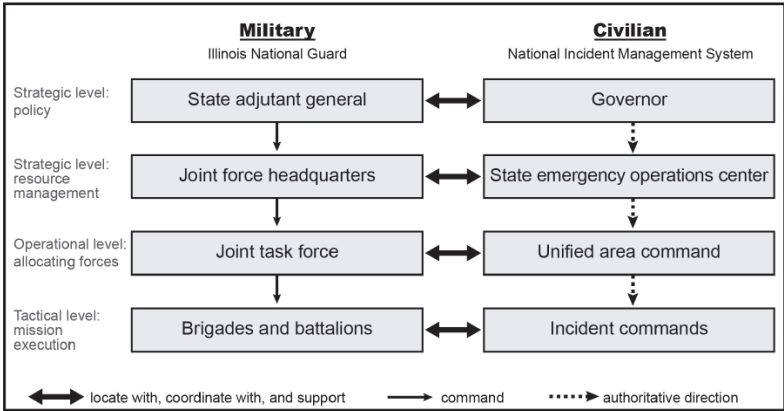
Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Types of Command (cont.)

State National Guard Command (cont.)



Example of State (IL) Response with National Guard and Civilian Echelons

In many large-scale incidents, state NG and federal military forces operate in overlapping operational areas under separate chains of command. A **parallel command structure** enhances unity of effort, but its success depends on continuous coordination among all of its components. Within a parallel command structure, there is no single force commander and therefore no unity of command in the military sense. Both the federal and state commanders retain control of their respective forces. Decisions regarding the operation require the collective effort of all participating leaders — state and federal civil authorities, and state and federal military leaders. Leaders collaborate as partners, based on the NIMS and NRF, to develop common goals, unify their efforts, and accomplish the mission. The figure on the following page illustrates a parallel command structure.

The challenge in using a parallel command structure for DSCA is achieving effective use of forces by the state and federal chains of command. Effectiveness depends on a close working relationship between commanders. Physically co-locating CPs or exchanging liaison officers (LNO) at the CPs facilitates this coordination.

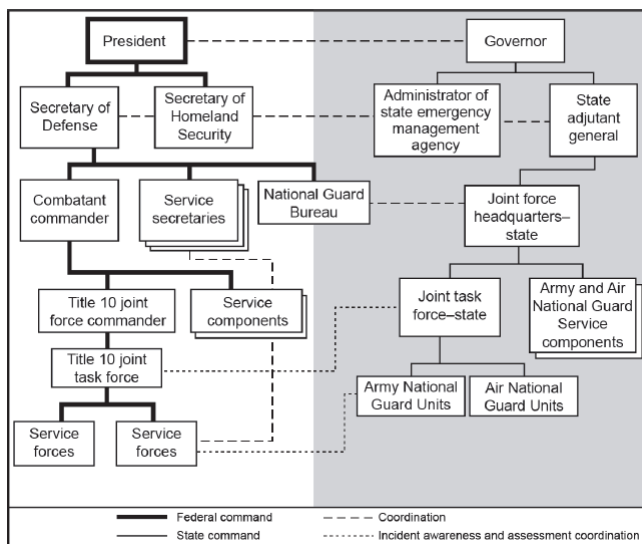
Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Types of Command (cont.)

Parallel Chain of Command



Example of Parallel Command Structure

Dual-status Chain of Command

In a large, protracted response, the SecDef and governor(s) may agree to appoint a dual-status commander. ***Dual-status command*** is unique to DSCA. Federal law permits the use of a dual-status military commander to integrate federal and state NG forces, reduce duplication of effort, and ensure unity of effort during a national-level, multiagency response or a national special security event.

A NG officer may serve in Title 10 status while retaining his or her state status (state active duty or Title 32), if the SecDef authorizes service in both duty statuses, and if the governor of the affected state consents. Conversely, the President may approve a Title 10 active duty officer detailed to duty with the state NG by a Service Secretary to accept a commission from a governor into the state NG. This person serves concurrently in both a federal and non-federal status. Only the commander is in a dual status; subordinate forces are not.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Types of Command (cont.)

Dual-status Chain of Command (cont.)

In an extreme emergency, and particularly when also conducting homeland defense, the President may consolidate all military forces under DoD by federalizing the NG and exercising command through USNORTHCOM or USPACOM; this is not dual-status command.

The dual-status commander may elect to combine or keep separate sections of the staff. Four documents are necessary to implement dual-status command:

- Authorization by the President.
- Consent of the governor.
- Order by the appropriate Service Secretary bringing the designated commander onto dual status.
- A memorandum of agreement (MOA) between the two chains of command.

When in a federal duty status, the dual-status commander takes orders from the President or those officers the President and the SecDef have ordered to act on their behalf. The dual-status commander may issue orders to federal forces under his or her command.

When in a state duty status, the dual-status commander takes orders from the governor through the AG and may issue orders only to NG Soldiers serving in a state duty status (Title 32 or state active duty). However, both chains recognize and respect that the dual-status commander cannot exercise dual authority simultaneously on behalf of two mutually exclusive sovereign governments. Instead, a dual-status commander exercises authority in a mutually exclusive manner, (either in a federal or state status), but never in both statuses at the same time. In other words, a dual-status commander holds a federal hat in one hand and a state hat in the other hand but can wear only one hat at a time. The figure on the following page illustrates an example of a dual-status command structure.

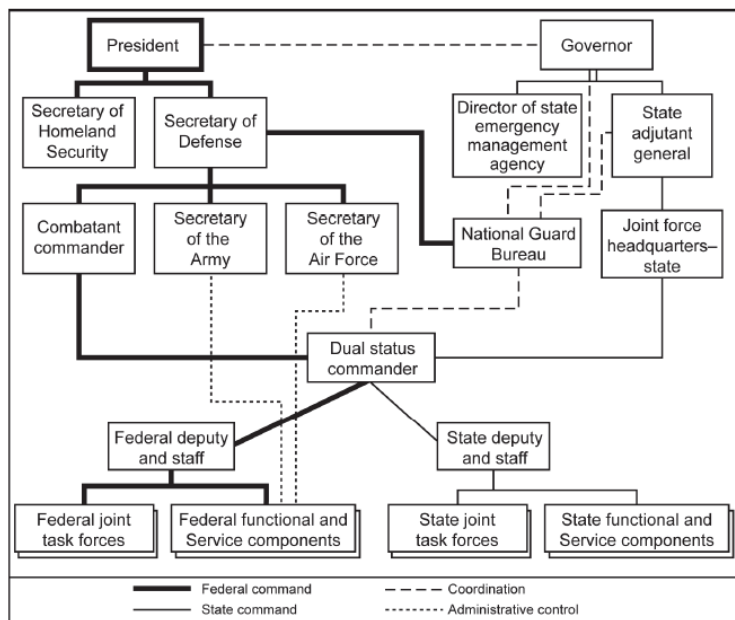
Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Types of Command (cont.)

Dual-status Chain of Command (cont.)



Example of Dual-Status Command Structure

A memorandum of agreement (MOA) must be signed by the governor and the SecDef or their designees before a dual-status commander can be established. The purpose of the MOA is to avoid future complicating liability determinations and confusion over the application of the *PCA*. This MOA between the two chains of command should define, at a minimum:

- An agreement that each chain of command will not attempt to issue orders to the dual-status commander that concern forces or missions assigned to the other chain of command.
- Delineation of missions to be performed by forces in each chain of command and that the federal missions will not involve law enforcement duties.
- The military justice authority that can be exercised by the dual-status commander in each of his or her statuses.
- The successor of command authority for each chain of command.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Types of Command (cont.)

Dual Status Chain of Command (cont.)

- RUF for both chains of command.
- Procedures to resolve any conflicts that may arise.

A federal unit placed under a dual-status NG commander should plan to receive a staff augmentation package from the combatant command. This augmentation package includes subject matter experts in DSCA.

Command in a Multi-state Catastrophe

A catastrophic event such as a major earthquake may affect several states simultaneously. The participation of civil and military responders from different levels of authority and different jurisdictions makes a coordinated national response imperative. The military commitment could involve thousands of Soldiers from every Component of the Army.

Within affected states, NG forces normally support their respective states' first responders. However, in a multistate disaster, existing agreements for support from adjacent states may be overridden by the extent of the catastrophe. In such a situation, the NGB works with all unaffected states to coordinate for additional NG forces to deploy and reinforce the state NG forces within the affected states. In a multi-state disaster, FEMA sets up at least one joint field office (JFO) per state.

In states where federal military forces join the response effort, a DCO serves in each JFO. DCOs from other FEMA regions deploy to added JFOs since the region's DCO remains with the regional response team and principal federal official. FEMA may expand the regional response coordination center within the disaster area (if still operational) to direct the regional response efforts.

Command and Support Relationships

Military forces remain under military chain of command, but state NG and federal forces have different chains of command. Unless directed by the President as specified in law, the chains of command remain separate. Although the chains of command remain separate, the forces are often intermixed geographically.

Section 4 — The Chaplain and DSCA

What is DSCA? (cont.)

Organization for Support (cont.)

Types of Command (cont.)

Command and Support Relationships (cont.)

State NG commanders may enhance unity of effort through judicious use of **support relationships**, which differ from command relationships under Army doctrine. For example, the JTF–State may place a NG company in **direct support** of a local incident commander. The NG commander receives priorities directly from the incident commander, but retains operational control over all Guardsmen in the company.

Federal forces are attached or under operational or tactical control to the federal military JTF. The JTF commander further task-organizes subordinate units based on mission assignments, normally specifying operational control by the gaining HQ. Administrative control remains with the original providing component HQ, subject to modification by the Secretary of the Army.

Support relationships can facilitate unified action when federal and state NG forces operate in the same area, subject to mission assignments. Following requests from FEMA or the state, a federal military installation or unit may support a NG force, particularly in cases where the federal installation is supporting FEMA efforts. However, because the command lines remain separate, any supporting relationship requires approval by both DoD and the affected state's AG, in coordination with their respective federal and state coordinating officers.

Planning Factors in DSCA

Introduction

Unit ministry teams (UMT) / religious support teams (RST):

- Perform or provide direct RS to military units during DSCA;
- Perform liaison responsibilities with state and federal agencies, pertaining to religious issues; and
- When directed by the commander, engage with civilian religious leaders. This is particularly critical in responding to catastrophes, whether man-made (e.g. CBRN incidents) or naturally-occurring (e.g. hurricane, earthquake, tornado).

Section 4 — The Chaplain and DSCA

Planning Factors in DSCA (cont.)

Introduction (cont.)

RS within DSCA operations depends heavily on jurisdictional coordination. When directed by the commander, the Chaplain Section / UMT / RST conducts multi-component (AC / USAR / ARNG), intra-agency, and IGO coordination to effectively perform and provide RS. Coordination must occur at the highest level possible. The AC, RC, and JTF chaplains will integrate and execute a concept of RS that provides seamless RS. This involves extensive coordination and liaison among the Active Component and Reserve Component chaplaincies.

DSCA operations require the Chaplain Section / UMT / RST to know the restrictions, limitations, and proper responsibilities of the chaplain and chaplain assistant in providing RS under both law and mission authority. The United States Army Reserve (USAR) and Army National Guard (ARNG) often have habitual relationships with such agencies to respond quickly and appropriately in support of such operations. This is particularly so when the joint task forces (JTF) of each state ARNG respond to provide consequence management to catastrophes such as CBRN incidents.

Note: For this section on DSCA operations, we will use the joint term for the Unit Ministry Team (UMT), that is — Religious Support Team (RST).

Phasing in DSCA

The following planning factors have come from the U.S. Northern Command (USNORTHCOM) Concept Plan (CONPLAN) 3501-08, *Defense Support of Civil Authorities*.

CONPLAN 3501-08 contains a six-phase plan for DSCA operations. For simplicity the **six phases** in the USNORTHCOM CONPLAN **have been condensed into four phases** and incorporate tasks completed by all military components.

Phase 1, Assessment and Preparation / Mobilization (*parallels USNORTHCOM Phases 0 and I*). Phase 1 begins with all pre-incident actions and continues through post-notification pre-deployment actions. Phase 1 ends at deployment.

Phase 2, Deployment (*parallels USNORTHCOM Phase II*). Phase 2 begins with deployment of forces and ends upon arrival with commencement of operations.

Section 4 — The Chaplain and DSCA

Planning Factors in DSCA (cont.)

Phasing in DSCA (cont.)

Phase 3, Support of Civil Authorities (*parallels USNORTHCOM Phases III and IV*). Phase 3 begins upon arrival at incident area with the first operational actions. It ends when there are no future mission requirements and current operations begin to draw down.

Phase 4, Re-deployment / Demobilization (*parallels USNORTHCOM Phase V*). Phase 4 begins when operations start to draw down. It ends with the successful and complete transition to local command and release of personnel at home station.

DSCA Planning Considerations by Phase

Planning Considerations Common to All Phases

- ☐ General planning considerations for ministry to DoD forces will be in accordance with Joint Pubs 1-05, 3-28, and 3-33.
- ☐ Religious Support Teams (RST) will provide RS to authorized DoD personnel during all phases of DSCA operations.
- ☐ Identify coordination and planning requirements for chaplain activities in support of Annex Q (*Health Services*).
- ☐ At the national level, Department of Health and Human Services (DHHS) has responsibility to coordinate civilian fatality management with local, state, and tribal authorities. RSTs will provide RS to military units in handling of remains as needed IAW JP 4-06. DoD Mortuary Affairs (MA) personnel may be also tasked to assist other government agencies. During such operations, chaplains are present to provide pastoral care to DoD personnel. In addition, RSTs may assist in assessing and mitigating stress as part of a multidisciplinary stress management process (CISM or an equivalent method). Chaplains may render "honors" with respect to the remains of deceased individuals under the guidance provided by the USNORTHCOM Command Chaplain or as appropriate for uniformed / DoD personnel.
- ☐ Joint Emergency Family Assistance Center (JEFAC) implementation will be in accordance with the JEFAC CONOPS (Annex E, Appendix 9, to CONPLAN 3501-08). Chaplain support will be provided to the JEFAC as required.

Section 4 — The Chaplain and DSCA

Planning Factors in DSCA (cont.)

DSCA Planning Considerations by Phase (cont.)

Planning Considerations for Phase I

- ☐ Chaplain assistants are classified as combatants and therefore authorized to carry and use weapons IAW established rules of force (RUF).
- ☐ RSTs:
 - ✓ Provide RS to authorized DoD personnel and their families.
 - ✓ Plan for operations.
 - ✓ Secure deployment liturgical supplies.
- ☐ RSTs provide RS to authorized DoD personnel and conduct *mission analysis* of the MDMP.
- ☐ RSTs anticipate RS needs, prepare RS plans, and develop standing requests for RS augmentation, as appropriate.
- ☐ JTF Chaplains coordinate with the USNORTHCOM Command Chaplain and subordinate chaplains to plan and prepare for the possibility of providing RS during DSCA operations.
- ☐ All RSTs in units designated for DSCA operations require appropriate DSCA familiarization training. Supervisory chaplains insure all RS personnel are qualified for worldwide deployment standards in accordance with established procedures and policies, and possess the required level of DSCA training, certification, and equipment.
- ☐ RSTs gain awareness of the presence of NG, USCG, NGOs, faith-based organizations (FBO), and community-based organizations (CBO) in the JOA and prepare to conduct liaison as directed.

Planning Considerations for Phase II

- ☐ USNORTHCOM Service Component and JTF RSTs provide RS to authorized personnel.
- ☐ When JTFs deploy Command Assessment Elements (CAE) to the disaster area, an RST may be included to assess the situation, the RS needs of the affected population, and provide situational awareness to the USNORTHCOM Command Chaplain. An RST may accompany the DCO if requested.
- ☐ RSTs continue to assess the situation, anticipate RS needs, and immediately initiate reporting procedures.
- ☐ RSTs continue to monitor the presence of NG, USCG, NGOs, FBOs and CBOs in the JOA and conduct liaison as directed.
- ☐ Following certain mass fatality events, RSTs may be needed to provide RS during medical triage, decontamination, and palliative care to expectant casualties.
- ☐ Before and after onward movement, RSTs contact supervisory chaplains to coordinate RS.

Section 4 — The Chaplain and DSCA

Planning Factors in DSCA (cont.)

DSCA Planning Considerations by Phase (cont.)

Planning Considerations for Phase III

- RSTs:
 - ✓ Provide RS to authorized DoD personnel, coordinate RS with supervisory chaplains, and provide joint area RS, as coordinated by the designated JTF RST.
 - ✓ Monitor stress levels of assigned personnel, first responders, and affected civilians, take actions to provide care and mitigate stress,
 - ✓ Provide situational awareness reports to the commander.
 - ✓ Conduct coordination and liaison with NG RSTs and other clergy or spiritual and faith-based care personnel present. Local, state, tribal, and federal fire and police agencies will have a large presence with chaplain support at DSCA incidents.
 - ✓ Focus on counseling, information gathering, and facilitation with other NGOs, FBOs, and CBOs, as well as worship opportunities, memorial services, and trauma event or stress management.
 - ✓ Advise the command on indicators documenting civilian community capabilities to resume normal functioning without military support.
 - ✓ May be present to prioritize RS to victims and provide requested emergency ministrations to evacuated victims. Critical Incident Stress debriefings should be considered in the JOA, not only for first responders, but for RST personnel as well. Care for the caregiver is part of the overall pastoral care response.
 - ✓ Coordinate scale-down activities with the NG and civilian organizations and other agencies operating in the area.
- Chaplain activities may differ based upon DSCA locations. RSTs should be present at the following key locations during a DSCA incident:
 - ✓ Joint Field Office (JFO). The command chaplain or a senior RS representative locates at the JFO to serve as on-scene director of RS in order to advise the DCO command element on RS requirements and to coordinate RSO.
 - ✓ Casualty Collection Points (CCP). RSTs are located at the CCP in order to provide RS to medical staff and victims during triage and staging and evacuation to hospitals or Military Treatment Facilities (MTF).
 - ✓ Expectant areas designated by medical personnel. RSTs should be located in the area designated for "expectant victims" in order to provide emergency ministrations.

Section 4 — The Chaplain and DSCA

Planning Factors in DSCA (cont.)

DSCA Planning Considerations by Phase (cont.)

Planning Considerations for Phase III (cont.)

- ✓ Medical Treatment Facilities (MTF). High volume of victims at MTFs would mandate assigning additional RS to the organic RSTs of the MTF.
- ✓ Mortuary Affairs Collection Points (MACP). Mass casualty events may result in exceedingly high demands for chaplains to support mortuary personnel and show "honor and respect" to the dead.

Planning Considerations for Phase IV

- RSTs:
 - ✓ Conduct redeployment RS to assigned personnel and their families, focusing on reunion and reintegration issues.
 - ✓ Complete RS missions, redeploy as directed, and provide reports and lessons learned, as directed.
 - ✓ Will prepare AARs for submission to the JTF Command Chaplain and Service Component supervisors not later than (NLT) thirty days after completion of deployments.

DSCA Tasks by Echelon

USNORTHCOM Command Chaplain Tasks

- Advises Commander, USNORTHCOM on issues pertaining to the free exercise of religion and the impact of religion on military operations.
- Establishes theater RS policy, provides RS to the Command, and coordinates RS activities of subordinate commands and JTFs for all phases of DSCA operations
- Identifies Unit Type Code (UTC) / Time Phased Force Deployment Data (TPFDD) requirements to meet mission objectives, and coordinates with JTF Command Chaplains, Service Components, and the Joint Staff (JS) Chaplain.
- Establishes reporting formats and suspense dates.
- Establishes method and means of communication.
- Establishes chaplain policy and procedures for donated goods received from faith groups, charities, or individuals in conjunction with legal counsel and command policy.
- The Joint Staff Standing DSCA EXORD contains military units that do not contain attached RS capability. USNORTHCOM Command Chaplain and the designated JTF RST shall coordinate joint area RS for all DoD personnel with consideration given to faith group balance.

Section 4 — The Chaplain and DSCA

Planning Factors in DSCA (cont.)

DSCA Tasks by Echelon (cont.)

USNORTHCOM Command Chaplain Tasks (cont.)

- ☐ Coordinates RS activities for Title 10 forces in the USNORTHCOM AOR to include unit and area RS.

Service Component Command Chaplains Tasks

- ☐ Provide direct and indirect RS for joint component military personnel, families, and authorized civilian DoD personnel.
- ☐ Ensure that authorized RST positions are filled in order to provide RS to Service personnel.
- ☐ Coordinate UTC / TPFDD requirements with Service component crisis action team planning and response groups, JTF, and USNORTHCOM Command Chaplain.
- ☐ Be prepared to validate TPFDD modifications and/or requests for forces (RFF) for RST personnel.
- ☐ AFNORTH shall insure that deploying USAF Expeditionary Medical Support (EMEDS) contain attached RS capability of the appropriate UTCs in order to provide RS to EMEDS personnel and expected patient load.
- ☐ Be prepared to submit RFFs for additional RST personnel to provide RS during mortuary affairs operations.
- ☐ Plan for reconstitution of forces following cessation of operations.
- ☐ Train and equip RSTs for DSCA operations consistent with the directives of Appendix 6 (*Religious Support*) to Annex E (*Personnel*) to this CONPLAN.
- ☐ Acquire additional training for DSCA operations to enable chaplains to know how to respond and their limits in this environment. This training should include National Response Framework (NRF), National Incident Management System (NIMS), National Disaster Medical System (NDMS) Disaster Mortuary Affairs Team (DMORT) training, Critical Incident Stress Debriefing and Management (CISD / CISM), Post-Traumatic Stress, Applied Suicide Intervention Skill Training (ASIST), Joint Forces Chaplaincy Theater Training, public affairs / mass media and Mass Casualty (MASCAL) training.
- ☐ Service components will ensure chaplain supplies and material are available to support rapid deployment and subsequent sustainment until routine re-supply can be accomplished.

Section 4 — The Chaplain and DSCA

Planning Factors in DSCA (cont.)

DSCA Tasks by Echelon (cont.)

Joint Task Force-Civil Support (JTF –CS) Chaplain Tasks

- ☐ Advises the USNORTHCOM Command Chaplain on distinctive component organizational and operational procedures and policies.
- ☐ Certifies appropriate levels of training for RSTs. This should be based on the Service component requirements for deployment of the RSTs.
- ☐ Coordinates joint area RS for units employed in the DSCA JOA.
- ☐ Prepares to receive a chaplain (LNO) from the National Guard Bureau (NGB) Office of the Chaplain (NGB-OC) in order to facilitate coordination between the JTF-CS Chaplain, NGB-OC, and NG RSTs in the JOA. The JTF-CS Chaplain will use the NGB LNO to maintain situational awareness of ongoing operations and RS requirements.
- ☐ Plans for required RS augmentation to the JTF-CS HQ to ensure 24/7 capability for the JTF-CS RST.
- ☐ Assumes mission command for RSTs in the JOA.
- ☐ Advises the USNORTHCOM Command Chaplain in coordination with Civil Affairs (CA), Legal, and Public Affairs (PA) on the religious implications of operations in the JOA.
- ☐ JTF-CS Chaplain will submit reports to the JTF-CS Commander and to the USNORTHCOM Command Chaplain, as required in the US-NORTHCOM Battle Staff Standard Operating Procedure (BSOP).

RST / UMT Tasks

- ☐ The primary role of the RST is to provide RS to authorized DoD personnel and their families. Commanders will ensure that appropriate RS is provided for their personnel in accordance with JPs 1-05 and 3-28.
- ☐ RSTs will follow command direction, joint doctrine, chaplain policy, and legal counsel when providing RS during DSCA operations.
- ☐ RSTs will follow appropriate mobilization procedures.
- ☐ RSTs will cooperate with federal agencies, Non-Governmental Organizations (NGO), private volunteer and faith-based groups.
- ☐ RSTs will not normally engage in direct civil support but may do so when directed or requested in accordance with JP 3-26 and in coordination with the senior supervisory RST for the JOA.
- ☐ RSTs will deploy with sufficient equipment and ecclesiastical supplies to sustain effective RS for an initial period of thirty days.
- ☐ Routine communication between USNORTHCOM Command Chaplain, Service Component chaplains, Sub-unified Command chaplains, NGB-OC, and JTF Command Chaplain directorates will be by telephone when possible. Routine communication in the JOA may be accomplished by battery-operated, hand-held radios.

Section 4 — The Chaplain and DSCA

Planning Factors in DSCA (cont.)

DSCA Tasks by Echelon (cont.)

RST / UMT Tasks (cont.)

- ☐ Official plans, orders, reports, and requests will be passed by Non-secure Internet Protocol Router Network (NIPRNET), Secure Internet Protocol Router Network (SIPRNET), Secure Telephone Unit (STU) phones, teleconference and/or AHMS messaging.
- ☐ RSTs will prepare AARs for submission to the JTF Command Chaplain and Service Component supervisors not later than (NLT) thirty days after completion of deployment.

Deploying Unit Tasks

- ☐ Commanders will coordinate RS for their personnel in accordance with JPs 1-05 and 3-26.
- ☐ Personnel will meet Service component standards for worldwide deployment, including receipt of appropriate immunizations.
- ☐ Ground transportation is the responsibility of deploying units. Deploying units will provide dedicated ground transportation assets to the RSTs for use in their work.

Planning and Response Tools

The UMT has available a number of planning and response tools to facilitate participation in DSCA operations. The following is a partial list of those tools:

- After-action review (AAR) (**Appendix G**),
- Religious area assessment (RAA) / religious impact assessment (RIA) (**Appendix K**),
- Religious support estimate (**Appendix F**),
- Running estimate (**Appendix E**),
- Religious support plan (RSP) and matrix (**Appendix J**), and
- Unit needs assessment (UNA) (**Appendix L**).

After-Action Review (AAR)

An after-action review (AAR) is a professional discussion of an event, focused on performance standards, that enables Soldiers to discover for themselves (“disclosure learning”) what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders and units can use to get maximum benefit from every mission or task.

Section 4 — The Chaplain and DSCA

Planning and Response Tools (cont.)

After-Action Review (AAR) (cont.)

The AAR is a four-step process that is discussed in more detail at **Appendix G**.

Religious Area / Impact Assessment

While the Religious Area Assessment (RAA) / Religious Incident Assessment (RIA) is intended primarily to conduct assessments within a military AO, it also provides a structured methodology for examining a particular religious area or group during domestic DSCA operations.

Appendix K provides a suggested format for the assessment.

Religious Support Estimate

Much like the RAA discussed previously, the religious support estimate is a methodology intended primarily to estimate the situation during military operations. It may also have utility during domestic DSCA operations. The facts and assumptions developed during the estimate process will be useful for developing the running estimate discussed later. **Appendix F** provides a suggested format for the religious support estimate.

Religious Running Estimate

The ***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**). The commander and each staff element (to include the UMT) maintain a running estimate. In their running estimates, the commander and each staff element continuously consider the effects of new information and update the following:

- Facts.
- Assumptions.
- Friendly force status.
- Enemy activities and capabilities.
- Civil considerations.
- Conclusions and recommendations.

Section 4 — The Chaplain and DSCA

Planning and Response Tools (cont.)

Religious Running Estimate (cont.)

The UMT builds and maintains a running estimate. The running estimate helps the UMT to track and record pertinent information and provide recommendations to commanders. Running estimates represent the analysis and expert opinion of the UMT. Staffs maintain running estimates throughout the Operations Process to assist commanders in the exercise of mission command.

The UMT maintains a running estimate focused on how its specific areas of expertise are postured to support future operations. Because an estimate may be needed at any time, running estimates must be developed, revised, updated, and maintained continuously while in garrison and during operations. While in garrison, the UMT must maintain a running estimate on friendly capabilities. Running estimates can be presented verbally or in writing.

Appendix E provides both a generic sample of a running estimate in the five-paragraph field order format, as well as a multi-page worksheet to assist in developing a running estimate.

Religious Support Plan (RSP)

The product of the Planning Process is an RSP. The RSP informs the command and staff of the RS concept. The RSP is flexible to support the unit's mission requirements while operating in a complex and uncertain OE. Chaplain Sections / UMTs provide RS on a different scale and at different times based on the unit mission and capabilities.

While the requirement to perform or provide RS is the same, the plan for a combined arms battalion differs from a plan for a theater-level sustainment operation.

After a commander selects a COA, the Chaplain Section / UMT completes the details of the RSP for inclusion in the OPORD. Depending on the level of command, the RSP communicates the higher commander's intent, provides guidance of the supervisory UMT, assigns responsibilities, and defines commands. The RSP, once published as a part of the OPORD, is a written order signed by the HHQ commander. As a result, supervisory chaplains and chaplain assistants must exercise their staff responsibility to participate in the staff planning process and develop a thorough RSP to assist subordinate UMTs in planning, preparing, executing, and assessing RS to their units. Subordinate UMTs receive an RSP from HHQ and incorporate those requirements into their own RSP.

Notes:

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Section 5 —Traumatic Event Management

What is Traumatic Event Management (TEM)?

Traumatic Event Management (TEM) is the approved U.S. Army term used to define any support activities taken to assist in the transition of military units and Soldiers who are exposed to potentially traumatic events (PTE). The goal of TEM is to successfully transition units and individuals, build resilience and promote posttraumatic growth (PTG), or increased functioning and positive change after enduring a trauma.

An event is considered *potentially traumatic* when it causes individuals or groups to experience intense feelings of terror, horror, helplessness, and/or hopelessness. Guilt, anger, sadness, and dislocation of *world view* or faith are potential emotional / cognitive responses to PTEs. Studies of Soldiers in Operation Iraqi Freedom (OIF) and Operations Enduring Freedom (OEF) have shown a correlation between exposure to combat experiences and behavioral health (BH) disorders, most particularly acute stress disorder and post traumatic stress disorder (PTSD). Examples include:

- Heavy or continuous combat operations.
- Death of unit members due to enemy or friendly fire.
- Accidents.
- Serious injury.
- Suicide / homicide.
- Environmental devastation/human suffering.
- Significant home-front issues.
- Operations resulting in the death of civilians or combatants.

It is an inevitable fact that ALL organizations and Soldiers will be affected in some way when exposed to PTEs. Most organizations and individuals will adjust to these events and successfully transition through them; capable of continuing the missions and tasks they are assigned. However, some organizations and/or individuals may show signs of reduced performance and dysfunction as a result of traumatic exposure. Refer to FM 4-02.51, *Combat and Operational Stress Control*, dated July 2006, for a detailed explanation on the impact of combat and operational stress exposure. It is the goal of the TEM practitioner to assess the impact of the PTE exposure and provide supportive measures as appropriate in an effort to enhance adaptive functioning and promote post combat and operational stress (PCOS) posttraumatic growth (PTG).

TEM Responsibilities

Combat and operational stress control (COSC) is a commander's program mandated by the DoD via DoDD 6490.5 and DoD Instruction 6490.05, and established in the U.S. Army through FM 4-02.51. Traumatic event manage-

Section 5 —Traumatic Event Management

TEM Responsibilities (cont.)

-ment (TEM) is also addressed as a function of COSC and is the commander's responsibility to provide the organizations and Soldiers entrusted to them. The commander is not alone in delivering TEM, and is supported by all Army COSC assets and specified TEM practitioners (to include the chaplain) to address PTE exposure and provide appropriate support activities. Like COSC, TEM is focused on the health of the organization and the ability of the exposed individuals to continue to function in the roles they have been tasked to perform.

TEM Practitioners

TEM practitioners include any trained individual designated to assess the potential impact of PTE exposure to military units and personnel, crafting a support plan, and executing measures to enable successful transition through the PTE incident and promoting resilience, adaptive functioning and post-traumatic growth. Specifically, TEM practitioners include all COSC providers and military chaplains. TEM practitioners may also include specially trained medical and unit personnel designated to provide TEM unit needs assessments (UNA) (see **Appendix L** for an explanation of UNA) and assist in TEM support activities. There is no specified restriction on who can be trained to assess and render support to units and individuals in response to PTE exposure.

TEM Practitioner

Any trained individual designated to assess the potential impact of PTE exposure to military units and personnel, crafting a support plan, and executing measures to enable successful transition through the PTE incident and promoting resilience, adaptive functioning, and posttraumatic growth.

The Chaplain as a TEM Practitioner

Introduction

Appendix A, FM 4-02.51 addresses the general role of the UMT in the commander's program for COSC. The UMT, imbedded within units down to battalion level, provides immediate support to leaders in fulfilling their COSC responsibilities. The UMTs also assist in training leaders to recognize combat and operational stress identification and intervention responsibilities. In cooperation with unit medical personnel, the UMT serves as a primary referral agency to BH resources.

Section 5 —Traumatic Event Management

The Chaplain as a TEM Practitioner (cont.)

Introduction (cont.)

Soldiers' inner resources are generally rooted in their religious and spiritual values. In combat, Soldiers often show more interest in their religious beliefs. When religious and spiritual values are challenged by the chaos of combat, Soldiers may lose the connection with their inner resources that have sustained them. The UMT is the primary resource available to Soldiers experiencing such dilemmas and is a valuable resource in assisting them as they seek to refocus their spiritual values.

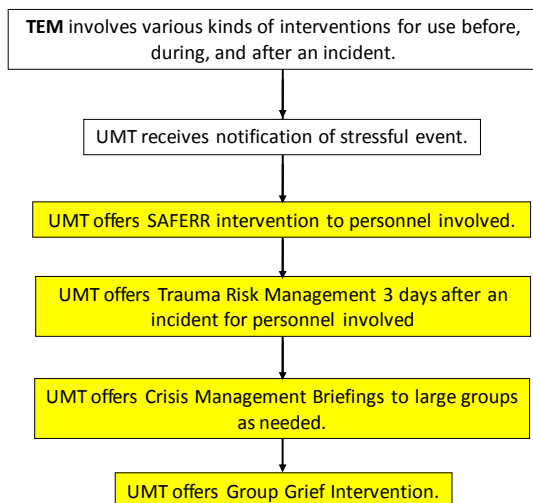
The UMT provides preventive, immediate, and restorative spiritual, emotional support and care to Soldiers experiencing COSR.

UMT Preventative RS Activities

The UMT assists in preventing COSR and misconduct stress disorders through spiritual fitness training. Ministry of presence with Soldiers, assigned Department of Army civilians (DAC), and contractors is critical. The UMT provides a stabilizing influence on personnel and assists them in strengthening and regaining personally held spiritual values.

Preventative activities include:

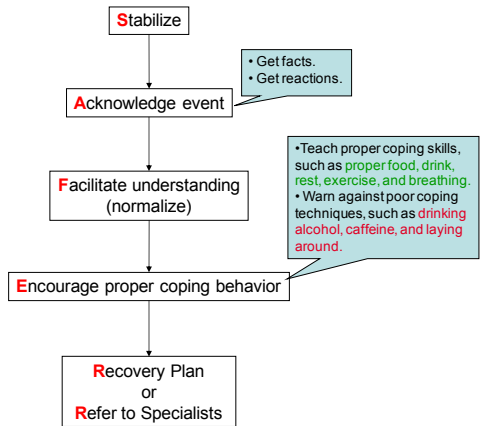
- Worship opportunities.
- Private and group prayer opportunities.
- Religious literature and materials.
- Scripture readings.
- Sacraments and ordinances.
- Assistance to personnel and families prior to deployment, emphasizing family strengths.



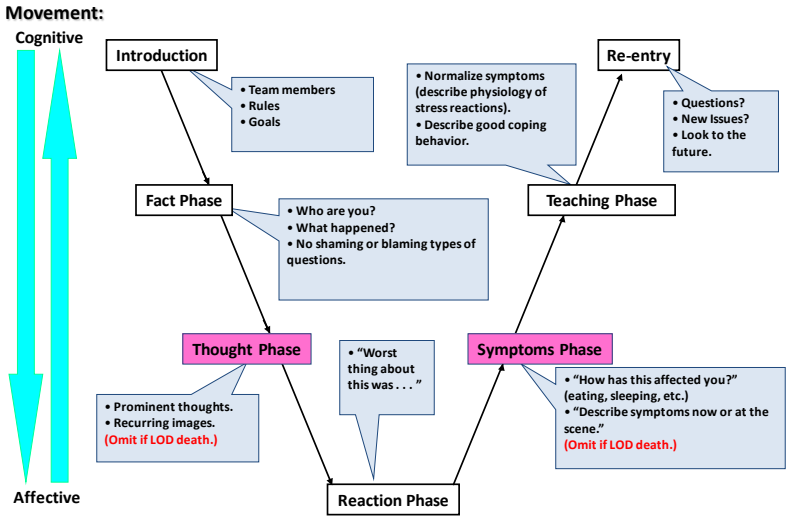
Section 5 —Traumatic Event Management

The Chaplain as a TEM Practitioner (cont.)

UMT Preventative RS Activities (cont.)



SAFERR Method of Intervention



Traumatic Risk Management

Section 5 —Traumatic Event Management

The Chaplain as a TEM Practitioner (cont.)

UMT Immediate RS Activities

The UMT assists commanders in the identification of personnel experiencing negative reactions to combat and operation stress, COSR, and misconduct stress behaviors. The UMT works closely with the unit's leaders and medical personnel to care for COSR cases through RS and comfort. **Immediate RS activities may include:**

- Conversation focused upon fears, hopes, and other feelings.
- Prayer for fallen comrades and memorial ceremonies and services.
- Rites, sacraments, and ordinances, as appropriate.
- Sacred scripture.

UMT Restorative RS Activities

Following an operation, a unit may require reconstitution. Surviving Soldiers may need to rebuild emotional, psychological, and spiritual strength. Depending upon the spiritual, emotional, and physical condition of the unit's Soldiers, the organic UMT may need augmentation from higher echelons or other units. **Restorative RS activities may include:**

- Worship, sacraments, rites, and ordinances.
- Memorial ceremonies and services.
- Religious literature and materials.
- Grief facilitation and counseling.
- Reinforcement of the Soldiers' faith and hope.
- Opportunities for Soldiers to talk about combat experiences and to integrate those experiences into their lives.

Unit Needs Assessment (UNA)

Chapter 4 of FM 4-02.51, as well as **Appendix L** of this publication, address the unit needs assessment (UNA). The UNA is a systematic process for identifying the COSC needs of units. The UNA allows COSC personnel to identify priorities for:

- Interventions.
- Activities.
- Allocating resources.

The UNA is not a clinical screening to identify individuals who have or are at risk for BH disorders problems, but rather evaluates the needs of the Soldier population and leads to more effective preventive COSC activities and early interventions.

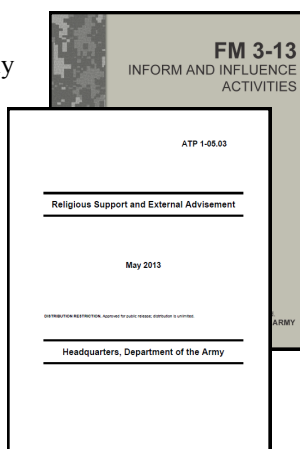
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Section 6 — Soldier Leader Engagement

Introduction

Soldier and Leader Engagement (SLE) is primarily covered in Chapter 8 of Field Manual (FM) 3-13, *Inform and Influence Activities*, dated January 2013. While many of the roles and principles remain the same, some aspects are somewhat unique to the chaplain and the UMT because of their religious and cultural nature. Therefore, SLE is also addressed in Army Techniques Publication (ATP) 1-05.3, *Religious Support and External Advisement*, dated May 2013, in Appendices C (*Religious Advisor and Soldier and Leader Engagement*) and D (*Soldier and Leader Engagement and the Operations Process*). This section presents the common aspects of SLE, as well as the unique aspects of SLE for the chaplain and UMT.



Purpose of SLEs

Soldier and leader engagement is interpersonal interactions by Soldiers and leaders with audiences in an area of operations (AO).

SLEs can occur as an opportunity, a face-to-face encounter on the street, or a scheduled meeting. This interaction can also occur via telephone calls, video teleconferences (VTC), or other audiovisual mediums. SLE supports both inform and influence lines of effort in the inform and influence activities (IIA) construct. Soldiers and leaders conduct this engagement to provide information or to influence attitudes, perceptions, and behavior. This engagement provides a venue for building relationships, solving conflicts, conveying information, calming fears, and refuting rumors, lies, or incorrect information. Effectively integrating SLE into operations increases the potential for commanders to mitigate unintended consequences, counter adversary information activities, and increase local support for friendly forces and their collective mission.

Commanders lead SLE efforts and prepare subordinates for conducting SLE activities throughout unified land operations (ULO). A fundamental and complex duty of a land force involves Soldiers having to operate among local audiences. Often, audiences in an AO look, act, and think differently from Soldiers. Sometimes the aims and ambitions of even a friendly or neutral audience fail to align with those of Soldiers and leaders.

As such, Soldiers and leaders prepare to bridge these differences to build alliances, to encourage cooperation and noninterference, and to drive a

Section 6 — Soldier Leader Engagement

Purpose of SLEs (cont.)

wedge between the friendly and neutral audiences and adversary and enemy audiences.

The SLE is a component of a commander's communication strategy implemented by the S-7 through IIA. The commander's communication strategy includes:

- Public affairs (PA) engagements, especially with the media.
- Planned, targeted messages and actions by military information support operations (MISO) with selected foreign audiences.
- Civil-military operations (CMO), such as humanitarian civic assistance.
- Military civic action projects.
- Engagements, such as those to support security force assistance efforts, and the capturing of key civil data.

Principles of SLEs

In IIA, the following **six principles** characterize the effective conduct of SLE to support decisive actions:

- Consistent.
- Culturally aware.
- Adaptive.
- Credible.
- Balanced.
- Pragmatic.



Chapter 8, FM 3-13 provides an expanded discussion of these six principles.

Types of SLE

In IIA doctrine, two types of Soldier and leader engagements exist — **deliberate** and **dynamic**. Deliberate and dynamic engagements differ in planning and execution.

Deliberate engagements are anticipated and planned interpersonal interactions that achieve a specified effect or accomplish a specific objective. These engagements may be face-to-face interactions or they may be interactions via other means, such as telephone or VTC.

Examples of deliberate engagements include:

- Scheduled meetings with key communicators or formal leaders.
- Participation in the planned opening of a local school.
- Delivery of information to a ministry official.

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Types of SLE (cont.)

Effective deliberate SLE integrates other information-related capabilities. This integration aims to achieve or complement desired effects. Examples of the integration of other information-related capability SLE include:

- Humanitarian and civic assistance.
- MISO, such as delivery of products to target audiences.

SLE involves method planning. As the Army's primary influence capability, MISO Soldiers are trained, educated, equipped, and organized to plan, conduct, monitor, and assess engagement with foreign populations and select audiences. This includes planning the engagements with foreign populations, leaders, key communicators, and others with the specific intent to influence the commander's objectives.

Dynamic engagements interactions are unanticipated or impromptu encounters for which Soldiers and leaders have not conducted deliberate planning. Dynamic interactions occur frequently. They may be spontaneous face-to-face conversations with local civilians during dismounted patrols, or unsolicited visitations by local leaders



to an operating base or combat outpost. Although unplanned, effective leaders prepare their subordinates at all levels to negotiate impromptu interactions successfully before and during deployment. Preparation for SLE starts as early as initial entry training when Soldiers begin internalizing the Army Values found in Army Doctrine Publication (ADP) 1. Displaying respect for others and communicating honestly (integrity) inevitably increases the likelihood of positive outcomes in any human interaction. Training for law of land warfare, rules of engagement (ROE), and culture, as well as role-playing exercises prepare Soldiers and leaders to have successful interactions.

Mission Command and SLEs

IIA, and therefore, SLE, is an essential component of mission command (MC). MC seeks to empower subordinates to lead at their levels. As Soldiers conduct SLE, they use discipline and professionalism in day-to-day interactions. Such interaction amplifies positive actions, counters enemy propaganda, and increases good will and support for the friendly mission. These engagements provide the most convincing venue for conveying positive information, assuaging fears, and refuting rumors, lies, and misinformation. Conducted with detailed preparation and planning, interactions often prove

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Mission Command and SLEs (cont.)

crucial in garnering local support for Army operations, providing an opportunity for persuasion, and reducing friction and mistrust.

Commanders are the key engagers because their position and authority often invest them with the greatest degree of credibility and access to undertake engagements. They do more than simply model appropriate actions. During stability operations in particular, commanders maximize interactions with the local populace through frequent SLEs. Doing so enables commanders to:

- Assess attitudes, beliefs, and behaviors first-hand.
- Sense shifts in perceptions, both positive and negative, and take appropriate action.
- Engender the trust and confidence of the local populace.
- Sense and map the social networks active in the AO.
- Confirm who the key leaders are, as well as trusted, credible voices, both formal and informal.
- Bolster confidence in, and consensus behind, effective and mission-supportive local leaders.
- Deliver messages.
- Assess how effectively units synchronize words, images, and actions and make needed refinements.
- Quickly address adversary information.
- Ensure Soldiers and subordinate leaders effectively engage the populace.

Commanders foster a culture to achieve both their vision and their unit's mission. As commanders seek to shape a culture that exhibits and upholds the Army Values (among many other shared beliefs and practices), they shape a culture of engagement. This culture buoys Soldiers' confidence to engage many audiences, especially the populace in which they operate.

Commanders may foster a culture of engagement in multiple ways:

- Guidance in the development of a robust communication strategy.
- Reporting and critical information requirements.
- Organization of the staff.
- Employment of public affairs (PA) and MISO for advice and assistance.
- Leading by example (such as actively conducting engagements).
- Training requirements (cultural, language, and negotiation training).
- Ensuring resources are provided to staff (manning, funds, and time).
- Building partner capacity with unified action partners.

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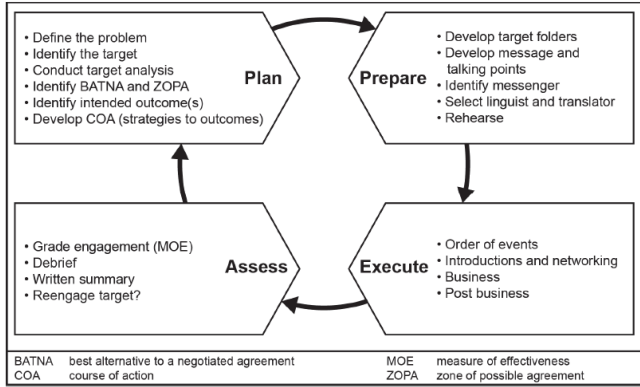
Mission Command and SLEs (cont.)

Critical to fostering a culture of engagement is the commander's supplying subordinates with proper training and guidance. The commander's themes and messages and unit cultural and language training requirements provide subordinates with critical tools for engagements. Still, Soldiers and leaders will likely make mistakes as they navigate the values and norms of an unfamiliar culture. Commanders balance their response to cultural and linguistic missteps with the task to actively seek engagement with target audiences.

Engagement Process

SLEs involve detailed planning. They also involve developing the commander's intent, messages, and intelligence preparation of the battlefield (IPB) with specific focus on the information environment, ROE, and an assessment of the AO.

Throughout the Engagement Process, staffs consider all these elements and develop them further.



The Engagement Process

The Engagement Process for SLE nests with the Operations Process of *plan, prepare, execute, and assess*. Each requirement in the Engagement Process details requirements for successful SLEs. The S-7 has responsibility to integrate all information-related capabilities into the overall Operations Process for the commander. The S-7 coordinates with the MISO planner to ensure SLEs are synchronized with all other information-related capabilities.

Planning Engagements

Commanders decide what they want to achieve during engagements with their various engagement targets and target audiences in the AO. SLE objectives nest with the commander's intent and the overall objectives established to attain the commander's desired end state. The S-7 makes the necessary recommendations to the commander for SLE objectives and ensuring these objectives nest with, and support, the commander's intent and overall objectives.

Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Planning Engagements (cont.)

The S-7 provides recommendations to the commander for the frequency and timing of SLEs. Continuous messaging to the engagement target and target audiences requires subordinate leaders and Soldiers to have detailed guidance for the time and frequency of engagements. Leaders verify that the timing of the engagement does not conflict with other operations. Effective commanders coordinate and synchronize engagement activities using a working group occurring in the unit's battle rhythm such as the IIA Working Group. This ensures the optimal timing of engagements and mutual support of other information-related capabilities and ongoing operations.

The S-7 recommends engagement targets to the commander for approval as a part of unit battle rhythm and targeting cycle decision briefs. During their IPB planning efforts, the S-7 recommends to the commander who to engage, when to engage, and where to engage the target audience. When deciding those involved, the S-7 identifies the key informal and formal leaders, key communicators, actors, and other influential personalities in their AO. SLEs are ideally targeted engagements deliberately planned using the analysis conducted during IPB. Critical to this process is the social and link analysis to determine the scope of influence that each engagement target may have. Properly identifying leader engagement targets maximizes the second- and third-order effects of the delivered messages. SLE targets with a broader scope of influence potentially create a larger cascading effect across the AO.

The S-7, in coordination with MISO planners, utilizes this analysis to determine the command themes and messages to emphasize to specific target audiences during SLEs. These command themes and messages must nest with the command themes and messages of the higher headquarters (HHQ) and the MISO themes and messages for that AO. The S-7 also ensures command themes and messages align with any published PA guidance to avoid delivering conflicting messages. Specific engagement targets and target audiences must have reinforced messaging through other outputs as affected by additional information-related capabilities in the information environment. To ensure maximum effect on the engagement targets and target audiences, the S-7 synchronizes these additional information-related capabilities outputs for consistency with SLE messages. MISO forces have the best qualifications to analyze operational environments (OE) and populations in those environments.

The S-7 coordinates closely with other staff elements and subordinate units to recommend the best venue for a planned Soldier SLE. This venue selection maximizes the opportunity for success in accomplishing the desired objective or attaining the desired end state. The S-7 integrates and synchronizes other

Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Planning Engagements (cont.)

information-related capabilities with the venue to maximize the opportunity for operational success. Commanders determine the best location and setting in which to conduct SLEs. The combined information overlay, intelligence estimates, cultural assessments, and running estimates often influence the venue selection for SLEs. Furthermore, target audiences seek their own engagements with Soldiers and leaders.

Examples of SLE venues include:

- Private meetings.
- Local government meetings.
- Civic, market, or community meetings.
- Public forums or town hall meetings.
- Civil affairs (CA) operations.
- Civil military operations (CMO).
- Face-to-face public interactions.
- Telephone conversations.
- Video-teleconferences (VTC).

Preparing Engagements

Soldiers and leaders prepare for deliberate engagements as they would any task or mission. Some IIA preparation, such as language and cultural preparation, occurs before deployment. Cultural understanding, survival-level language, and negotiation training prepare Soldiers and leaders to address the unfamiliar / dynamic foreign environment encountered during an engagement.

The S-7 can prepare Soldiers and leaders for an engagement by organizing the event into three distinct steps:

- Introduction.
- Business.
- Post-business.

These steps form the Engagement Plan by providing a logical structure to the engagement and details for the engagement work sheets (see **Appendix T**). For an effective SLE, the S-7 uses local customs, etiquette, and beliefs to guide and inform planning of each of these steps. Ignoring such key details detracts from the overall effectiveness of a deliberate engagement and contributes to not accomplishing the desired objective or attaining the desired end state for an engagement.

Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Preparing Engagements (cont.)

The **introduction** potentially sets the tone for the remainder of the engagement. Some key considerations to observe during the introduction step include:

- Position immediately next to the engaged audience and ensure the designated observer has enough access to record accurate details of the meeting.
- Establish rapport with the engaged audience. Use the appropriate greeting phrase in the native language, when possible. If hosting the engagement, adhere to as many local customs as applicable.
- Introduce and record the names and positions of everyone in attendance.
- Follow the norms provided by the local culture and customs during the introduction. If it is appropriate to serve a beverage, offer small talk, and discuss personal issues, then be prepared to do so.
- Apologize in advance for any cultural mistakes made and comment they are not intentional. Ask the engaged audience to please identify any mistakes made for learning and future engagements.
- Be careful about telling jokes; they can backfire when translated.
- Transition from the **introduction** step to the **business** step with a prepared transition. Do not just bluntly start speaking to the specifics of the meeting if the local custom does not dictate such behavior.

The **business** step is the focus of the engagement. In this step, the spokesperson uses the planned talking points and works toward the zone of possible agreement (ZOPA) for the given engagement. Soldiers consider the following during this step:

- Avoid making or implying promises that cannot be kept.
- Use open-ended questions to facilitate discussion. Yes or no answers tend to be incomplete and inaccurate.
- Address all talking points relevant to the engagement. Utilize the talking points to focus the discussion and reduce any wasted time.
- Focus on avoiding or overcoming impasses and working toward the anticipated ZOPA.
- It may be necessary at times to restate or reframe a question or statement. Reframing ensures that what is said is not misunderstood and helps communicate the meaning when working through an interpreter.
- Have a planned signal with the process observer or other assistant for any situation where the spokesperson may need to break from the engagement (for example, someone has called for the spokesperson to return to the HQ due to an unforeseen emergency).

Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Preparing Engagements (cont.)

The *post-business* step includes:

- Summarizing what both parties agreed to and clarifying expected actions by both parties.
- Agreeing on a general date for a follow-up engagement, if required.
- Taking a photo with the engaged audience to build rapport and use in subsequent engagements as a gift to be presented in an effort to create a feeling of reciprocity.
- Receiving a thorough debriefing from the S-7 of the process observer, translator, and spokesperson as soon as possible following the engagement.

Using *engagement reports* for post-business effectively captures important information from an engagement to share with other commands or staff sections. The S-7 integrates engagement reporting with routine reporting systems and mechanisms common to the unit and its HHQ. Regardless of the reporting conduit, a timely engagement report ensures situational awareness across the AO. For units with engagement targets that have patterns of life beyond their unit boundaries, situational awareness can potentially impact adjacent units and the HHQ.

Effective *engagement reports* include:

- Reporting unit with contact information.
- Engagement target name, demographic data, and location.
- Known affiliations and personality links of the engagement target.
- Purpose for the engagement.
- Background of the engagement and synopsis of previous engagements.
- Attendees.
- Summary of the engagement outcome and duration.
- Additional atmospherics and attitudes.
- Initial assessment of success in reaching intended outcome.
- Promises made.
- Date-time group (DTG) of agreed follow-up meeting (if required).

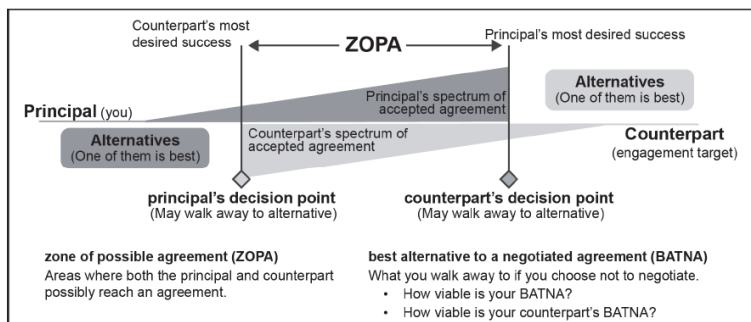
SLEs often take the form of a negotiation. Preparing for SLEs includes deliberately planning through a process that identifies the intended outcome or desired end state for the engagement. Specifically for SLEs, pre-engagement analysis identifies the commander's desired end state of the engagement, the target's desired end state, and the consequences from not attaining the desired

Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Preparing Engagements (cont.)

end states for both parties. Typical negotiation strategies label these determinations as the best alternative to a negotiated agreement (BATNA) and the zone of possible agreement (ZOPA). **Commanders, staffs, and ultimately the engagement target must view any SLE as a “win-win” and not as a “win-lose” situation.** To have a successful engagement, principals identify potential impasses during planning and develop strategies that properly address them in order.



BATNA and ZOPA

BATNA identifies what each party is walking away to in the event that there is no achievement of a desired end state. A BATNA can be conditions, situations, numeric quantities, or alternate solutions to be pursued through subsequent Soldier and leader engagement with other parties.

ZOPA identifies the area where the principal's desired end state overlaps with that of the engagement target's. In this area, both can agree to the parameters of a solution or outcome for which the engagement was designed to achieve.

Additionally, attaining the desired end state involves not only the principal reaching an objective, but engagement targets feeling as though they gained something of value from the meeting.

Units have numerous methods for capturing the data necessary to conduct engagements while deploying in overseas contingency operations. In preparation for conducting an engagement, leaders know or have the following information —

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Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Preparing Engagements (cont.)

- Engagement target's name.
- Title or role of subject or target.
- Relevant affiliations of target (religious, political, social link analysis).
- Location of the engagement.
- Date-time group of the engagement.
- Picture of target or of other personalities accompanying the target.
- Others to be present at engagement and summary of relevance to event.
- Commander's intent or desired end state of the engagement.
- BATNA (if negotiating) for both parties.
- ZOPA between parties.
- Supported themes, messages, and specific talking points.
- Local grievances or sensitive issues.
- Summary of previous engagements (if conducted) should include agreements made, kept, and those unmet.
- Updates on target's actions or situations the target was involved in since last meeting.
- Agenda for the leader engagement (general order of events).

In preparation for an engagement, review relevant guidance from the HHQ, as well as recent updates to running estimates or activity in the AO. Reviewing the commander's intent, command themes and messages, and PA guidance decreases the risk that information provided or action taken during a SLE contradicts higher-level guidance and themes. Finally, review local grievances and enemy activity. Understanding the issues most relevant to engagement targets and the target audience allows the Soldier to plan responses to potential accusations or queries.

IIA units rehearse planned engagements under conditions that closely approximate the environment and conditions in which they will conduct the engagement. If they use an interpreter, include the interpreter in the rehearsal. Rehearse the planned dialogue used during the SLE or use a back-translation for a document. (A back-translation is a translated document translated back into the original language and then compared with the original to ensure the meanings match.)

Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Executing Engagements

During the execution of an SLE, a Soldier or leader considers the following:

- Avoid rushing through the meeting:
 - Plan for enough time to accommodate the culture and avoid making the engaged audience feel they are low on the priority list.
 - Prepare for small talk before discussing business.
 - Take cues from the audience.
- Ask permission to take photos of the engaged audience. Staffs can later use these photos to update personality profiles and target folders.
- Never assume the engaged audience does not speak or understand English.
- When listening or speaking, always maintain eye contact with the audience. Watch the audience's gestures, eyes, and body language, not those of the translator.
- Speak in short sentences.
 - Do not recite a long paragraph and expect the translator to convey the message accurately.
 - The engaged audiences should feel that they are being conversed with, not being lectured to.
 - One to two sentences at a time is a good rule.
- Avoid using acronyms, slang, and idioms. Keep the language simple.
- Treat all members of the engaged audience with courtesy and respect.
- Avoid elevating position or embellishing authority. Avoid making promises but follow up as soon as possible to not decrease the engaged audience's respect or lose credibility with them.
- Know the body language from all parties. Ensure the body language does not negate the message.
- Utilize a *process observer* during the meeting to record key notes, the atmosphere, and body language of participants.

Assessing Engagements

One of the most difficult aspects of Soldier and leader engagement is assessment. Any assessment related specifically to Soldier and leader engagement feeds the larger assessment used in determining overall success in accomplishing the commander's operational objectives or attaining the desired end state.

During the planning process, the S-7 supports the overall assessment process by developing the following:

- SLE target list.

Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Assessing Engagements (cont.)

- Measures of performance (MOP).
- Measures of effectiveness (MOE).
- Input into the commander's critical information requirements (CCIR).
- Reporting protocols.

SLE Target List

The **SLE target list** is a high pay-off target list (HPTL) for the SLE. The S-7 prioritizes and gains approval of the list by the commander for face-to-face engagement to influence the targets and help in accomplishing operational objectives and attaining the desired end state. From the assessment perspective, this list provides a means to focus SLEs toward the highest priority selected audiences for the commander. The S-7 coordinates staff for focused information collection efforts and other nonstandard collection assets aimed at collecting on the engagement target list of personalities or groups. This coordination ensures the priority intelligence requirements (PIR) or information requirements are fed with information stemming from collection guidance given to collection assets.

Measures of Performance (MOP)

The staff measures the performance of tasks to support SLEs through detailed reporting received from units and assets tasked by the S-3 to engage personalities or groups on the SLE Target List. The details of this measurement verify the engagement occurred, the spokesperson delivered the proper messages, and the engagement target understood the message as intended. Such efforts with measures of performance (MOP) can be difficult to assess; however, redundant coverage of collection assets, in addition to subsequent SLEs provides additional clarity and refinement to this measurement.

Measures of Effectiveness (MOE)

The staff measures the effectiveness of tasks accomplished through the same means as measures of performance. Generally, the executor of an SLE provides details with regard to MOP.

However, with measures of effectiveness (MOE), staff cannot observe an immediate effect. The effectiveness of SLEs takes time to determine based upon the eventual actions and words of the engagement target. Additionally, personalities and groups in the engagement target's sphere of influence may

Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Assessing Engagements (cont.)

Measures of Effectiveness (MOE) (cont.)

provide even greater insights into the overall effectiveness of SLEs in attaining the end state. As such, it will be necessary for the S-7 to continue to monitor intelligence collection reporting dedicated and tasked against PIR and intelligence requirements that feed the assessments and MOE.

Input to CCIR

An effective S-7 engages in the staff planning processes that drive intelligence and information collection requirements. Such requirements provide the majority of intelligence and information that determines MOP and MOE. Without this coordination and integration with other staff elements, the S-7 causes inefficiency. Inefficiency comes from redundant reporting requirements and ad hoc reporting channels. The S-7 coordination with the S-2 and the S-3 ensures the specific information requirements needed to feed MOP and MOE are properly captured, recorded, tasked, and disseminated to the collection assets and subordinate units.

Reporting Protocols

The S-7 formalizes reporting requirements for information captured from SLEs through staff coordination with the S-2 and the S-3. To drive the assessment of SLEs, the S-7 identifies the no-later-than (NLT) reporting suspense and required specific information. The S-7 then coordinates this identification through the S-2 and S-3 to incorporate it into the OPORD or OPLAN and Information Collection Plan. Disciplined reporting through standardized reporting mechanisms ensures that subordinate units and collection assets are not over-tasked and facilitates greater staff integration between the S-7 and other staff sections.

Other Assessments

An after action review (AAR) following an SLE captures relevant information from the outcome of an engagement. The S-7 may conduct an AAR in lieu of or subsequent to the initial debrief following an engagement.

Although this process sometimes seems unnecessary, a thorough AAR brings many realizations of minute details not initially captured during a debrief. All participants sitting collectively in an AAR provide greater insights on any SLE and enable establishing a way forward for subsequent engagements or the employment of other information-related capabilities. AARs help responsible parties to complete the details of engagement reports before dissemination.

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Section 6 — Soldier Leader Engagement

Engagement Process (cont.)

Assessing Engagements (cont.)

Other Assessments (cont.)

An effective S-7 uses subjective commander's assessments as an assessment tool since they can provide invaluable insights into the effects of SLEs within a commander's AO. The S-7 considers subjective assessments in addition to the initial impressions experienced by participants during engagement interactions. These subjective assessments can inform the assessment of both MOPs and MOEs. Interpreters or process observers often provide helpful insight into capturing cultural idiosyncrasies. They may notice some nonverbal cues, facial expressions and gestures, voice intonation and inflection, or certain idiomatic expressions and jargon that may otherwise be overlooked and not incorporated in the metric-focused reporting of other techniques that inform assessments.

UMT-unique Aspects

An engagement conducted by a chaplain and chaplain assistant requires the same level of careful planning as any other tactical mission. Like any other mission, chaplains and chaplain assistants use the Operations Process (plan, prepare, execute, and assess) to ensure effective mission success with sufficient planning, quality preparation, disciplined execution, and continuous assessment and integrated leader involvement.

Initial External Advisement Focus Questions

As chaplains and chaplain assistants integrate into the Operations Process, the following questions can be used to determine how religion impacts operations and as an initial set of questions to shape an engagement:

- What religious beliefs are influencing the situation?
- What is your religious teaching regarding this issue?
- What does your God expect people to do in relation to . . . ?
- How are you as a clergy responding to . . . ?
- What message needs to be sent that explains the religious peril that this situation creates?
- What are the religious motivations behind a certain event?
- Identify the ideology the unit is facing?
- What values are they willing to die for?
- What religious values are we threatening? What religious values are we supporting?
- How is religion (interpretations of their sacred texts or leader's messages) being used to promote a political agenda?

Section 6 — Soldier Leader Engagement

UMT-unique Aspects (cont.)

Initial External Advisement Focus Questions (cont.)

- How can a healthy religious perspective promote peace?
- Are their injustices contributing to the group's response?
- How does religious group identity impact this situation?
- What are religious and cultural mechanisms for messaging and promoting peace?
- How is religion influencing the populace to respond to the political process?
- What is religion doing to resolve current conflicts?
- What is taught in religious education?

Planning Phase Checklist (Operations Process)

- ☐ Conduct Religious Area Analysis.
- ☐ Consult Media Reports / Intelligence Data.
- ☐ Collaborate with staff, subordinates, product review teams (PRT), and other joint, interagency, intergovernmental and multi-national (JIIM) agencies.
- ☐ Consult interpreters / cultural advisors.
- ☐ Consider operational variables (PMESII-PT), mission variables (METT-TC), and civil considerations (ASCOPE).
- ☐ Other Tools — communication synchronization themes; other staff folders; previous files from earlier unit chaplains.
- ☐ Learn about the contact's religion, culture, position, influence, networks, and intentions.
- ☐ Follow the commander's SLE guidance (who else needs to know?).
- ☐ Keep commander's intent and OPLAN in mind.
- ☐ Develop a list of nominees.
- ☐ Keep a data base (who, when, where, results).
- ☐ Identify alternate and future engagement nominees.
- ☐ Coordinate movement, logistics, security with other staff and appropriate agencies.

Preparation Phase Checklist (Operations Process)

- ☐ Write down a step-by-step plan, but also build in flexibility.
- ☐ Identify roles of each team member.
- ☐ Require at least one face-to-face meeting with team members to go over scheme of maneuver.
- ☐ Double check route, security, evacuation plan.
- ☐ Talk "what-ifs."

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UMT-unique Aspects (cont.)

Preparation Phase Checklist (Operations Process) (cont.)

- ☐ Discuss each question that you will ask. Understand cultural patterns for communication.
- ☐ Keep chaplain supervisor informed.

Execution Phase Checklist (Operations Process)

- ☐ Be respectful; offer (or accept) hospitality. Understand and be respectful of local hospitality expectations.
- ☐ Show humility.
- ☐ Don't assume the contact does or does not know / speak English.
- ☐ Ask open-ended questions whenever possible.
- ☐ Listen more than you speak.
- ☐ Avoid making political or social comments.
- ☐ Avoid telling jokes or cultural idioms; they don't translate well.
- ☐ Don't lie, bluff, or threaten.
- ☐ Be who you are, but use care when discussing religious differences; don't argue.
- ☐ Don't carry on side-bar conversations (this appears rude).
- ☐ Maintain eye contact with the contact (not with the interpreter).
- ☐ Allow for twice the time of a normal meeting (translation takes time).
- ☐ Don't rush off to the next meeting. Make them feel *this* meeting is the most important event in the day.
- ☐ Don't promise anything beyond your ability to control (However . . . try not to say "NO" too often).
- ☐ Stay in your lane.
- ☐ Observe contact's body language / be aware of yours.
- ☐ Be aware of cultural interpretations of body language. They may be different from your own.
- ☐ Finish on time.
- ☒ End with review of what was discussed: Ask, "*What would you like me to tell my commander?*"
- ☐ Bring a camera; ask permission to photograph; bring business cards.

Assessment Phase Checklist (Operations Process)

- ☐ Conduct an AAR immediately following the engagement (but out of sight / hearing of the leader you met) to include reviewing the accuracy of the notes that were taken.

(Note: see Appendix G for more information on the AAR.)

- ☐ Write "bullets" of key statements made / key concepts discussed.
- ☐ Discuss what went right / wrong; ask, "How can we improve?"
- ☐ Identify any "must report" items.

Section 6 — Soldier Leader Engagement

UMT-unique Aspects (cont.)

Reporting Checklist (Operations Process)

Following the *execution phase* and in support of the *assessment phase*, chaplains and chaplain assistants complete the Operations Process by reporting on the engagement.

- ☐ Report to commander / staff first (any S-2 items?).
- ☐ Report to supervisory chaplain.
- ☐ Report to corps World Religion Chaplain (if applicable).
- ☐ Answer the 5 W's and the "so what" question.
- ☐ Link the report to the command objectives.
- ☐ Provide pictures (storyboards help).
- ☐ Enter data into the appropriate data base.
- ☐ Maintain operational security (OPSEC).
- ☐ Update the data base of contacts.

Suggested Report Items

- Date / time / location of meeting.
- Units involved (U.S., Multinational, Host Nation).
- Commander's task and purpose for this engagement.
- Lead chaplain (name, unit, rank, position).
- Interpreter (name, religious or group affiliation).
- Note taker (name, unit, rank, position).
- Command representative (name, unit, rank, position).
- Leader data (religious or group affiliation).
- Other persons present (leader's associates; PRTs; non-governmental organizations (NGO); State Dept.).
- First meeting / dates of prior meeting / follow-up scheduled.
- Unit talking points.
- Leader talking points.
- Key issues discussed.
- Issues to be reported.

TTPs for SLEs (General)

- Stay in your role.
- Be conscious of body language and watch your facial expressions.
- Appearance — perceptions are everything — this applies to all those with you.

Section 6 — Soldier Leader Engagement

UMT-unique Aspects (cont.)

TTPs for SLEs (General) (cont.)

- Time management plan:
 - 25% casual, develop ‘professional relationships.’
 - 50% business.
 - 25% closure and ‘relationship’ time.
- Avoid slang / off-color humor / avoid jokes / avoid acronyms.
- Avoid Quid Pro Quo solutions (this for that).
- Emphasize “win-win” solutions.
- Only shift to “win-lose” if all else fails.
- 90% of all progress occurs away from the table.
- Focus on building a relationship!
- Have prepared sound bites explaining your role as a chaplain.
- Properly prepare your team through effective rehearsals.
- Every aspect of the meeting is deliberate — even small talk.
- Stick to your agenda — do not let a confrontational person drag you all over the map.
- Watch your body language.
- Always separate the person from the problem — attack the problem not the person.
- Be a GOOD listener.
- Conduct AAR of the meeting with note taker, chaplain assistant, and interpreter.
- If you can’t say “I don’t know,” you are in trouble!

TTPs for SLEs (Recorder)

- The recorder must be aware of all aspects of the meeting to include:
 - Time management.
 - Changes in tone.
 - Discussion leading to an impasse.
 - Interpreter disposition.
- Take notes, capture issues.
- Proven techniques for formal engagement:
 - Sit where you can watch the leader more than the contact and where you can provide signals to the leader outside of the contact’s field of view.

Section 6 — Soldier Leader Engagement

UMT-unique Aspects (cont.)

TTPs for SLEs (Recorder) (cont.)

- Use a template of notes to fill in the blanks, but be flexible since the engagement may not follow the planned order of questions.
- Help keep the leader on the pathway to the intended outcomes through use of signals.
- Schedule adequate breaks to keep the interpreter fresh as interpretation is a difficult task.
- Alternate interpreters as the engagement transitions from one phase to the next.
- If the interpreter or the contact is a smoker, provide an hourly break.
- Ensure appropriate refreshments are on-hand.

TTPs for SLEs (Interpreter)

- If possible, get an interpreter from the same ethnic background as the person you are meeting with.
- Rehearse — make them part of your team — invest your time in them — know his / her religion, background, personal bias, and history of hostilities! Know the biases of your interpreter and know how his / her biases might frame information. Ask the interpreter what prior experience he or she has with the intended contact.
- Think before you speak and group your words in short bursts.
- Speak succinctly and simply.
- It takes extra time to get your message across — plan for it.
- Interpreters get tired — plan periodic breaks.
- Look at your counterpart; maintain eye-to-eye contact.
- Act normal — speak as if the interpreter is not there.
- Always try to take a second interpreter.
- Plan the placement of your interpreter (beside, behind, or between).
- Do not become reliant on one interpreter.
- Do not let the interpreter speak one-on-one with the counterpart.
- Due to translation and new concepts, expect conversation to proceed at 25-33% normal speed.
- Pre-brief interpreter on topics you expect.

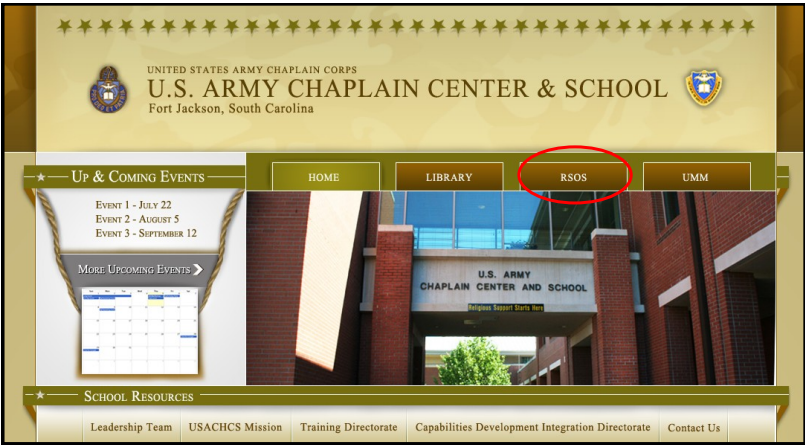
Notes:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Section 7 — Appendices

Appendix A — RSOS

The U.S. Army Chaplain Center and School (USACHCS) has many resources available for the chaplain community. Unique among these resources is the **Religious Support Operational Systems (RSOS)**, described in FM 1-05 as a theater RS *enabler*. This appendix will describe how to access the RSOS and the contents of this very useful feature.



Step 1 — RSOS can be accessed by searching for the term “RSOS” using the AKO search feature, or by visiting the USACHCS Home Page at the following URL: <http://www.usachcs.army.mil/#index> . Select the “RSOS” Tab (circled in red above).



Step 2 — The RSOS Home Page will appear. Select the “Doctrine and Publications” icon (circled in red above).

Section 7 — Appendices (cont.)

Appendix A — RSOS (cont.)

Step 3 — The RSOS “Doctrine and Publications” page will appear. Select the “Digital References” file (circled in red below).

The screenshot shows the RSOS interface with the 'Digital References' folder highlighted. The interface includes a top navigation bar with 'Home', 'My Account', 'Favorites', 'Quick Links', and 'Self Service'. The main content area is divided into 'Army Regulations' and 'Army Doctrine Publications'. The 'Digital References' folder is circled in red in the file list.

Name	Type	Point of Contact	Size	Date / Time GMT	Version
Chaplain Corps Specific Doctrine and Publications*	Folder	dave.clark	10 files	May 3, 2011 2:23 PM	
Chief of Chaplains Policy Letter*	Folder	dave.clark	5 files	May 3, 2011 3:11 PM	
Digital References*	Folder	dave.clark	9 files	May 3, 2011 7:36 PM	
Field Manual*	Folder	jeffrey.apococa	1 file	May 3, 2011 2:19 PM	
(FOUO, U) Battle Staff NCO HARD BOOKING*	pdf	jeffrey.apococa	1.1 MB	May 3, 2011 2:19 PM	1
2011 Army Strategic Planning Guidance*	pdf	jeffrey.apococa	608.46 KB	May 3, 2011 2:19 PM	1
Acronym Booklet*	doc	jeffrey.apococa	5.64 MB	May 3, 2011 2:19 PM	1
AR 165-1 (DEC 09)*	pdf	jeffrey.apococa	337.16 KB	May 3, 2011 2:19 PM	1
Army Directive 2011-01 (Repeal of CNDTP)*	pdf	jeffrey.apococa	2.24 MB	May 3, 2011 2:19 PM	1

Step 4 — The RSOS “Digital References” page will appear. Select the “Digital Reference Narrative and Download Guide” folder (circled in red below). This will provide detailed instructions for downloading and accessing the files.

The screenshot shows the 'Digital References' page with the 'Digital Reference Narrative and Download Guide' folder highlighted. The page includes a header with 'Digital References' and 'Folder Options'. Below the header, there is a table listing the folders and their details.

Name	Type	Point of Contact	Size	Date / Time GMT	Version
Digital Reference Narrative and Download Guide*	Folder	david.poston	0 files	Sep 3, 2013 8:13 PM	
DR 3 Support Planning*	Folder	david.poston	3 files	Sep 3, 2013 8:00 PM	
DR 4 Overview of Religious Support*	Folder	david.poston	0 files	Sep 3, 2013 8:12 PM	
DR1 Funerals and Memorials*	Folder	dave.clark	3 files	May 28, 2013 7:36 PM	
DR2 External Advisement*	Folder	dave.clark	3 files	Jun 19, 2013 5:31 PM	

There are four folders, each containing a walk through of the subject to include videos where appropriate. These four subjects are:

- DR1 — Funerals and Memorials
- DR2 — External Advisement
- DR3 — Support Planning
- DR4 — Overview of Religious Support

Section 7 — Appendices (cont.)

Appendix B — Briefing Formats

This appendix provides sample formats and guidelines for various briefings. UMT members should utilize these formats if lacking command-provided formats.

Information Briefing Format

The purpose of the information briefing is to inform the listener. An information briefing provides facts in a form the audience can understand. It does not include conclusions or recommendations. No decisions result.

The briefer begins an information briefing by addressing the audience, identifying themselves and the organization, and gives the classification of the briefing. The briefer states that the purpose of the briefing is for information and no decision is required. The briefer then introduces and defines the subject, orients the audience, and presents the information. Examples of information appropriate for an information briefing are:

- High priority information requiring immediate attention.
- Complex information — such as, complicated plans, systems, statistics, or charts — that require detailed explanation.
- Controversial information requiring elaboration and explanation.

1. INTRODUCTION

- a. Greeting. Use military courtesy, address the person(s) receiving the briefing, and identify yourself.
- b. Purpose. Explain the purpose and scope.
- c. Procedure. Indicate procedure if briefing involves demonstration, display, or 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 7 — Appendices (cont.)

Appendix B — Briefing Formats (cont.)

Decision Briefing Format

A decision briefing obtains an answer to a question or a decision on a course of action. It presents recommended solutions resulting from analysis or study of a problem or problem area. Decision briefings vary in formality and detail depending on the level of command and the decisionmakers' knowledge of the subject.

In situations where the decisionmaker is familiar with the problem, the briefing format may resemble that of a decision paper — a problem statement, essential background information, impacts, and a recommended solution. However, briefers are prepared to present assumptions, facts, alternative solutions, reasons for adopting the recommendation, and the coordination involved.

If the decisionmaker is unfamiliar with the problem, the briefing format resembles that of a decision briefing. The briefing should include facts bearing on the problem, assumptions, and a discussion of alternatives, conclusions, and the coordination involved. The briefer begins by stating, "This is a decision briefing." At the conclusion, if the decisionmaker does not state a decision, the briefer asks for one. The briefer should be certain that he understands the decision. If uncertain, the briefer asks for clarification.

The recommendation the briefer asks the decision maker to approve should be precisely worded in a form that can be used as a decision statement. Presenting the recommendation this way helps eliminate ambiguities. If the decision requires an implementing document, it should be prepared before the briefing and given to the decision maker for signature if the recommendation is approved.

1. INTRODUCTION

- a. Greeting. Use military courtesy, address the person(s) receiving the briefing, and identify yourself.
- b. Purpose. State that the purpose of the briefing is to obtain a decision and announce the problem statement.
- c. Procedure. Explain any special procedures such as a trip to outlying facilities or introduction of an additional briefer.
- d. Coordination. Indicate accomplishment of any coordination.
- e. 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. Plan for smooth transition.
- d. Conclusions. Degree of acceptance or the order of merit of each course of action.
- e. Recommendation(s). State action(s) recommended. Must be specific, not a solicitation of opinion.

3. CLOSE

- a. Ask for questions.
- b. Request a decision.

4. FOLLOW UP

Section 7 — Appendices (cont.)

Appendix B — Briefing Formats (cont.)

Staff Briefing Format

The staff briefing is to secure a coordinated or unified 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 the characteristics of the information, decision, and mission briefings.

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

The COS / XO usually presides over the staff briefing. He opens the briefing by identifying the purpose of the briefing and reviewing the mission of the next HHQ. He next 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 S-2, S-3, S-1, S-4, and S-5. Special and personal staff officer participation (to include the chaplain) varies with local policy. The commander usually concludes the briefing, and he may even take an active part throughout the presentation.

Situation Briefing

The tactical situation briefing is a form of 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 Briefing

When the main intent of regularly scheduled staff briefings is to achieve coordinated effort within a HQ, the substance of each officer's presentation is only an updating of material previously presented.

Section 7 — Appendices (cont.)

Appendix B — Briefing Formats (cont.)

Staff Briefing Format (cont.)

1. INTRODUCTION

- a. Greeting.
- b. Identification of self, if appropriate.
- c. Scope: Define coverage in terms of time, organizational level, or other specifics.

2. BODY

- a. Units visited.
- b. Unit morale.
- c. Coverage plan. (Consider NBC casualties, EPWs, mortuary affairs, your location, and who is next senior individual in charge.)
- d. Impacts of upcoming operations on soldiers and civilians.
- e. Problems.

3. CLOSE

- a. Solicitation of questions.
- b. Concluding statement and announcement of next briefer, if any.

Staff Estimate Format

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

1. GREETING

2. MISSION

3. THE SITUATION AND CONSIDERATIONS

- a. Intelligence situation.
- b. Tactical situation.
- c. Logistic situation.
- d. Civil-military operations situation.
- e. Personnel situation.
- f. Assumptions.

4. ANALYSIS

For each tactical course of action, when appropriate, analyze all logistic, civil-military operations, and personnel factors, indicating problems and deficiencies.

Section 7 — Appendices (cont.)

Appendix B — Briefing Formats (cont.)

Staff Estimate Format (cont.)

5. COMPARISON

- a. Evaluate deficiencies.
- b. Discuss advantages and disadvantages of each course of action from own standpoint. Indicate corrective action required.

6. CONCLUSIONS

Indicate whether the command can support the mission, which course of action can be supported best, and what major deficiencies need to be overcome.

7. CLOSE

- a. Solicitation of questions.
- b. Concluding statement and announcement of next briefer, if any.

Mechanics of Effective Speaking

The following techniques may prove helpful for the staff officer required to conduct briefings (e.g., chaplain).

- ☐ *Language* - Keep it simple! Conversational language works best.
- ☐ *Affection* - Be yourself. Period.
- ☐ *Gestures* - Use cautiously, although they do tend to ease tensions.
- ☐ *Words* - Understandable words work best; make listening easy. Use doctrinal terminology.
- ☐ *Sentences* - Let your verbs be verbs and nouns be nouns.
- ☐ *Audience contact* - Look at them. Do not ignore them.
- ☐ *Humor* - When in doubt, don't use it.
- ☐ *Unity* - Keep the subject in the forefront. Don't digress.
- ☐ *Accuracy* - Get it right. Check and double check data.
- ☐ *Clarity* - Keep it simple and direct.
- ☐ *Coherence* - Organize the talk logically.
- ☐ *Objectivity* - Tell it like it is. No sales pitch.
- ☐ *Completeness* - Tell the complete story. All of it.

Section 7 — Appendices (cont.)

Appendix C — OPORD / OPLAN Attachment

[CLASSIFICATION] (Change from verbal orders, if any) Copy ## of ## copies Issuing headquarters Place of issue Date-time group of signature Message reference number <i>Include heading if attachment is distributed separately from the base order or higher-level attachment.</i> [Attachment type and number/letter] [(attachment title)] TO [higher-level attachment type and number/letter, if applicable] [(higher-level attachment title, if applicable)] TO OPERATION PLAN/ORDER [number] [(code name)] [(classification of title)] References: Time Zone Used Throughout the Order: 1. (U) <u>Situation</u>. <i>Include information affecting the functional area that paragraph 1 of the OPLAN/OPORD does not cover or that needs to be expanded.</i> a. (U) <u>Area of Interest</u>. <i>Refer to Annex B (Intelligence) as required.</i> b. (U) <u>Area of Operations</u>. <i>Refer to Appendix 2 (Operation Overlay) to Annex C (Operations).</i> (1) (U) <u>Terrain</u>. <i>List all critical terrain aspects that impact functional area operations. Refer to Tab A (Terrain) to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence) as required.</i> (2) (U) <u>Weather</u>. <i>List all critical weather aspects that impact functional area operations. Refer to Tab B (Weather) to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence) as required.</i> c. (U) <u>Enemy Forces</u>. <i>List known and templated locations and activities of enemy functional area units for one echelon up and two echelons down. List enemy maneuver and other area capabilities that will impact friendly operations. State expected enemy courses of action and employment of enemy functional area assets.</i> d. (U) <u>Friendly Forces</u>. <i>Outline the higher headquarters' plan as it pertains to the functional area. List designation, location, and outline of plan of higher, adjacent, and other functional area assets that support or impact the issuing headquarters or require coordination and additional support.</i> e. (U) <u>Interagency, Intergovernmental, and Nongovernmental Organizations</u>. <i>Identify and describe other organizations in the area of operations that may impact the conduct of functional area operations or implementation of functional area-specific equipment and tactics.</i> f. (U) <u>Civil Considerations</u>. <i>Refer to Annex K (Civil Affairs Operations) as required.</i> g. (U) <u>Attachments and Detachments</u>. <i>List units attached or detached only as necessary to clarify task organization.</i> h. (U) <u>Assumptions</u>. <i>List any functional area-specific assumptions that support the annex development.</i> [page number] [CLASSIFICATION]
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Sample of Generic OPLAN / OPORD Attachment (page 1)

Section 7 — Appendices (cont.)

Appendix C — OPORD / OPLAN Attachment (cont.)

[CLASSIFICATION]
[Attachment type and number/letter] [(attachment title)] TO [higher-level attachment type and number/letter, if applicable] [(higher-level attachment title, if applicable)] TO OPERATION PLAN/ORDER [number] [(code name)]—[issuing headquarters] [(classification of title)]
2. (U) <u>Mission</u>. <i>State the mission of the functional area in support of the base plan or order.</i>
3. (U) <u>Execution</u>. a. (U) <u>Scheme of Support</u>. <i>Describe how the functional area supports the commander's intent and concept of operations. Establish the priorities of support to units for each phase of the operation. Refer to Annex C (Operations) as required.</i> b. (U) <u>Tasks to Subordinate Units</u>. <i>List functional area tasks assigned to specific subordinate units not contained in the base order.</i> c. (U) <u>Coordinating Instructions</u>. <i>List only instructions applicable to two or more subordinate units not covered in the base order. Identify and highlight any functional area-specific rules of engagement (ROE), risk reduction control measures, environmental considerations, and CCIRs and EEFLs that pertain to the functional area.</i> <i>(Note: For operations within the United States and its territories, title this paragraph "Rules for the Use of Force.")</i> 4. (U) <u>Sustainment</u>. <i>Identify priorities of sustainment for functional area key tasks and specify additional instructions as required. Refer to Annex F (Sustainment) as required.</i> 5. (U) <u>Command and Control</u>. a. (U) <u>Command</u>. <i>State the location of key functional area leaders.</i> b. (U) <u>Liaison Requirements</u>. <i>State the functional area liaison requirements not covered in the base order.</i> c. (U) <u>Signal</u>. <i>Address any functional area-specific communications requirements or reports. Refer to Annex H (Signal) as required.</i> ACKNOWLEDGE: <i>Include only if attachment is distributed separately from the base order.</i> OFFICIAL: [Authenticator's name] [Authenticator's position] <i>Either the commander or coordinating staff officer responsible for the functional area may sign attachments.</i> ATTACHMENT: <i>List lower level attachments.</i> DISTRIBUTION: <i>Show only if distributed separately from the base order or higher-level attachments.</i> [page number] [CLASSIFICATION]

Sample of Generic OPLAN / OPORD Attachment (page 2)

Section 7 — Appendices (cont.)

Appendix D — Risk Management

Introduction

The identification of hazards and the management of associated risk is the responsibility of all staff officers. This process, which is detailed in FM 5-19, parallels the MDMP. We have condensed the process in the following paragraphs. FM 5-19 (*Composite Risk Management*) marked a change in the way the Army approached risk. This new holistic approach focused on the risks from all sources rather than the traditional practice of separating risk into the two categories. This new culture change represented the mentality of “how to think” rather than “what to think.”

Risk Management Process

There are five steps to risk management according to FM 5-19:

- *Identify* hazards (performed during MDMP Steps 1-4).
- *Assess* hazards to determine risk (performed during MDMP Steps 2-4).
- *Develop* controls and *make risk decisions* (performed during MDMP Steps 3-6).
- *Implement* controls (MDMP Step 7 and during preparation and execution).
- *Supervise* and *evaluate* risk (during preparation and execution).

The staff (to include the chaplain) identifies risk hazards and assesses the level of risk for each hazard; the assessment is overseen by the S-3. The commander assesses where he will accept risk. The XO integrates risk management into the Orders Process.

Military Decision-making Process	Risk Management Steps				
	Step 1 Identify Hazards	Step 2 Assess Hazards	Step 3 Develop Controls (+) Decision	Step 4 Implement Controls	Step 5 Supervise (+) Evaluate
Mission Receipt	X				
Mission Analysis	X	X			
COA Development	X	X	X		
COA Analysis	X	X	X		
COA Comparison			X		
COA Approval			X		
Orders Production			X	X	
Rehearsal	X	X	X	X	X
Execution/Assessment	X	X	X	X	X

Risk Management and the MDMP

Step 1 — Identify Hazards

A hazard is a condition with the potential to cause:

- Injury, illness, or death of personnel.
- Damage to, or loss of, equipment or property.
- Mission degradation.

Section 7 — Appendices (cont.)

Appendix D — Risk Management (cont.)

Risk Management Process (cont.)

Step 1 — Identify Hazards (cont.)

- A hazard may also be a situation or event that can result in degradation of capabilities or mission failure.

TTP ►	The factors of METT-TC provide a sound framework for identifying hazards when planning, preparing, and executing operations.
-------	--

Step 2 — Assess Hazards

Hazards are first assessed according to five degrees of probability, depicted by capital letters A through E:

- Frequent (A) - Occurs very often, continuously experienced.
- Likely (B) - Occurs several times.
- Occasional (C) - Occurs sporadically, but not uncommon.
- Seldom (D) - Remotely possible; could occur at some time.
- Unlikely (E) - Can assume will not occur, but not impossible

Hazards are further assessed according to four degrees of severity, depicted with Roman numerals:

- Catastrophic (I) - Mission failure or death, unacceptable collateral damage.
- Critical (II) - Severely degraded mission; permanent partial or temporary total disability.
- Marginal (III) - Degraded mission capability; lost time due to injury or illness.
- Negligible (IV) - Little impact on mission capability; first aid treatment.

Hazards are finally assessed according to four levels of overall risk:

- Extremely High Risk (E) - Loss of ability to accomplish the mission if hazards occur during the mission.
- High Risk (H) - Significant degradation of mission capabilities, inability to accomplish all parts of the mission, or inability to complete the mission to standard if hazards occur during the mission.
- Moderate Risk (M) - Expected degraded mission capabilities in terms of the required standard and will result in reduced mission capability if hazard occurs during a mission.
- Low Risk (L) - Expected losses have little to no impact on accomplishing the mission.

Section 7 — Appendices (cont.)

Appendix D — Risk Management (cont.)

Risk Management Process (cont.)

Step 3 — Develop Controls and Make Risk Decisions

This is a 2-part step:

- Develop controls.
- Make risk decision.

There are three major categories of controls that must meet the criteria of *suitability*, *feasibility*, and *acceptability*:

- Educational (based on knowledge and skills of unit / individuals).
- Physical (barriers, guards, signs, etc.).
- Avoidance (positive actions to prevent contact).

A key element of the risk decision is to determine if the risk is justified. The commander, alone, makes this determination.

Step 4 — Implement Controls

Implementing controls involves coordination and communication, and by incorporating controls in standard operating procedures (SOP), orders, briefings, and staff estimates.

Step 5 — Supervise and Evaluate

The supervision and evaluation of risk is a leadership responsibility. Use the AAR Process as an assessment tool to determine if changes need to be made to your unit's safety program. Use hazards identified by the AAR in building a database for future operations.

Risk Assessment Matrix						
Severity		Probability				
		Frequent A	Likely B	Occasional C	Seldom D	Unlikely 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
E – Extremely High Risk H – High Risk M – Moderate Risk L – Low Risk						

Risk Assessment Matrix

Section 7 — Appendices (cont.)

Appendix D — Risk Management (cont.)

Tracking Risk Management

The following risk management worksheet and instructions provide a tool for tracking and assessing risk throughout 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 accomplishment.
- Make risk decisions at the proper level. Make risk decisions at a level consistent with the commander's guidance. The UMT leader responsible for the mission should make the risk decisions.
- Accept risk if benefits outweigh the costs. The UMT leader must take necessary risks to accomplish the mission. The UMT leader must understand that risk taking requires a decisionmaking process that balances mission benefits with costs.

COMPOSITE RISK MANAGEMENT WORKSHEET							
1. MISSION/TASK		2a. DTG BEGIN		2b. DTG END		3. DATE PREPARED (YYYYMMDD)	
4. PREPARED BY		5. RANK		6. POSITION			
5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE?
Additional space for entries in Items 5 through 9 is provided on Page 2.							
13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)							
LOW		MODERATE		HIGH		EXTREMELY HIGH	
14. RISK DECISION AUTHORITY		b. RANK		c. DUTY POSITION		d. SIGNATURE	
a. LAST NAME							

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Risk Management Worksheet

Item	Instruction
1 through 4	Self explanatory.
5	Subtask relating to the mission or task in block 1.
6	Hazards – Identify hazards by reviewing METT-TC factors for the mission or task. Additional factors include historical lessons learned, experience, judgment, equipment characteristics and warnings, and environmental considerations.
7	Initial Risk Level– Includes historical lessons learned; intuitive analyses, experience, judgment, equipment characteristics and warnings; and environmental considerations. Determine initial risk for each hazard by applying risk assessment matrix (Figure 2-4). Enter the risk level for each hazard.
8	Controls – Develop one or more controls for each hazard that will either eliminate the hazard or reduce the risk (probability and/or severity) of a hazardous incident. Specify who, what, where, why, when, and how for each control. Enter controls.
9	Residual Risk Level– Determine the residual risk for each hazard by applying the risk assessment matrix (Figure 2-4). Enter the residual risk level for each hazard.
10	How to Implement – Decide how each control will be put into effect or communicated to the personnel who will make it happen (written or verbal instruction; tactical, safety, garrison SOPs, rehearsals). Enter controls.
11	How to Supervise (Who) –Plan how each control will be monitored for implementation (continuous supervision, spot-checks) and reassess hazards as the situation changes. Determine if the controls worked and if they can be improved. Pass on lessons learned.

Risk Management Worksheet Instructions

Section 7 — Appendices (cont.)

Appendix E — Running Estimate

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 staff functional area's capabilities.
 - (2) **Weather.** State how weather affects staff functional area's capabilities.
 - (3) **Enemy Forces.** Describe enemy disposition, composition, strength, and systems within a functional area as well as enemy capabilities and possible courses of action (COAs) with respect to 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 to include possible support needed by civil authorities from the functional area as well as possible interference from civil aspects.
 - c. **Assumptions.** List all 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.
 - b. List enemy actions or COAs that were templated that impact the functional area.
 - c. List the evaluation criteria identified during COA analysis. All staff use the same criteria.
4. **ANALYSIS.** Analyze each COA using the evaluation criteria from COA analysis. Review enemy actions that impact the functional area as they relate to COAs. Identify issues, risks, and deficiencies these enemy actions may create with respect to the functional area.
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.

Generic Running Estimate Format

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

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

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

- **Terrain/Weather:** How will weather and terrain impact delivery of RS? (i.e. access, movement, method of travel) How will weather impact indigenous religious holidays?

Section 7 — Appendices (cont.)

Appendix E — Running Estimate (cont.)

- **Enemy Forces:** What enemy activities will shape RS and impact on movement, religious ideology and the local populace? How could religious ideology impact the enemy, the populace or friendly forces?
 - **Friendly Forces:** When discussing the friendly forces, consider the unit locations and dispositions, UMT personnel assets, available religious supplies, health service support, and civil support or stability operations support. UMTs analyze religious density profiles within the unit. UMTs should track counseling trends, visitation, Red Cross messages, WIA and KIAs (estimated or actual) and Memorial and honors activities.
 - Unit locations and dispositions includes aerial and sea ports of debarkation, tactical assembly areas, lines of departure, main and alternate supply routes, and forward operating bases, combat outposts, or base clusters without available religious support.
 - Available UMT personnel assets include company-level religious support specialists or certified distinctive faith group leaders. Religious supplies needed to perform and provide RS to authorized personnel.
 - Analyze critical religious requirements and holy days during the operation, religious preference profile (ad hoc query) and area support requirements.
 - Area support requirements consider the following:
 - Adjacent or co-located Army units without UMTs requiring religious support.
 - Adjacent or co-located joint force units without Religious Support Teams (RST) requiring religious support.
 - Adjacent or co-located multinational units without Chaplains requiring religious support.
 - Adjacent or co-located Army, joint or multinational religious support personnel who can provide shortage faith group coverage.
 - Distinctive faith group or denominational requirements. Identify low density faith group requirements, assets in theater and a coverage plan. Identify other requirements, assets and coverage plan such as a Catholic priest.
 - Requirements for RS during mass casualties.
 - Health service support consists of using casualty estimates and ensuring the health of the command. Casualty estimates, provided to medical planners by human resources G-1, S-1 (in coordination with unit medical personnel), anticipate the number of casualties; plan for ambulance exchange points, evacuation pick-up zones, medical evacuation routes, and Role 2 medical treatment facilities. Health of the command considerations include morale and unit cohesion, task organized attachments, home-front stressors, units having been in recent contact, and combat stress control assets (number, location and means of contact).
 - **Civilian Considerations.** Describe civil considerations that may affect the functional area to include possible support needed by civil authorities from the functional area as well as possible interference from civil aspects. Civil support or stability operations support considerations discuss any refinement from the religious area analysis of local religious issues that impact the operation.
- Under **assumptions**, list all assumptions that affect the functional area.
- Under the **MISSION**, write the commander's restated mission that comes from mission analysis.
- Under **COURSES OF ACTION**, the UMT considers the religious and moral implications of each course of action and determines how to provide religious support for each. While the operations officer formulates the tactical possibilities, the Chaplain and other staff officers consider how to integrate and synchronize their warfighting functions into each course of action. The resulting plans may be stated in either broad or detailed terms. During the analysis of courses of action, the team may add details, make revisions, or more fully develop its plans. The UMT or chaplain section considers (at a minimum):
- What is the mission type (offensive, defensive, civil support, or stability)?
 - When will the mission begin and when, including phases, is it anticipated to end?
 - Where will the mission occur?
 - How will the commander accomplish the mission (what means)?
 - Why is the unit undertaking this mission?
 - What are the specified and implied tasks?
 - What are the priorities for religious support?
 - What are the requirements to accomplish the mission?
 - Are there any religious issues or factors that impact any of the COAs?
- Under **ANALYSIS**, analyze each proposed course of action, noting problems that impact delivery of RS and proposed plans for overcoming them.
- Consider facts and assumptions from the Mission Analysis and their impact on religious support.
- In **COMPARISON**, done on completion of course of action analysis, the UMT or chaplain section should have clarified the following:
- Requirements for adjustments of initial disposition of subordinate chaplains and chaplain assistants.
 - Probable critical points and events, and how the UMTs will provide religious support for each to include low density faith groups and other critical RS requirements.
 - Location and composition of additional religious support assets and their employment during various phases of the operation.
 - Religious support requirements and resources required during each phase of the operation.
 - Are there any religious factors such as ideology, location of shrines/places of worship, religious holidays or potential endangerment of civilians that should be factored into the COA comparison?
- Under **RECOMMENDATION AND CONCLUSIONS**, the UMT refines its initial recommendation from the mission analysis for supporting the commander's chosen course of action. It must now support the commander's restated mission and synchronized with all warfighting functions (especially the sustainment function).

Section 7 — Appendices (cont.)
Appendix E — Running Estimate (cont.)

RUNNING ESTIMATE		(PAGE 1 OF 5)
UNIT:	DTG:	EVENT:
I. GATHER FACTS AND ASSUMPTIONS: (The UMT gathers information concerning the assigned mission and divide this information into two categories: Facts and Assumptions)		
FACTS ON: -Special religious needs of soldiers (refer to Religious Preference Profile (RPP) & ad hoc query) -Location/Movement of UMT by phase -Enemy and friendly dispositions -Available troops/-Unit strengths -Material readiness/-Cmd's intent -Logistical & Communication support		*ASSUMPTIONS ON: -Special religious needs of soldiers (refer to Religious Preference Profile (RPP) & ad hoc query) -Location/Movement of UMT by phase -Enemy and friendly dispositions -Available troops/-Unit strengths -Material readiness/-Cmd's intent -Logistical & Communication support
*NOTE: When facts essential to planning RS are not available, the UMT must make assumptions. In the absence of facts, assumptions are used to fill gaps		
MCTT-TC	Mission	Implied and specified tasks from the higher headquarters. For example area RS may be implied but not specified by higher headquarters. Example: protection of religious shrines, or sacred sites in AO.
	Enemy	How the enemy may threaten the religious support mission. How religion plays a part in the enemy's capacity or inclination to fight
	Terrain and Weather	Weather extremes, a assessment of terrain, boundaries of AOR
	Troops	Operational OPTempo of soldiers determines their availability for religious support. UMT adjusts its schedule to match soldier's schedules. Assess and advise commander on troop morale, spiritual health.
	Time Available	Assessment of time required for planning. Consider traveling time.
	Civil Considerations	-Understand operational/religious environment - religious implications for COA -anticipate negative impacts on local religious climate

Running Estimate Worksheet (Page 1 of 5)

RUNNING ESTIMATE		(PAGE 2 OF 5)
UNIT:	DTG:	EVENT:
II. ANALYZE THE MISSION: (The UMT identifies implied tasks and determines essential tasks)		
*ESSENTIAL TASKS: 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. _____ 8. _____ 9. _____ 10. _____		*IMPLIED TASKS: 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. _____ 8. _____ 9. _____ 10. _____
*NOTE: Through out the entire mission analysis process, the UMT consider 3 important factors: UNIT MORALE, ETHICAL & MORAL IMPLICATIONS, IMPACT OF LOCAL RELIGION ON THE MISSION. These 3 factors will dictate the length of the UMT's task list.		

Running Estimate Worksheet (Page 2 of 5)

Section 7 — Appendices (cont.)
Appendix E — Running Estimate (cont.)

RUNNING ESTIMATE			(PAGE 3 OF 5)
UNIT:	DTG:	EVENT:	
III. DEVELOP COURSES OF ACTION: The UMT considers the RELIGIOUS, MORAL, ETHICAL implications of each COA proposed.			
COURSE OF ACTION 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. _____ 8. _____ 9. _____ 10. _____		RELIGIOUS IMPLICATION OF PROPOSED COA 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. _____ 8. _____ 9. _____ 10. _____	
RFI's			
REQUESTED FROM/SUBJECT		DTG OPENED	DTG CLOSED

Running Estimate Worksheet (Page 3 of 5)

RUNNING ESTIMATE		(PAGE 4 OF 5)
UNIT:	DTG:	EVENT:
IV. ANALYZE AND COMPARE COA: The UMT analysis consists of two parts: WAR-GAMING & COMPARISON OF COA.		
WAR GAMING Possible outcomes COA 1 _____ _____ _____ Possible outcomes COA 2 _____ _____ _____ Possible outcomes COA 2 _____ _____ _____ _____	COMPARE COAs _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	
NOTES: _____ _____ _____		

Running Estimate Worksheet (Page 4 of 5)

Section 7 — Appendices (cont.)

Appendix E — Running Estimate (cont.)

RUNNING ESTIMATE																				
(PAGE 5 OF 5)																				
UNIT:	DTG:	EVENT:																		
V. MAKE A RECOMMENDATION: Commanders may agree on a recommendation, modify it or select and different one . Once the Cmd decides on a COA, preparation for rehearsals begin. Approved COAs are the basis for the Religious Support Plan.																				
UMT NEEDS TO PARTICIPATE IN REHEARSALS IN ORDER TO TEST THE EFFECTIVENESS OF THE RSP																				
<table border="1"><thead><tr><th>Rehearsal Type</th><th>Time</th><th>Location</th></tr></thead><tbody><tr><td>Back Brief</td><td></td><td></td></tr><tr><td>Rock drill</td><td></td><td></td></tr><tr><td>Combined Arm Rehearsal</td><td></td><td></td></tr><tr><td>CSS Rehearsal</td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></tbody></table>			Rehearsal Type	Time	Location	Back Brief			Rock drill			Combined Arm Rehearsal			CSS Rehearsal					
Rehearsal Type	Time	Location																		
Back Brief																				
Rock drill																				
Combined Arm Rehearsal																				
CSS Rehearsal																				

Running Estimate Worksheet (Page 5 of 5)

Section 7 — Appendices (cont.)

Appendix F — Religious Support Estimate

Religious Support Estimate: Considerations (Mission Planning)

- What religious factors of indigenous religious groups may influence mission accomplishment?

- Customs
 - Sites / shrines
 - Other: Holidays and calendar / movement / observances
- What contingencies to the mission(s) may require adjustments to religious support plans? What are the “triggers” for such adjustments? What other UMT assets are in AO of mission personnel? What is the re-supply plan or options?
- What stressors may tax unit leaders / unit members (operational elements) during phases of operation / mission? What ministry events are appropriate at both FSB / FOB / FARP or forward sites?
 - What ministry tasks will meet varying situations due to:
 - CBRN
 - Loss of contact / Communication
 - Casualties
 - Mass casualty
- What ministry tasks may be required if mission is successful?
 - Detainees / EPWs
 - Survivor guilt / Grief
 - Humanitarian missions

Worship services / AARs / visits to subordinate UMTs
- What ministry tasks maybe required if mission is aborted or unsuccessful?
 - Casualties
 - Reconstitution
 - Personnel recovery

CISD / CED & memorial services and worship services – AARs and reports, visits to UMTs
- What ministry tasks may be appropriate at different phases of mission?
 - Preparation and planning (including staging areas)
 - Infiltration / movement
 - Mission-operation
 - Sustainment / re-supply
 - Exfiltration / movement
 - Recovery

Personal prayers, rites and sacraments, reunion celebration, awards, CISD and memorial services, rest and recuperation / resiliency sustainment
- What ministry tasks may be required for follow-on or change-of-mission situations?
 - Future Plans, Staging Base, CMO / OOTW / NEO, Re-deployment, etc..
- When would it be appropriate IAW METT-T for UMT to conduct movement?
- What situations would require additional UMT support for ministry?
 - UMT casualties, mass casualty, sustainment for long periods / days.

Sample Religious Support Estimate (Division)

Legend:

CMO — civilian-military operations

FSB — forward support battalion

NEO — noncombatant evacuation operation

OOTW — operations other than war

EPW — enemy prisoner of war

FOB — forward operating base

AAR — after-action report

FARP — forward arming and refuel point

ARNG-TAFT

Section 7 — Appendices (cont.)

Appendix G — After-Action Review (AAR)

Introduction

An after-action review (AAR) is a professional discussion of an event, focused on performance standards, that enables Soldiers to discover for themselves (“disclosure learning”) what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders and units can use to get maximum benefit from every mission or task.

Offering a detailed account of significant individual and unit assignments or activities, the UMT can use an AAR to present a written report on a significant event.

The AAR provides:

- Candid insights into specific Soldier, leader, and unit strengths and weaknesses from various perspectives.
- Feedback and insight critical to battle-focused training.
- Details often lacking in evaluation reports alone.

Key Points to Address

- AARs are conducted during or immediately after each event.
- AARs focus on intended training objectives.
- AARs focus on Soldier, leader, and unit performance.
- AARs involve all participants in the discussion.
- AARs use open-ended questions.
- AARs are related to specific standards.
- AARs determine strengths and weaknesses.
- AARs link performance to subsequent training.

The AAR Format

- Introduction and rules.
- Review of training objectives.
- Commander's mission and intent (what was supposed to happen).
- Opposing force (OPFOR) commander's mission and intent (when appropriate).
- Relevant doctrine and tactics, techniques, and procedures (TTP).
- Summary of recent events (what happened).
- Discussion of key issues (why it happened and how to improve).
- Discussion of optional issues.

Section 7 — Appendices (cont.)

Appendix G — After-Action Review (AAR) (cont.)

The AAR Format (cont.)

- Discussion of force protection issues (discussed throughout).
- Closing comments.

Types of AARs

- Formal reviews:
 - Have external observers / controllers (O/C).
 - Take more time.
 - Use complex training aids.
 - Are scheduled beforehand.
 - Are conducted where best supported.
- Informal reviews:
 - Conducted by internal chain of command.
 - Take less time.
 - Use simple training aids.
 - Are conducted when needed.
 - Are held at the training site.

The AAR Process

The amount and level of detail leaders need during the planning and preparation process depends on the type of AAR they will conduct and on available resources. The normal AAR Process has four steps:

- Step 1 — Planning.
- Step 2 — Preparation.
- Step 3 — Execution.
- Step 4 — Following up (using AAR results).

Step 1 — Planning

- Select and train qualified observer / controllers (O/C).
- Review the training and evaluation plan and Soldier training publications.
- Identify when AARs will occur.
- Determine who will attend AARs.
- Select potential AAR sites.
- Choose training aids.
- Review the AAR plan.

Section 7 — Appendices (cont.)

Appendix G — After-Action Review (AAR) (cont.)

The AAR Process (cont.)

Step 2 — Preparation

- Review training objectives, orders, Mission Essential Task List (METL), and doctrine.
- Identify key events O/Cs are to observe.
- Observe the training and take notes.
- Collect observations from other O/Cs.
- Organize observations. (Identify key discussion or teaching points).
- Reconnoiter the selected AAR site.
- Prepare the AAR site.
- Conduct rehearsal.

Step 3 — Execution

- Seek maximum participation.
- Maintain focus on training objectives.
- Constantly review teaching points.
- Record key points.

Step 4 — Follow-up

- Identify tasks requiring retraining.
- Fix the problem — retrain immediately, SOPs, integrate into tutors training plans.
- Use to assist in making commander's assessment.

Section 7 — Appendices (cont.)

Appendix H — Logistics

Classes of Supply

CLASS	SUPPLIES
I	<i>Subsistence and gratuitous health and welfare items.</i>
II	<i>Clothing, individual equipment, organizational tool sets and kits, tentage, hand tools, and administrative and housekeeping supplies and equipment.</i>
III	<i>Petroleum, Oils, and Lubricants: Petroleum fuels, lubricants, hydraulic and insulating oils, preservatives, liquid and gases, bulk chemical products, coolants, de-icer and antifreeze compounds, components and additives of petroleum and chemical products, and coal.</i>
IV	<i>Construction materials, including installed equipment and all fortification and barrier materials.</i>
V	<i>Ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuzes, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items.</i>
VI	<i>Personal demand items such as candy, cigarettes, soap, and cameras (nonmilitary sales items).</i>
VII	<i>Major end items such as launchers, tanks, mobile machine shops, and vehicles.</i>
VIII	<i>Medical materiel, including repair parts peculiar to medical equipment.</i>
IX	<i>Repair parts and components, to include kits, assemblies, and subassemblies (repairable and nonrepairable), which are required for maintenance support of all equipment.</i>
X	<i>Material to support nonmilitary programs such as agriculture and economic development (not included in Classes I through IX).</i>
	<i>Miscellaneous: Water, maps, salvage, and captured material.</i>

Classes of Supplies

Section 7 — Appendices (cont.)

Appendix H — Logistics (cont.)

Ecclesiastical Items of Supply List

- Chaplain Supply Kit, Consumable
NSN 9925-01-326-2855 (This is a “refitted” *Chaplain Supply Kit*.)

<i>Item Description</i>	<i>Quantity</i>
Host, large, 50 per container	1
Host, small, 300 per container	1
Grape Juice, concentrate, sweetened, 4oz can	6
Wine, sacramental, 187 ml bottle	3
Communion cups individual, plastic	200
New Testament, Spanish	5
NIV Bibles	15
KJV Bibles	5
Bibles, Good News with Deuterocanonicals/Apocrypha, TEV	5
Bibles Good News, TEV	5
Jewish Prayer Book	1
Jewish Holy Scriptures	1
Cross, Celtic, Christian	15
Rosary with instruction card	10
Book of Mormon	1
Koran	1
Cross, Triple Bar, Eastern Orthodox	10
Icons of Christ, Wallet Size	10
Field Immersion Baptismal Liner (Developmental Item)	1

- Chaplain Kit, Christian, Combat, Assault
NSN 9925-01-305-3411
- Chaplain Kit, Jewish, Combat, Assault
NSN 9925-01-326-2856
- Chaplain Kit, Muslim, Combat, Assault
NSN (pending fielding)

Section 7 — Appendices (cont.)

Appendix H — Logistics (cont.)

Force Provider

Force Provider is a deployable containerized base system that provides billets, showers and latrines, dining facilities, and laundry service, as well as morale, welfare and recreation (MWR) facilities. The climate-controlled modules are designed for 550 Soldiers each. Modules can be added to accommodate more Soldiers at a base camp.

Designed to provide rest and refit for Soldiers and to support theater reception, Force Provider also can serve as an intermediate staging base (ISB) or as a redeployment camp or base for peacekeeping, humanitarian, and disaster relief operations.



Force Provider Module

A Force Provider Quartermaster Company will set up the camp and provide command and control to run them. Camp assembly can also be done by contractor under the logistics civil augmentation program (LOGCAP).

The UMT will not need to set up the chapel tent or unpack the Chapel Set.

A member of the UMT, using the Force Provider Chapel, must sign for all the equipment from the designated camp property book officer (PBO). In addition to signing for the chapel set, the UMT will sign for a TV, VCR, and public address (PA) system from the camp Support Operations Section (SPO Section). The UMT hand receipt holder is responsible for all the Chapel Tent property until it is turned in to the PBO or transferred to another UMT.

Section 7 — Appendices (cont.)

Appendix I — CCIR

commander's critical information requirement – (DoD) An information requirement identified by the commander as being critical to facilitating timely decisionmaking. Also called CCIR. (JP 3-0) See ADRP 5-0 and ATP 3-09.24.

During Step 2 (*Mission Analysis*) of the MDMP, the staff (to include the chaplain), in their respective areas of expertise and / or responsibility, determine and nominate to the S-2 **information requirements (IR)** that may affect the success or failure of the mission. The staff develops IRs necessary to address the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). These IRs generally become **priority intelligence requirements (PIR)** or **friendly force intelligence requirements (FFIR)**, and subsequently, **commander's critical information requirements (CCIR)**. (FM 2-0, 4-76.)

information requirement(s) (IR) – (DoD) In intelligence usage, those items of information regarding the adversary and other relevant aspects of the operational environment that need to be collected and processed in order to meet the intelligence requirements of a commander. JP 2-0 (Army) Any information elements the commander and staff require to successfully conduct operations. ADRP 6-0

priority intelligence requirement (PIR) – (DoD) An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or other aspects of the OE. Also called **PIR**. JP 2-01

friendly force information requirement (FFIR) – (DoD) Information the commander and staff need to understand to understand the status of friendly and supporting capabilities. Also called **FFIR**. JP 3-0

From these staff-nominated IRs, the S-2 then recommends initial PIR and FFIR to the commander for approval. Once approved by the commander, these PIR and FFIR will become initial CCIR. The commander alone will decide what information is critical and will become the initial CCIR.

Section 7 — Appendices (cont.)

Appendix I — CCIR (cont.)

CCIR are situation dependent and specified by the commander for each operation. The initial CCIR developed during *Mission Analysis* normally focus on decisions the commander needs to make to focus planning. Depending on the situation, the commander approves the initial CCIR and EEFI during the Mission Analysis Brief (the end of Step 2) or shortly thereafter. (FM 2-0, 4-76.)

Also during Step 2 of the MDMP, the staff identifies and nominates ***essential elements of friendly information (EEFI)***. Although EEFI are not CCIRs, they have the same priority as CCIRs and require approval by the commander. An EEFI establishes an element of information to protect rather than one to collect. EEFI identify those elements of friendly force information that, if compromised, would jeopardize mission success. Like CCIRs, EEFI change as an operation progresses.

essential element of friendly information – (Army) A critical aspect of a friendly operation that, if known by the enemy, would subsequently compromise, lead to failure, or limit success of the operation and therefore should be protected from enemy detection. (ADRP 5-0) See also **CCIR**.

Commanders continuously review and refine the CCIR during the MDMP and adjust them as situations change.

At the end of Step 6 (*COA Approval*), the commander selects a COA. At this point, the CCIR shift to information the commander needs in order to make decisions during preparation and execution. Commanders designate CCIR to inform the staff and subordinates what they deem essential for making decisions. The fewer the CCIR, the better the staff can focus its efforts and allocate sufficient resources for collecting them. A rule of thumb is ten or fewer CCIR. (FM 2-0, 5-27)

The following page provides a bullet list of tactics, techniques, and procedures (TTP) concerning the development and use of CCIR.

Section 7 — Appendices (cont.)

Appendix I — CCIR (cont.)

Associated TTP / Doctrine

- CCIR are situational dependent and specified by the commander for each operation.
- Commanders must continuously review CCIR during the MDMP and adjust them as situations change.
- While EEFI are not CCIR they have the same priority.
- It is necessary that the commander and selected staff meet prior to the Mission Analysis Brief to approve initial CCIR. This becomes a critical task to accomplish early in planning to assist the staff in developing the initial Intelligence Synchronization Plan and the subsequent Collection Plan. Understand that IRs are prioritized during the initial targeting meeting. As CCIR are reviewed, plan the targeting meeting in the process and annotate the timeline to require staff sections to submit their HVT list to the S-2 in a timely manner.
- The staff must look for information that will help the commander visualize the battlefield and better determine or validate COAs.
- CCIR are always tied to a decision the commander must make.
- The key question is, "What does the commander need to know in a specific situation to make a particular decision in a timely manner?" Use the following information bullets about CCIR to refresh yourself and the staff regarding the task at hand --
 - Specified by the commander for each operation,
 - Applicable only to the commander who specifies them
 - Situation-dependent — directly linked to current and future missions,
 - Directly affect the success or failure of the mission,
 - Most often arise from IPB, targeting, and wargaming,
 - Result from the analysis of IR in the context of the mission and commander's intent ,
 - Focused on predictable events or activities,
 - Time-sensitive (Answers must be immediately reported to the commander by any means available),
 - Always disseminated by an order or plan. (During planning, CCIR are disseminated by WARNORDs. During preparation and execution, changes to CCIR are disseminated by FRAGORDs.),
 - Are key elements of information commanders require to support decisions they anticipate. (CCIR also help screen the type and amount of information reported directly to the commander.),
 - Help focus the efforts of subordinates and staff, assist in the allocation of resources, and assist staff officers in making recommendations,
 - Help the commander filter information available by defining what is important to mission accomplishment,
 - Focused on information needed to determine which COA to choose. (During preparation and execution, CCIR focus on information needed to validate the selected COA or determine when to initiate critical events, such as a branch or sequel.),
 - Potentially inclusive of the latest time information is of value (LTIOV) to indicate time sensitivity, and
 - Inclusive of PIR and FFIR (CCIR must be focused enough to generate relevant information).
- Because CCIR directly affect the success or failure of a mission, you and the staff must clearly communicate on information that will help the commander make a time-sensitive decision in a specific situation.
- Talk with the commander. Pass on to the staff what information he deems critical. As IRs are developed, some will be important enough to be nominated as CCIR.
- In discussions with the commander, recommend he limit CCIR to ten or fewer. Too many will reduce the staff's comprehension. Three-to-five is best.
- Have the staff use pre-made charts to list PIR and FFIR recommended as proposed CCIR. Advise the staff to expect PIR to change based on how much is known about the threat.
- Check, double-check, then re-check HHQ CCIR. Situational changes may dictate changes to CCIR.
- Have the Operations Section post the latest CCIR at each RTO station and ensure each RTO is familiar with them. They are often the first to receive information.
- Review CCIR with the entire staff during hulls in the battle and always during battlefield update briefs (BUB) and shift change briefs.
- Initially, CCIR will aid you in selecting a COA, but later, CCIR should shift to information the commander needs to make decisions during execution.
- Advise the staff to not lose sight of the EEFI that have been nominated, as they give the commander a heads up for sensitive information about the unit that the threat commander may be interested in.
- Ensure initial CCIR is focused on information the commander needs to influence planning, so an optimum COA can be identified.
- Identify the decision that the commander will need to make if PIR / FFIR is answered. If the commander doesn't have to make a decision, most likely it is not a CCIR, but rather an IR. The commander may task assets to answer these if he deems them important.
- EEFI drive OPSEC plans. If you identify a piece of information that needs to be protected, the staff needs to determine how they will protect it.

Section 7 — Appendices (cont.)
Appendix J — Religious Support Plan Matrix

REF: AR 165-1, JP 1-05, FM 1-05			TIME ZONE: SIERRA			DTG: XX090005 JanXX		
TASK ORGANIZATION: UNIT COVERAGE			HHC Regulators 2PL	1PL	FSC Providers 2 PL 3 PL	617th 2 PL 3 PL	557th 1 PL 3PL 2 PL 3PL	585th 1 PL 2 PL 3PL
1. SITUATION		1a. ENEMY SITUATION: Amex E (Intelligence)						
2. MISSION: 864th EN BN UMT will provide comprehensive Religious Support (RS) during all phases of Operation XXXXXXXX		1b. FRIENDLY SITUATION: Bank Order						
3. EXECUTION: (intent)								
3a. Concept of Operations		Phase I Title of Phase		Phase II Title of Phases		Phase III Title of Phases		Phase IV Title of Phase
Location		Patrol Base XXXXX						
Units		TF UMT		TF UMT		TF UMT		TF UMT
Time Frame		Day 1: Movement to base		Day 2: Combat Ops				
UMT Priority of Effort		1 Care for wounded/dying 2 Pastoral care 3 Worship services 4 Counseling to soldiers 5 Morale visits with soldiers 6 Moral Leadership Training 7 Critical Event Stress Management 8 Support of fired personnel						
Priority of Support		Soldiers oExpectant oImmediate oDelayed oMinimal	Civilians •U S •Local Nation als	Soldiers oExpectant oImmediate oDelayed oMinimal				
3b. COORDINATING INSTRUCTIONS		5. COMMAND AND SIGNAL						
(1) EN UMT will provide comprehensive support to all assigned attached units		5a. COMMAND						
(2) EN UMT will provide a SITREP to BDE UMT after any SIGACT involving personnel		(1) UMT will locate XXXXX						
(3) EN UMT will move to BN Aid Station during casualty evacuations to patrol base FLAT		(2) UMT will submit reports to BDE UMT according to BDE TACSOP						
(4) EN UMT will move to MASCAL site in transportation provided by XXXXXXXX		(3) UMT will keep TOC informed of its location						
(5) All transportation of the EN UMT in unsecured areas will be provided by XXXXXX		5b. SIGNAL						
(6) ASAP after return from mission, BN UMT will coordinate critical event debriefings as needed		(1) Primary communication will be by: XXXXXXXX						
(7) BN UMT will offer critical event <u>debriefings</u> and grief counseling at the base as needed		(2) Messengers may be left with S1 shop						
		(3) Local contact of BN UMT on Motorola freq 21.1						
		Chaplain Server: "Viper 37"						
		Sg Alcculath: "Viper 37A"						
4. SERVICE SUPPORT		5c. SAFETY						
(1) Report BN UMT Casualties through S1 and BDE Unit Ministry Team		BN UMT will perform Risk Assessment at least daily and before leaving the base						
(2) Logistical support will be through normal unit channels								
(3) When outside the base, XXXXX will supply the BN UMT 2 <u>hrs</u> for additional security of the chaplain.								
ACKNOWLEDGE:		Gavel LTC						
OFFICIAL: Shover, BN Chaplain		CLASSIFICATION						

Sample Religious Support Plan Matrix

Section 7 — Appendices (cont.)

Appendix K — Religious Area / Impact Assessment

Area Religious Analysis
Religions in the area --
• Organized or unorganized. • Relations among religions and religious leaders, both indigenous and missionary.
Clergy --
• Number, location, and education of clergy. • Influence of clergy.
Religious beliefs --
Major tenets of each religion, to include – • Faith • Impact of faith on life • Concept of the hereafter • Means of salvation • Rites of cleaning and purification • The impact of religion on value systems, the verities of life • Degree of religious convictions in lives of indigenous populace
Worship --
• Forms of worship • Places of worship • Frequency of worship • Significance of worship for each religion
Relationship between religion and motivation of indigenous people --
• Strength of religious sentiment • Influence of religion on daily life
Relationship between religion and trans-cultural communication --
• Attitudes toward people of other races and cultures • Acceptable kinds of social interaction
Socio-economic influence of religion(s) --
• Influence of religious leaders • Influence of religions on society • Economic influence of religions on – ➢ Religious ownership of property and other possessions ➢ Teachings of religions about private property ➢ Relationship of religious and economic leaders
Relations with government --
• Relationships of religious leaders and government officials • Role of religions and religious leaders in army forces • Political influence of religious leaders
Religious schools --
• Location, size, and attendance • Influence • Relationship with non-religious schools

Section 7 — Appendices (cont.)

Appendix K — Religious Area / Impact Assessment (cont.)

The Religious Area Assessment (RAA) starts with a heading that includes the following information:

- Date Prepared
- Country
- Regional Area
- Religious Group
- Prepared by (name and phone number)

The following is a template that addresses the area of the assessment.

Religion / Group Considered:	
Holy Day, Rituals, and Customs —	
What Holy days or festivals may impact military operations?	
What are important religious "do's and don'ts" to observe?	
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 / 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, symbols, etc.)?	
Primary Value s—	
What are they willing to die for?	
What subjects incite an emotional response?	
What behaviors does the group reward? What are punished?	
What value is placed on women, children, ancestors, certain animals or objects?	
Leadership —	
Who are the religious leaders (official and unofficial)?	
Do the religious leaders have an impact on the armed forces?	
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 the leaders titles?	
How are leaders selected and trained?	

Religious Area / Impact Assessment Worksheet (1 of 2)

Section 7 — Appendices (cont.)

Appendix K — Religious Area / Impact Assessment (cont.)

Tolerance / Religious Intensity —	
What is the religious commitment in this group?	Nominal Mild Strong Radical/Fanatical
How tolerant is the group to other parties?	
How accepting are they of 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?	
Relationship to Society —	
How does this society relate to the religious group?	Stamp out the group Contain the group Assimilate/absorb the group Share power with the group Promote pluralism with the group
How is this group viewed?	Religious group Secret society Protest movement Political party
Does the group have a distinct subculture or communal life?	
How does the group seek to 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 / Myths —	
What is / are the sources of doctrinal authority?	
What is / are the sources of ethics?	
What are their concepts of justice?	
What are their concepts of reward?	
Who are the heroes and villains? Rivalries (past, present, future)?	
History / Background —	
What larger group is this group related to?	
What makes this group distinctive from the larger group?	
When did this group come into the area?	
References / Sources	

Religious Area / Impact Assessment Worksheet (2 of 2)

Section 7 — Appendices (cont.)

Appendix K — Religious Area / Impact Assessment (cont.)

Page 1 of 3

RELIGIOUS AREA ANALYSIS CARD											
UNIT:		DTG:			EVENT:						
Current SLE Mission:											
Key Religious Leaders (RL):											
Key Tribal Leaders											
Significant Religious Dates/Events:				Upcoming Prayer Schedule							
Sacred Sites and Leader Sentiment Towards CF											
Insert picture of site				Insert picture of site						☐ Hostile	
										☐ Opposing	
										☐ Neutral	
										☐ Supportive	
										☐ Friendly	

Religious Area Analysis Card (1 of 3)

Page 2 of 3

RELIGIOUS AREA ANALYSIS CARD	
UNIT:	DTG:
EVENT:	
Current Impact of Religious Leaders on Local Populace	Current Religious Site Entry TTP
Important Cultural Awareness Topics	

Religious Area Analysis Card (2 of 3)

Section 7 — Appendices (cont.)

Appendix K — Religious Area / Impact Assessment (cont.)

Page 3 of 3

RELIGIOUS AREA ANALYSIS CARD		
UNIT:	DTG:	EVENT:
Information From Mosque Monitoring	Information from Patrol Debriefing	
Input for Crisis Action Team or Consequence Management		

Religious Area Analysis Card (3 of 3)

Section 7 — Appendices (cont.)

Appendix L — Unit Needs Assessment

Introduction

The unit needs assessment (UNA) is a systematic process for identifying the COSC needs of units. The UNA allows COSC personnel (to include the UMT) to identify priorities for interventions and activities and for allocating resources. The UNA is not a clinical screening to identify individuals who have or are at risk for BH disorders problems, but rather evaluates the needs of the Soldier population and leads to more effective preventive COSC activities and early interventions. The UNA allows COSC personnel to:

- Identify and describe specific areas of COSC need.
- Discover factors contributing to the needs.
- Provide an assessment of the BH training needs of Soldiers, leaders, UMT, and medical personnel within the unit.
- Develop plans to meet or improve the COSC needs of Soldiers and units through prevention and early intervention activities.

UNAs can be conducted at various command levels from small to large units. The COSC personnel at each level should conduct UNAs for their supported units. Larger-unit UNAs can include the composite findings and recommendations of one or more UNAs completed at subordinate levels. For example, a brigade UNA may include the results of several subordinate battalion UNAs (consolidated for confidentiality). Generally, UNAs are not conducted below the company level, though exceptional circumstances may dictate a platoon or lower UNA.

A UNA involves the systematic assessment of numerous areas of Soldier and unit functioning. A typical UNA includes, but is not limited to, the following areas:

- Major stressors impacting the unit.
- Level of unit cohesion.
- Well-being of unit Soldiers.
- Soldier concern about home-front issues.
- Soldier knowledge and skill for controlling combat and operational stress.
- Soldier ideas for addressing COSC needs.
- Soldier knowledge of accessing COSC resources.
- Barriers / stigma that prevent Soldiers from accessing COSC services.
- Training needs of Soldiers, leaders, UMT, and medical personnel on topics of COSC importance (such as buddy aid, suicide awareness, or suicide prevention).

Section 7 — Appendices (cont.)

Appendix L — Unit Needs Assessment (cont.)

Introduction (cont.)

Tenets of Unit Needs Assessments

- Gain commander approval / support prior to conducting the UNA.
- Protect anonymity and ensure confidentiality of Soldiers and commanders. This includes the protection of unit identification from HHQ.
- Provide the commander with an unbiased assessment.
- Consider the social, political, and organizational factors of the environment.
- Ensure that information sources represent the entire unit.
- Select an assessment method that is consistent with the operational situation.
- Limit over generalizing the findings from one unit to another or from one time or situation to another.
- Recognize that UNAs provide population-level assessments of COSC needs, not clinical screening tools to identify individuals who may benefit from COSC interventions.
- Distinguish between what respondents report they need and what interventions are required.
- Ensure the UNA is planned and coordinated at a level commensurate with the complexity of the assessment and/or situation before starting.

UNA Methods

The UNA takes advantage of all available information. Various methods can be used to assess general unit needs and to identify issues that differ among subgroups (for example, gender, rank, or race / ethnicity). The use of multiple assessment methods is recommended. These methods may include:

- Interviewing Soldiers to hear their perceptions and concerns. Information gathered during the casual conversation, although informal, may afford valuable anecdotal information (as well as developing trust and familiarity).
- Reviewing policy documents (standard operating procedures).
- Interviewing key unit personnel (chain of command, chaplain, and medical personnel).
- Conducting structured group interviews (focus groups or unit survey interviews).

Section 7 — Appendices (cont.)

Appendix L — Unit Needs Assessment (cont.)

UNA Methods (cont.)

These methods may include (continued):

- Administering standardized surveys and questionnaires (paper / pencil or web-based).
- Monitoring trend indicators (such as high rates of BH referrals, sick call, or misconduct, Soldier suicide, sexual assault, fratricide or disciplinary actions).
- Using multiple methods for gathering information when possible to ensure different viewpoints are considered.

UNA Planning Considerations

The UNA varies in complexity and formality depending on the purpose of the assessment and the needs of the supported unit commander. Many factors determine the complexity and formality of a UNA, which in turn influence its feasibility.

Complexity equates to the requirements and cost to complete a UNA. Complexity is influenced by factors such as:

- The size and number of units to be assessed.
- Geographic dispersion of the units and time constraints.

UNA Planning Considerations

- **Complexity**
- **Formality**
- **Feasibility**

Formality equates to the degree that scientific principles and methods are employed in the conduct of the UNA. An example of a UNA with low formality is one where the assessing team uses non-structured group and individual interviews and perhaps brief questionnaires they have developed. The information is obtained from key individuals and a convenience sample of troops. That may be sufficient to quickly identify problems and make recommendations to resolve them. A UNA with high formality is one that uses professionally validated questionnaires and structured focus group interviews according to standard protocols. The data is collected from a scientifically-selected sample of the larger population. The data is analyzed by standard analysis programs, so that statistically selected samples of valid comparisons can be made with other similarly sampled units in other geographical locations and across time. In general, increasing formality increases the complexity of the UNA. The UNA requires a higher level of formality as the need for objective data and scientific precision increases (such as when results from multiple units are to be merged or compared with other UNAs).

Section 7 — Appendices (cont.)

Appendix L — Unit Needs Assessment (cont.)

UNA Planning Considerations (cont.)

Feasibility is the ability to accomplish a UNA with available resources. In developing a particular UNA, trade-offs are made to achieve an acceptable level of data quality (formality) for an affordable cost (complexity).

UNA Process and Timing

All UNAs are conducted following a three-phase plan:

- **Pre-assessment** — is an initial phase to obtain command support, determine target issues, and select appropriate methods to use.
- **Assessment** — is the phase for gathering, integrating, and analyzing information to identify the COSC needs of the unit.
- **Post-assessment** — is the phase to determine the COAs to present to the commander which address the identified COSC needs. These findings are then linked to a plan of action.

UNAs should be conducted during all types of deployments, including stability and reconstruction operations, and combat operations.

UNAs may be conducted at various times throughout the deployment cycle. A UNA may be conducted:

- Prior to initiation of COSC interventions and activities while COSC personnel and units establish their support relationships.
- To assess the effectiveness of COSC interventions and activities that are in the process of being conducted or that have been completed.
- At the request of supported commanders.
- To monitor trend indicators (see methods earlier).
- After serious traumatic events and significant unit transitions.
- To collect unit information for COSC planning.

Section 7 — Appendices (cont.)

Appendix M — Values, Oaths, and Creeds

Army Values (LDRSHIP)

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)

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.

Section 7 — Appendices (cont.)

Appendix M — Values, Oaths, and Creeds (cont.)

Army Oaths

Members of the American military profession swear or affirm to support and defend the Constitution of the United States — not a leader, people, government, or territory. That solemn oath ties service in the Army directly to the founding document of the United States. It instills a nobility of purpose

within each member of the Army Profession and provides deep personal meaning to all who serve. The Army Profession derives common standards and a code of ethics from common moral obligations undertaken in its members' oaths of office. These standards unite members of all services to defend the Constitution and protect the nation's interests, at home and abroad, against all threats.



National Guard Oath of Enlistment

I do hereby acknowledge to have voluntarily enlisted this __ day of ___, 20___, in the ___ National Guard of the State of ___ for a period of __ year(s) under the conditions prescribed by law, unless sooner discharged by proper authority. I, ___, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and of the State of ___ against all enemies, foreign and domestic; that I will bear true faith and allegiance to them; and that I will obey the orders of the President of the United States and the Governor of ___ and the orders of the officers appointed over me, according to law and regulations. So help me God.

National Guard Oath of Office (Officers)

"I do hereby acknowledge to have voluntarily enlisted this __ day of ___, 20___, in the ___ National Guard of the State of ___ for a period of __ year(s) under the conditions prescribed by law, unless sooner discharged by proper authority. I, ___, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of ___ against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I will obey the orders of the President of the United States and of the Governor of the State of ___, that I make this obligation freely, without any mental reservation or purpose of evasion, and that I will well and faithfully discharge the duties of the office of ___ in the National Guard of the State of ___ upon which I am about to enter, so help me God."

Section 7 — Appendices (cont.)

Appendix M — Values, Oaths, and Creeds (cont.)

Army Oaths (cont.)

Army Civilian Oath of Office

"I, _____, 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; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God."



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."

Section 7 — Appendices (cont.)

Appendix M — Values, Oaths, and Creeds (cont.)

Army Creeds

Noncommissioned Officer Creed

"No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the military Service, and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety. Competence is my watchword. My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment. Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence, as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget, that we are professionals, noncommissioned officers, leaders!"

Army Civilian Creed

"I am an Army civilian—a member of the Army team. I am dedicated to our Army, our Soldiers and civilians. I will always support the mission. I provide stability and continuity during war and peace. I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army. I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. I am an Army civilian."

Section 7 — Appendices (cont.)

Appendix N — Moral and Ethical Issues

Introduction

The unit chaplain is responsible for advising the commander on moral and ethical issues. AR 165-1, *Chaplain Activities in the United States Army*, outlines this responsibility: “The chaplain provides for religious ministry, pastoral care, and ethical and moral well-being of the military community.” Chaplains “prepare periodic evaluations for the commander on the spiritual, ethical and moral health of the command.”

In addition, the chaplain is the primary person to provide for moral leadership training within commands. This is the “commander’s tool to address moral, social, ethical, and spiritual questions that affect the climate of the command.”

The following checklists will assist chaplains in being aware of concerns, characteristics, and steps involved in providing for the moral and ethical well-being of commands and communities.

Characteristics of Good Reasoning and Decisionmaking

The decision does not reflect partiality to your own position. It does not benefit only you or a specific individual or subgroup. The decision can be universalized. It applies to everyone in a similar situation.	The decision will produce some action aimed at resolving the problem. The decision sets the example for others, and enhances your integrity and credibility as an officer. It encourages trust and confidence.
Justification for a decision is consistent with other Army standards, principles, and organizational values and does not undermine them.	The decision shows an appreciation for ethical rules and principles — honesty, fairness, loyalty, and welfare of the community.

Procedures for Dissenting in the Military

Step 1 – If you think dissent is appropriate, go to your supervisor with some respectful goals. • Verify the order. • Explain your concerns. • Be objective and tactful. • Be sure to keep a record (Memorandum for Record). Step 2 — Listen to your supervisor. • See if there are one or two alternatives at this point. • Change or seek to modify the order and thus eliminate the source of your concern, or confirm the order, which may or may not provide new and convincing information.

Section 7 — Appendices (cont.)

Appendix N — Moral and Ethical Issues (cont.)

Procedures for Dissenting in the Military (cont.)

Note: At this point you have, at a minimum, two possible responses — you can comply with the order in spite of reservations. 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 / legal problem?”
- “Have I assessed the consequences of pressing the matter further?”
- “Can I obtain some informed, unbiased advice?”
- “Am I keeping records of this?”
- You may wish to confer with JAG, other chaplains, or staff for information or advice.

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

- To the JAG,
- To the Inspector General, or
- To a Chaplain.
- All Soldiers must obey lawful orders, but chaplains have a special duty to advise the command on moral and ethical issues which may adversely affect the mission or Soldier morale.

Common problems and errors in dissenting within the military —

- 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 use or exhaust internal procedures prior to appealing to higher authority or 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, and
- Misplaced sense of loyalty; make sure your supervisor knows that the most loyal thing you can do is to assist by helping rethink decisions which have potential for unethical, illegal, or grossly negligent consequences.

Section 7 — Appendices (cont.)

Appendix N — Moral and Ethical Issues (cont.)

Ethical Decisionmaking Model

Follow the steps of the following sample ethical decisionmaking model to enhance the best possible ethical decision. Think of these steps as a “process.”

Step 1 — Identify the moral/ethical problem or dilemma.
• What is the nature of the problem? • How are people involved? • Are there real or perceived conflicts in values?
Step 2 — Identify and analyze factors / forces influencing the problem.
• Legal and Regulatory Standards, • Basic National Values, • Real and/or Ideal Army Values, • Personal Values, • Institutional Pressures, and • Religious Values.
Step 3 — Identify and list the possible alternatives.
Don't discount alternatives that seem outlandish until the entire process has been followed – • What historic solutions have been tried? • Is there a fresh approach to the problem? – What are the pros and cons, strengths and weaknesses of each alternative? – Be willing to go back to other steps for rethinking the problem.
Step 4 — Make your decision.
Be willing to accept responsibility for it.

Note: If you discover an immoral act and dissent is the issue, consider the most common problems to reach a solution.

Ethical Climate Assessment Survey

The ethical climate of a unit is determined by a variety of factors, including 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 periodically assess their unit's ethical climate and take appropriate actions to maintain the high ethical standards expected of all Army organizations.

This survey will assist you in making an ethical climate assessment and in identifying the actions necessary to accomplish this vital leader function.

Section 7 — Appendices (cont.)

Appendix N — Moral and Ethical Issues (cont.)

Ethical Climate Assessment Survey (cont.)

Ethical Climate Assessment Survey

A survey used by the UMT or unit leaders to assess the “climate” in the unit in ethical matters.

Note: Questions in each Part, A through D, are to be answered with a choice of 1, 2, 3, 4, or 5 according to how the respondent’s feelings are matched by the numbered scale below.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

Statement (Part A) – Individual Character	Response 1-5
This section concerns unit members’ commitment to Army values. Answer the following 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 — honor, selfless service, integrity, loyalty, courage, duty, and respect.	
2. The members of my unit typically accomplish a mission by “doing the right thing” rather than compromising Army values.	
3. I understand, and am committed to, the Army’s values as outlined in FM 22-100, <i>Army Leadership</i> .	
Total Part A	

Statement (Part B) – Unit / Workplace Policies and Practices	Response 1-5
This sections 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 Part 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 is consistent with Army values.	
6. We submit unit reports that reflect accurate information.	
7. We ensure unit members are aware of, and are comfortable using, the various channels available to report unethical behavior.	

Section 7 — Appendices (cont.)

Appendix N — Moral and Ethical Issues (cont.)

Ethical Climate Assessment Survey (cont.)

<i>Statement (Part B) – continued</i>	<i>Response 1-5</i>
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	

<i>Statement (Part C) – Unit Leader Actions</i>	<i>Response 1-5</i>
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 — sensing sessions, climate surveys, etc.	
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, 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.	
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	

<i>Statement (Part D) – Environmental / Mission Factors</i>	<i>Response 1-5</i>
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, deadlines, etc.	
2. My higher unit leaders foster a zero defects outlook on performance, such that they do not tolerate mistakes.	
3. My higher unit leaders over-emphasize competition between units.	
4. My higher unit leaders appear to be 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. My peers in my unit do not seem to take ethical behavior very seriously.	
Total Part D	

Section 7 — Appendices (cont.)

Appendix N — Moral and Ethical Issues (cont.)

Ethical Climate Assessment Survey (cont.)

Survey Response Totals	
Section A. Individual Character	
Section B. Leader Action	
Section C. Unit Policies and Procedures	
Section D. Environmental / Mission Factors	
Total Overall Score	

Assessment Guidelines
Score of 25 to 75 –
Take immediate action to improve ethical climate.
Score of 76 to 100 –
Take actions to improve ethical climate.
Score of 101 to 125 –
Maintain a healthy ethical climate.
A score of 1 or 2 on any question requires immediate leader action.

Section 7 — Appendices (cont.)

Appendix O — Law of War

Introduction

In combat or stability and support operations you may likely encounter “enemy” combatants and civilians, and their property. You may encounter enemy prisoners or wounded enemy soldiers, or you may be taken prisoner or wounded by the enemy yourself.

The Hague and the Geneva Conventions and the customary law of war require that a military force in the accomplishment of its mission limit the suffering or destruction to military targets and to provide humane treatment for all persons who are taken out of the fight.

Retained Chaplains

Chaplains who fall into the hands of the enemy and remain, or are retained, shall be allowed to minister to other captives and to freely exercise their ministry among prisoners of war of the same religion, in accordance with their religious conscience.

Retained Personnel

Although retained personnel in a camp shall be subject to its internal discipline, they shall not, however, be required to perform any work outside their religious duties. They shall be allocated among the camps and labor detachments containing prisoners of war (POW) belonging to the same forces, speaking the same language or practicing the same religion. They shall enjoy the necessary facilities, including the means of transport provided for in Article 33, Geneva Convention, for visiting the POWs outside their camp.

In all questions arising out of their duties, the chaplain shall have direct access to the military and medical authorities of the camp who support ministerial efforts. Chaplains shall be free to correspond, subject to censorship, on matters concerning their religious duties with the ecclesiastical authorities in the country of detention and with international religious organizations. Letters and cards which they may send for this purpose shall be in addition to the quota provided for in Article 71, Geneva Convention. None of the preceding provisions shall relieve the Detaining Power of the obligations imposed upon it with regard to the spiritual welfare of the POW.

Section 7 — Appendices (cont.)

Appendix O — Law of War (cont.)

Prisoners Who Are Ministers

POWs who are ministers of religion, without having officiated as chaplains to their own forces, shall be at liberty, whatever their denomination, to minister freely to the members of their community. For this purpose, they shall receive the same treatment as the chaplains retained by the Retaining Power. They shall not be obliged to do any other work.

Prisoners Without a Minister of Their Own Religion

When POWs have not the assistance of a retained chaplain or of a POW minister of their faith, a minister belonging to the prisoners' or a similar denomination, or in his absence a qualified layman shall be appointed, at the request of the prisoners concerned, to fill this office. This appointment, subject to the approval of the Detaining Power, shall take place with the agreement of the community of prisoners concerned and, wherever necessary, with the approval of the local religious authorities of the same faith. The person thus appointed shall comply with all regulations established by the Detaining Power in the interests of discipline and military security.

The Soldier's Rules

The Soldier's Rules
<i>Fight only enemy combatants.</i>
Do not attack: • Civilians, • Enemy soldiers who surrender, • Enemy soldiers who are sick or wounded, and who are out of combat, • Medical personnel, or • Aircrew members exiting an aircraft in distress.
<i>Safeguard enemies who surrender.</i>
• Allow enemies to surrender, • Treat all captives as POWs, • Protect all captives from the dangers of combat, and • Evacuate all moveable captives to the rear as soon after capture as possible.

Section 7 — Appendices (cont.)

Appendix O — Law of War (cont.)

The Soldier's Rules (cont.)

The Soldier's Rules (cont.)

Do not kill or torture enemy prisoners.

- Treat all prisoners humanely :
 - Provide prisoners with food, water, shelter, and medical treatment, and
 - Do not take money, personal property, or protective equipment from prisoners unless ordered to do so.
- Protect prisoners from physical or mental abuse:
 - Protect prisoners from acts of violence and intimidation,
 - Do not use prisoners as shields or screens, to clear or plant mines or booby traps, or as hostages, and
 - Do not use force or coercion in questioning or interrogating prisoners.

Care for the wounded, whether friend or foe.

- Collect all wounded personnel,
- Treat all wounded, friend or foe, in accordance with medical priorities, and
- Follow the Golden Rule — Treat enemy wounded as you would want friendly wounded to be treated by the enemy.

Do not attack medical personnel, facilities, or equipment.

- Do not fire at medical personnel, medical facilities, or medical transport vehicles., and
- Respect medical service symbols (Red Cross, Red Crescent, the Red Lion and Sun, and the Red Star of David):
 - Use medical service symbols only for medical activities, and
 - Do not hide behind medical service symbols.

Destroy no more than the mission requires.

- Follow the rules of engagement (ROE),
- Attack only combat targets,
- Do not attack protected property such as hospitals, churches, shrines, museums, or undefended places, and
- Do not destroy property unless required by the necessities of war.

Treat all civilians humanely.

- Move or detain civilians only for proper cause,
- Protect civilians from collective punishment, reprisals, and hostage taking, and
- Protect women from forced prostitution, rape, and sexual assault.

Respect private property and possessions.

- Do not:
- Steal civilian property,
 - Take war trophies, and
 - Seize property unless ordered to do so.

Section 7 — Appendices (cont.)

Appendix O — Law of War (cont.)

The Soldier's Rules (cont.)

The Soldier's Rules (cont.)

Identify the rights and duties of POWs.

- POWs have the right to:
 - Receive housing and clothing,
 - Receive enough food to stay in good health,
 - Receive adequate medical care,
 - Maintain proper hygiene,
 - Practice their religious faith (see Note 1 following),
 - Send and receive mail,
 - Keep personal property except for weapons, military equipment, and military documents,
 - Receive packages containing foodstuffs, clothing, and educational, religious, or recreational material,
 - Have a prisoners' representative to the POW camp commander, and
 - Receive humane treatment from their captors.
- POWs have the duty to:
 - Tell their captors only their name, rank, service number, and date of birth,
 - Obey all lawful camp rules,
 - Obey the lawful orders of senior prisoners,
 - Perform nonmilitary labor which is not humiliating, dangerous, or unhealthy, and officers and NCOs can be required to perform only supervisory work.

Note 1. Prisoners of war shall enjoy complete latitude in the exercise of their religious duties, including attendance at the service of their faith, on condition that they comply with the disciplinary routine prescribed by the military authorities. Adequate premises shall be provided where religious services may be held.

Violations of the Law of War

Report all violations of the Law of War. All military commanders and leaders, without regard to rank or position, have a duty to prevent criminal acts where U.S. troops are involved. Moreover, every American Soldier has the right to prevent crimes.

- **Do your utmost to prevent criminal acts.**
- **Request clarification of unclear orders.**
- **Refuse to obey an order that is clearly illegal.**

Section 7 — Appendices (cont.)

Appendix O — Law of War (cont.)

Violations of the Law of War (cont.)

If you see any crime about to be committed, you should act to prevent it. You can use moral arguments, threaten to report the act, repeat the orders of your superiors, state your personal disagreement, or ask the senior individual to intervene as a means of preventing the crime.

In the event the crime directly and immediately endangers your life or the life of another person, you may use the amount of force necessary to prevent it. The use of deadly force is justified only to protect life and only under conditions of extreme necessity as a last resort, when lesser means have failed.

If you are given a criminal order, you should try to get the order rescinded by informing the person who gave the order that it violates the Law of War. If the criminal order stands, you must disobey it. In all cases, the person who actually commits a crime is subject to punishment, even if he acted pursuant to the orders of a superior. Acting under superior orders is no defense to criminal charges when the order is clearly criminal. While an American Soldier must promptly obey all legal orders, he must also disobey an illegal order which would require him to commit a crime.

Report Violations of the Law of War to:

- **Chain of Command,**
- **Military Police,**
- **Inspector General,**
- **Staff Judge Advocate (SJA), or**
- **Chaplain.**

As an American Soldier, you are obligated to report any known or suspected violations of the Law of War, including inhumane treatment of POWs, through your chain of command. Reporting through the chain of command ensures that the information reaches the appropriate authorities so that proper action can be taken. Most commanders have established reporting procedures by local regulations and directives which require prompt, initial reports through the chain of command. Failure to comply with these regulations and directives may subject you to prosecution.

If you do not feel you can report the incident through your chain of command because someone in the chain above you was involved in the alleged crime, or you feel that such channels would not be effective, you can report to the other agencies listed above.

Section 7 — Appendices (cont.)

Appendix O — Law of War (cont.)

Code of Conduct

The following is the Code of Conduct for members of the U.S. Armed Forces.

Code of Conduct
1. I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.
2. I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have means to resist.
3. If I am captured I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.
4. If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.
5. When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.
6. I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

Section 7 — Appendices (cont.)

Appendix P — Spiritual Readiness

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 Soldier through spiritual fitness training to achieve spiritual readiness.

Spiritual Leadership

Spiritual leadership is the core competency of the Chaplain Corps and the foundation of all spiritual readiness, spiritual fitness, and religious support 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.



Section 7 — Appendices (cont.)

Appendix P — Spiritual Readiness (cont.)

Spiritual Leadership (cont.)

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.



Section 7 — Appendices (cont.)

Appendix P — Spiritual Readiness (cont.)

Spiritual Leadership (cont.)

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 fallow 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."

Section 7 — Appendices (cont.)

Appendix P — Spiritual Readiness (cont.)

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 Soldier. UMTs implement religious support 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.

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

"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, decisionmaking, and integrity."

DA PAM 600-63-12

Traits of a Spiritual Leader

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

Section 7 — Appendices (cont.)

Appendix Q — Religious Support to the Dying

Introduction

The traditional mission of the Chaplaincy is accomplished through three major religious support functions of the Chaplain Corps. These are outlined in the graphic below.

Major Religious Support Functions
Nurture the Living -- In preparation for missions that span the full spectrum of operations, UMTs develop and provide religious support 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 religious support, spiritual care, comfort, and hope to the dying. This focus of religious support 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. Religious support 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.

Religious support to the dying falls under the second function “Care for the Dying.” Once a wounded Soldier has been triaged as “Expectant” (see diagram on the following page), and the UMT has determined the priority of ministry (e.g., sacramental, medical, comfort), make every effort to find a chaplain of the dying Soldier’s faith.

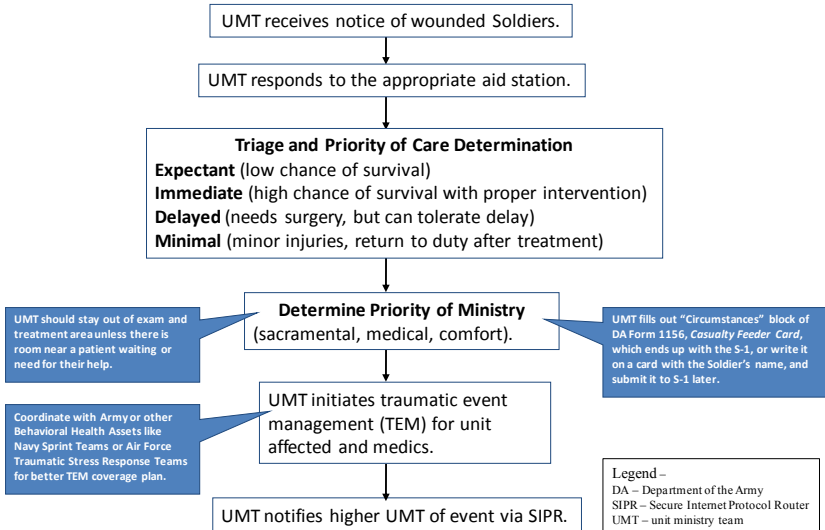
When a chaplain of the dying Soldier’s faith is unavailable, prayers may be offered by anyone in order to comfort the dying Soldier. Examples of available personnel are:

- Chaplain assistant,
- Commanding officer,
- Platoon leader,
- Platoon sergeant,
- Available staff officer, or
- Another Soldier.

Section 7 — Appendices (cont.)

Appendix Q — Religious Support to the Dying (cont.)

Introduction (cont.)



Determination of Required UMT Care

Sacraments, Rites, and Prayers

The emphasis in compiling these acts of religious support is on the word “emergency.” The ministrations outlined in this appendix may be administered by either ordained or lay persons when an ordained chaplain of the Soldier’s own faith is not available.

Religious support to casualties may be individualized at the location of injury, at a casualty collection point, or at some other location. Many casualties will not be able to move, requiring visitation to receive religious support from the UMT. Such support may have to be provided as a nondenominational service to members of different faith groups by the most available UMT member.

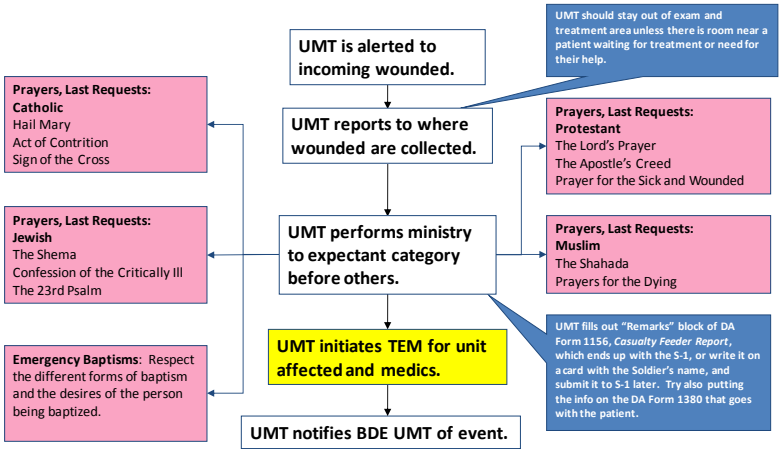
These RS actions are intended to be short in duration, since time is of the essence in ministry to the wounded and dying. Soldiers may also request sacraments, rites, and ordinances which are not part of their own religious traditions, and UMT members may minister to those not of their own tradition. UMTs, however, may not be required to administer to any persons if doing so would be contrary to their conscience or religious group practices.

Section 7 — Appendices (cont.)

Appendix Q — Religious Support to the Dying (cont.)

Sacraments, Rites, and Prayers (cont.)

Make every effort to find a chaplain of the dying Soldier's faith. Prayers, when a chaplain of the Soldier's faith is unavailable, may be offered by anyone, including: chaplain assistant, commanding officer, platoon leader, or another Soldier in order to comfort the dying Soldier.



Battle Drill — Treatment of a Dying Soldier

It is recommended that the prayers provided in this handbook be carried by company commanders and platoon leaders at all times.

Emergency Christian Baptism

Emergency Christian Baptism

If a dying Soldier has not been baptized and desires to be, and a chaplain is not within reach, any baptized person may administer baptism.

Pour water three times on the brow while saying the Soldier's first name and this: "I baptize thee in the name of the Father, and of the Son, and of the Holy Spirit. Amen."

Report the facts to a chaplain as soon as possible

Section 7 — Appendices (cont.)

Appendix Q — Religious Support to the Dying (cont.)

Sacraments, Rites, and Prayers (cont.)

Emergency Prayers and Creeds (Protestant)

If a dying Protestant Soldier desires religious support and a chaplain is unavailable, the Soldier's commanding officer, platoon leader, chaplain assistant, or another Soldier may repeat with the soldier the following:

- The "Lord's Prayer,"
- The "Apostles' Creed," and
- The "Prayer for the Sick and Wounded."

The Lord's Prayer

"Our Father who art in heaven, hallowed be Thy name. Thy kingdom come, Thy will be done on earth as it is in heaven. Give us this day our daily bread. And forgive us our trespasses as we forgive those who trespass against us. And lead us not into temptation, but deliver us from evil; For Thine is the Kingdom, and the power, and the glory forever. Amen."

The Apostle's Creed

"I believe in God, the Father almighty, maker of heaven and earth; and in Jesus Christ, his only Son our Lord, who was conceived of the Holy Spirit, born of the Virgin Mary, suffered under Pontius Pilate, was crucified, died, and was buried. He descended into hell; the third day He rose again from the dead. He ascended into heaven and sitteth on the right hand of God the Father, almighty. From thence he shall come to judge the living and the dead. I believe in the Holy Spirit, the holy catholic church, the communion of saints, the forgiveness of sins, the resurrection of the body, and the life everlasting. Amen."

Prayer for the Sick and Wounded

"O Lord, in your mercy behold, visit, and relieve your servant. Give him (her) comfort in the knowledge of your love and sure confidence in your care. Defend him (her) from the danger of the enemy and keep him (her) in spiritual peace and safety; through our Lord Jesus Christ. Amen."

Section 7 — Appendices (cont.)

Appendix Q — Religious Support to the Dying (cont.)

Sacraments, Rites, and Prayers (cont.)

Emergency Prayers and Creeds (Catholic)

If a dying Catholic Soldier desires religious support and a chaplain is unavailable, the Soldier's commanding officer, platoon leader, chaplain assistant, or another Soldier may repeat with the soldier the following:

- The "Hail Mary,"
- The "Act of Contrition," and
- The "The Sign of the Cross."

The Hail Mary

"Hail Mary, full of Grace! The Lord is with Thee; blessed art thou among women, and blessed is the fruit of thy womb Jesus. Holy Mary, Mother of God, pray for us sinners, now and at the hour of our death. Amen."

The Act of Contrition

"O my God, I am heartily sorry for having offended Thee, and I detest all my sins, because of Thy just punishments, but most of all because they offended Thee, my God, Who art all-good and deserving of all my love. I firmly resolve, with the help of Thy Grace, to sin no more, and to avoid the near occasions of sin. Amen."

The Sign of the Cross

Make the sign of the cross over the individual while repeating the following: "In the name of the Father, and of the Son, and of the Holy Spirit. Amen."

Section 7 — Appendices (cont.)

Appendix Q — Religious Support to the Dying (cont.)

Sacraments, Rites, and Prayers (cont.)

Emergency Prayers and Creeds (Jewish)

If a dying Jewish Soldier desires religious support and a chaplain is unavailable, the Soldier's commanding officer, platoon leader, chaplain assistant or another Soldier may repeat with the Soldier:

- "The Shema,"
- "The Confession for the Critically Ill," and
- "The 23rd Psalm."

The Shema

"Hear O Israel: the Lord our God, the Lord is One."

The Confession for the Critically Ill

"Lord my God, God of my fathers, before Thee I confess that in Thy hand alone rests my healing or my death. If it be thy will, grant me a perfect healing. Yet if my death be fully determined by Thee, I will in love accept it at Thy hand. Then may my death be an atonement for all sins, transgressions, and for all the wrong which I have committed before Thee. Amen."

The 23rd Psalm

"The Lord is my shepherd; I shall not want. He maketh me to lie down in green pastures; he leadeth me beside the still waters. He restoreth my soul: he leadeth me in the paths of righteousness for His name's sake. Yea, though I walk through the valley of the shadow of death, I will fear no evil: for Thou art with me: thy rod and thy staff they comfort me. Thou preparest a table before me in the presence of mine enemies; thou anointest my head with oil; my cup runneth over. Surely goodness and mercy shall follow me all the days of my life, and I shall dwell in the house of the Lord for ever."

Section 7 — Appendices (cont.)

Appendix Q — Religious Support to the Dying (cont.)

Sacraments, Rites, and Prayers (cont.)

Emergency Prayers and Creeds (Orthodox Christian)

Eastern Orthodox Christian

"Holy God! Holy Mighty! Holy Immortal! Have mercy on us. [Repeat this phrase three times]

"Glory to the Father, and to the Son, and to the Holy Spirit, now and ever and unto ages of ages. Amen."

"O Most Holy Trinity, have mercy on us. O Lord, cleanse us from our sins. O Master, pardon our transgressions. O Holy One, visit and heal our infirmities for thy name's sake."

"Lord, have mercy." [Repeat this phrase three times]

"Our Father who art in heaven, hallowed be Thy name. Thy kingdom come, Thy will be done on earth as it is in heaven. Give us this day our daily bread. And forgive us our trespasses as we forgive those who trespass against us. And lead us not into temptation, but deliver us from the evil one."

"The Father is my hope, the Son is my refuge, the Holy Spirit is my protector; O Holy Trinity, glory to thee."

"Beneath your compassion we take refuge, O virgin Theotokos. Despite not our prayer in our adversity, but deliver us from harm, O only pure and blessed one."

Emergency Prayers and Creeds (Muslim)

If a dying Muslim Soldier desires religious support and a chaplain is unavailable, the Soldier's commanding officer, platoon leader, chaplain assistant or another Soldier may repeat with the Soldier:

- "The Shehada,"
- "Prayers for the Dying," and
- "Supplication."

The Shehada

"There is no God but Allah and Mohammed is the messenger of Allah."

Section 7 — Appendices (cont.)

Appendix Q — Religious Support to the Dying (cont.)

Sacraments, Rites, and Prayers (cont.)

Emergency Prayers and Creeds (Muslim) (cont.)

Prayers for the Dying

“Allah is Great! Allah is Great! Allah is Great! Allah is Great!”

“Oh God, I ask of Thee a perfect faith, a sincere assurance, a reverent heart, a remembering tongue, a good conduct of commendation, and a true repentance, repentance before death, rest at death, and forgiveness and mercy after death, clemency at the reckoning, victory in paradise and escape from the fire, by thy mercy, O mighty One, O Forgiver, Lord increase me in knowledge and join me unto good.”

“O Lord, may the end of my life be the best of it; may my closing acts be my best acts, and may the best of my days be the day when I shall meet Thee.”

After a person has breathed his last, his eyes should be gently shut. While closing the eyes of the deceased, one should make the following supplication:

Supplication

“O Allah! Make his affair light for him, and render easy what he is going to face after this, and bless him with Thy vision, and make his new abode better for him than the one he has left behind.”

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials

Wartime Burials

Note: Refer to the U.S. Army Chaplain Center and School (USACHCS) RSOS website for the Chaplain Corps Digital Reference “Religious Support to Funerals and Memorial Ceremonies and Services.” See Appendix A (RSOS) for instructions on how to access this excellent tutorial.

Graves are normally located as near as possible to the scene of death. Sites are selected with reference to relocation and identification. Graves are not normally dispersed; easy recovery is essential and protection from water is desired.

Burials are grouped by nationalities. Different areas for separate graves, trench graves, or group burials are normally allotted to each nationality. Whenever practicable, a brief burial service of the appropriate religion is held for the dead. A chaplain should be notified of the details of the burial if one is not available to conduct a service.

Separate Burials

Whenever practicable, a separate burial is given to the remains, or even partial remains, of each deceased person. Participating North Atlantic Treaty Organizations (NATO) nations have agreed to procedures which outline general provisions for the emergency land burial of NATO personnel and of the enemy.

Unidentifiable Remains

Unidentifiable dead are buried and reported in the same manner as identified dead except that the word “unknown” is used in place of a name. In all cases an emergency burial report is completed by the unit responsible. Particular care must be taken to list all information which may assist identification later.

Burial of

When authorized, hasty burials may be performed by any unit on the battlefield. Contaminated remains are interred at an interim location as close to the site of death as possible. Remains are identified and locations marked and reported in accordance with established graves registration procedures. Every possible effort should be made to contact a chaplain to conduct a brief burial service, or to provide a chaplain with the details following of the burial if one was not available to conduct a service.

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Wartime Burials (cont.)

Burial of Contaminated Remains (cont.)

Recovery and decontamination of remains for final disposition are accomplished after cessation of hostilities. These functions are accomplished earlier if the tactical situation, time, and other resources permit. The entire burial site is marked with the standard NATO CBRN marker and may become a toxic waste site. Decontamination of remains is an absolute last priority.

Peacetime Funerals

Introduction

Peacetime funerals are covered in ATP 1-05.2, *Religious Support to Funerals and Memorial Ceremonies and Services*, March 2013.

Protestant Funeral Order of Worship

Action	Participant	Consideration
Prelude	Musician/Recording	Does the family have a particular song request?
Opening Scripture	Chaplain	
Processional	Musician/Recording	Does the family have a particular song request?
Welcome and Prayer	Chaplain	
Eulogy	Family/Friend/Chaplain	Will the family appoint a Eulogist?
Song	Musician/Recording	Will the song be sung or will it be meditational?
Prayer	Chaplain	
Scripture Readings	Chaplain or Family	Does the family have a scriptural preference?
Homily	Chaplain	
Prayers	Chaplain	
Recessional	Musician/Recording	Does the family have a particular song request?

Protestant Funeral Order of Worship

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Peacetime Funerals (cont.)

Catholic Funeral Order of Worship

Action	Participant	Consideration
Name of Deceased		[Enter the complete named of the deceased, with place and date of the service if that information isn't included elsewhere.]
Chaplain (Priest) Name	Chaplain (Priest)	[Insert the name of the priest or priests or other service leader.]
Pallbearers Name	Pallbearers	[Insert their names and relationship to the deceased.]
OPENING RITES		
	Chaplain (Priest)	The grace and peace of God our Father and the Lord Jesus Christ be with you.
	Congregation (All)	And also with you.
LITURGY OF THE WORD		
First Reading	Congregant	[One reading from the Old Testament, commonly Ecclesiastes 3:1-11, Isaiah 40:1-11, lines from the Book of Job, such as 19:1.23-27a, or lines from the Book of Wisdom such as 3:1-9, 4:7-15.]

Catholic Funeral Order of Worship (1 of 4)

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Peacetime Funerals (cont.)

Catholic Funeral Order of Worship (cont.)

	Chaplain (Priest)	This is the word of the Lord.
	Congregation (All)	Thanks be to God.
RESPONSORIAL PSALM	Choir / Performers	[May be either sung or read. Insert lyrics if participation is encouraged -- or insert names of performers if other than the choir, along with their relationship to the deceased.]
Second Reading	Congregant	[One reading from the New Testament, commonly Romans 8:1-11 or Acts of the Apostles 10:34-43.]
	Chaplain (Priest)	This is the word of the Lord.
	Congregation (All)	Thanks be to God.
Gospel Reading	Congregant	[Commonly Mark 15:33-16:6.]
COMMUNION RITE		
Gifts to be presented	Congregant / Family Member	[Include names and their relationship to the deceased.]
	Chaplain (Priest)	Let us pray with confidence to the Father in the words our Savior gave us.

Catholic Funeral Order of Worship (2 of 4)

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Peacetime Funerals (cont.)

Catholic Funeral Order of Worship (cont.)

	Congregation (All)	<i>Our Father, who art in heaven, hallowed be Thy Name. Thy kingdom come, Thy will be done, on earth as it is in heaven. Give us this day our daily bread, and forgive us our trespasses as we forgive those who trespass against us. And lead us not into temptation, but deliver us from evil.</i>
	Chaplain (Priest)	Deliver us, Lord, from every evil and grant us peace in our day. In your mercy keep us free from sin and protect us from all turmoil as we wait in joyful hope for the coming of our Savior, Jesus Christ.
	Congregation (All)	<i>For the kingdom, the power, and the glory are yours — now and forever.</i>
Communion Hymn	Choir / Soloist / Congregation	[Insert words if participation is encouraged.]

Catholic Funeral Order of Worship (3 of 4)

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Peacetime Funerals (cont.)

Catholic Funeral Order of Worship (cont.)

Words of Remembrance	Family / Friends / Chaplain (Priest)	[Include the names of those involved and their relationship to the deceased. They can present a brief statement of remembrance or eulogy of the deceased. For help with writing and delivering a meaningful eulogy, along with sample written and spoken eulogies, see Funeral and Memorial Eulogies .]
Concluding Rites	Congregation (All)	<i>Receive [his or her] soul and present [him or her] to God the most high.</i>
Concluding Hymn	Congregation (All) / Organist	
*Note		<i>For assistance with writing Funeral and Memorial Eulogies you may visit: http://www.caring.com/eulogy for help.</i>

Catholic Funeral Order of Worship (4 of 4)

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Peacetime Funerals (cont.)

Jewish Funeral Order of Worship

Action	Participant	Consideration
1. Reading of Psalms 1, 15, and 23.	Chaplain	All or a selection of these Psalms should be read, preferably Hebrew with English translation.
2. If the deceased is female, it is customary to additionally read Proverbs 31:10-31	Chaplain	
3. Welcome and reading of a Psalm.	Chaplain	Reading of a Psalm (1, 15, or 23 that has not been read above.
4. Eulogy	Family / Friend / Chaplain	
5. Memorial Prayer “El Male Rachamim.”	Chaplain	The Hebrew names of the deceased and of his parents are inserted into the prayer and should be known to the Chaplain before the ceremony.
6. The garments are rent (symbolic incision on shirt).	Only immediate family members; the rendering is done by the Chaplain.	Ascertain that the mourners are comfortable with this tradition.

Jewish Funeral Order of Worship (1 of 2)

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Peacetime Funerals (cont.)

Jewish Funeral Order of Worship (cont.)

Action	Participant	Consideration
7. Escorting of the deceased to the burial site. Reading of Psalm 91.	Family / Friend / Chaplain	Only if congregation moves to gravesite.
7a. On the way to the gravesite recite the prayer “You who dwell on high”	Congregation led by Chaplain	Only if congregation moves to gravesite. This prayer is recited 7 times, each time stopping the procession briefly.
7b. The grave is filled with earth.	Congregation	Upon arrival the deceased is gently lowered and then covered with earth till the burial site is mounded. Participants take turns.
8. Three heaps of earth are placed unto the casket.	Chaplain	Only if not at gravesite.
9. The Kaddish Prayer is recited.	Immediate family members	If no family members are present, the Chaplain recites Kaddish.

Jewish Funeral Order of Worship (2 of 2)

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Prayers for the Dead

Death of a Protestant Soldier

"Depart, dear brother (sister), out of this world in the name of the Father who created thee, in the name of the Son who redeemed thee, and in the name of the Spirit who made thee whole. Amen."

Death of a Catholic Soldier

"Eternal Rest grant unto him (her), O Lord, and let perpetual light shine upon him (her). May his (her) soul and all the souls of the faithful, departed through the Mercy of God, rest in peace."

Death of a Jewish Soldier

"Thy sun shall no more go down neither shall thy moon withdraw itself; for the Lord shall be thine everlasting light, and the days of thy mourning shall be ended. Amen."

Death of an Orthodox Christian Soldier

"O God of spirits, and of all flesh, who hast trampled down death and overthrown the Devil and given life to thy world; do thou, the same Lord, give rest to the soul(s) of thy departed servant(s) [state soldier's name], in a place of brightness, a place of refreshment, a place of repose, where all sickness, sighing, and sorrow have fled away. Pardon every transgression which he (she) (they) has (have) committed, whether by word or deed or thought. For thou art a good God and lovest mankind; because there is no man who lives yet does not sin; for thou only art without sin; thy righteousness is to all eternity; and thy word is truth. For thou art the Resurrection, the Life, and the Repose of thy servant(s) [state soldier's name] who is (are) fallen asleep, O Christ our God, and unto thee we ascribe glory, together with thy Father who is from everlasting, and thine all-holy, good, and life-creating Spirit, now and ever and unto ages of ages. Amen."

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Prayers for the Dead (cont.)

Death of a Muslim Soldier

“Allah is Great! [Repeat this phrase four times]

“There is no God but Allah and Mohammed is his prophet.”

“Glory be to Thee, O Allah, and I praise Thee Thy praise is glorified, and there is no God other than Thee. O Allah! have mercy on Mohammed and on those related to Mohammed, just as Thou hadst mercy and Thou sendst peace and blessed and hadst compassion on Abraham. Surely Thou art Praiseworthy, the Great!”

“O Allah! forgive those of us who are still living and those who are dead; those of us who are present and those who are absent, and our minors and our elders. O Allah! let the one whom Thou keepest alive from among us, live his life according to Islam, and let the one whom Thou causest to die from among us, die as a believer.”

“Peace and Allah’s mercy be upon you.”

Note: The person leading the prayer should stand and face toward Mecca if possible.

Memorial Ceremony (Interfaith)

Memorial ceremonies are patriotic tributes to deceased Service members. Since the ceremony is command-oriented, attendance is often mandatory. A memorial ceremony is a military function which is not normally conducted in a chapel. The content of the memorial ceremony may vary depending on the desires of the commander.

In most cases, the officiating chaplain prepares a worship bulletin which may contain a biographical sketch of the deceased Service member with mention of awards and decorations.

The following elements may be included in the ceremony:

- Prelude
- Posting of the colors
- National Anthem
- Invocation
- Memorial tribute:
 - Biographical sketch
 - Service record



Section 7 — Appendices (cont.)

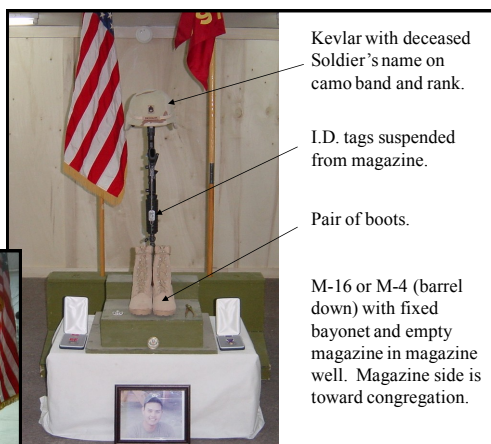
Appendix R — Burials and Memorials (cont.)

Memorial Ceremony (Interfaith) (cont.)

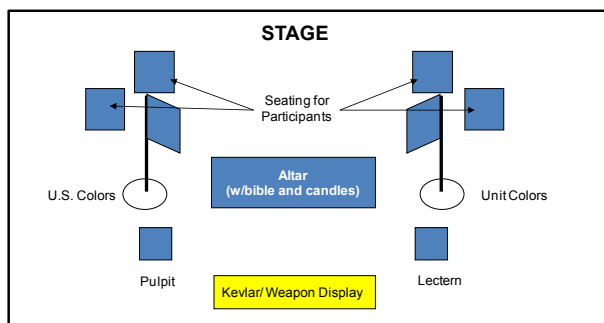
Memorial Ceremony Elements

The following elements may be included in the ceremony (continued):

- Scripture reading
- Prayers
- Hymn or special music
- Meditation
- Benediction
- Taps



Sample Memorial Ceremony Set Up



If unit also desires that Unit Colors be displayed, consult protocol or unit CSM.

Command Group

Company

BDE / BN CDR / CSM

Company

Make sure you run seating chart through protocol.

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Memorial Ceremony (Interfaith) (cont.)

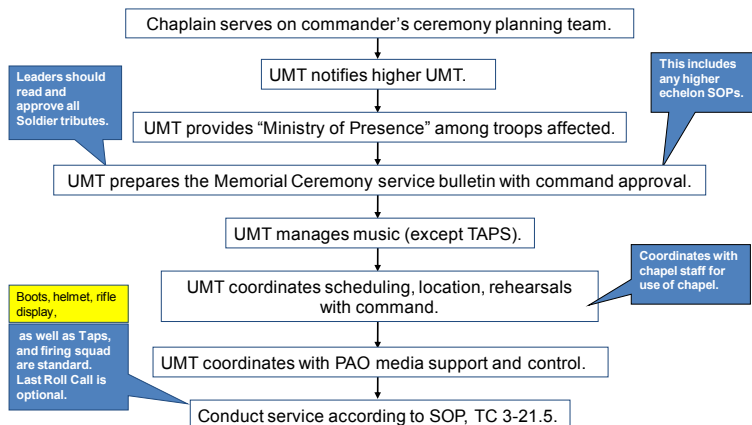
Sample Memorial Ceremony Speech

- Introduce Self: Rank, position, connection to Soldier(s)
- Figure 140 words per minute
(Five minute speech = 700 words max!)
- Commander's Address, talking points
 - Patriotic tribute:
 - Sacrifice
 - Loyalty
 - Mission
 - Benefits of sacrifice
 - Personal reflections on death in battle (for instance: necessity of sacrifice to stem the tide of evil, role of military in providing safety and security for those back home)
 - Honor the memory of the fallen
- Personal Reflections (Be brief, limit the number of remembrances)
 - Some ideas:
 - Describe impact of Soldier on speaker, unit
 - Talk about the courage, integrity, honor, responsibility, or loyalty of the Soldier

"I am LTC John Smith, TF commander for 864th EN BN. SGT Mike Brown belonged to 585th EN CO, attached to the TF for this mission"

Memorial Ceremony (UMT Role)

Memorial ceremonies are a command responsibility. The UMT has a role in, but not responsibility for, the planning of the ceremonies. All duties not spelled out on this slide are the responsibility of command. A memorial ceremony is a military function. Content should be patriotic and non-sectarian.



Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Memorial Ceremony (Interfaith) (cont.)

Memorial Events Checklist

MEMORIAL EVENTS CHECKLIST				
TASK	WHO	DTG	INITIALS	REMARKS
AT NOTIFICATION				
DD93 / SGLV / ERB / ORB / TCS ORDERS	UNIT			
FALLEN BLACKHAWK MESSAGE	COMMANDER			
DEPLOYMENT / FAMILY INFO. PACKET	UNIT			
SOLDIER'S PHOTO	UNIT			
R-9 REPORT	UNIT			
DAY 1				
SET MEMORIAL DATE AND TIME	COMMANDER			
RESERVE CHAPEL FOR TWO (2) DAYS	CHAPLAIN			
DEVELOP MEMORIAL BULLETIN	UNIT / S-1			
COORDINATE BUGLER SUPPORT	S-3			
COORDINATE WITH CYS FOR CHILD CARE DURING MEMORIAL	FRSA / CHAP			
REQUEST VIDEO AND PHOTO SUPPORT FOR MEMORIAL THRU PAO	PAO			
IDENTIFY FIRING SQUAD	S-3			
GATHER NATIONAL AND/OR HOST NATION COLORS	SGM / S-1			
GATHER ORGANIZATIONAL COLORS AND GENERAL OFFICER FLAGS	SGM / S-1			
GATHER COLORS STAND / BOX	SGM / S-1			
GATHER MEMORIAL BOX FOR WEAPON, HELMET, AND BOOTS	SGM / S-1			
MAKE ID TAGS	UNIT / S-1			
MAKE CAMO BAND W/NAME	UNIT			
COORDINATE FOR BAYONET	SGM / S-1			
INITIAL COORDINATE MP SUPPORT	S-3			
INSPECT GLOVES AND NAME CARDS	SGM / S-1			
COORDINATE FOR SINGER AND PIANIST	CHAPLAIN			
DAY 2				
CONFIRM MEMORIAL TIME AND DATE WITH CHAPEL	CHAPLAIN			
REQUEST BACK-UP BUGLE FROM INSTALLATION	UNIT / S-1			
PREPARE MEMORIAL EVENTS BINDER	UNIT / S-1			
COORDINATE MP SUPPORT FOR CHAPEL	S-3			
VERIFY AWARDS AND DECORATIONS	UNIT / S-1			
FIRING DETAIL REHEARSAL	UNIT / S-3 / RD			

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Memorial Ceremony (Interfaith) (cont.)

Memorial Events Checklist (cont.)

DAY 3				
PICK-UP PICTURES FROM TASC	UNIT / S-1			
DAY 4				
INSPECT DRESS UNIFORM ASU/GREENS	SGM			
RECEIVE REMARKS FROM DOWNRANGE (IF APPLICABLE)	UNIT / S-1			
RECEIVE REMARKS FROM CHAPLAIN	UNIT / S-1			
VIP LISTING	SGM / S-1			
SEND BULLETIN TO S-1, S-3, SGM, AND COMMANDER FOR REVIEW	UNIT / S-1			
DAY 5				
REQUEST MEMORIAL BULLETIN SUPPORT THRU DAPS / TASC (300 COPIES) (NOT VIOS) (4 HOURS CAN BE COMPLETED)	UNIT / PAO			
HAVE BAYONET / MAGAZINE / WEAPON BOX	SGM / S-1			
CONFIRM SEATING CHART	SGM / S-1			
HAVE BOOTS / HELMETS / SPURS / STETSON OR ANY UNIT SPECIFIC ITEMS	UNIT / S-1			
DAY 6				
REHEARSAL OF MUSIC	UNIT			
REHEARSAL OF NATIONAL ATHEM	UNIT			
OVERFLOW COORDINATED— CAMERA OPTIONAL	CHAPLAIN			
CONFIRM SEATING CHART	SGM / S-1			
CHAPEL AND FELLOWSHIP HALL SET- UP	CHAPLAIN	1300		
SGM INSPECTION / CHECK	SGM	1400		
FULL DRESS REHEARSAL	UNIT	1500		
DAY 7				
FELLOWSHIP / RECEPTION SET-UP	UNIT / FRG	0900		
MEMORIAL CEREMONY	ALL			

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Memorial Service (Interfaith)

Memorial Service Elements

Memorial services are religious services. They stress spiritual comfort to the family, relatives, friends, and members of the deceased Service Member’s unit. Attendance is voluntary. The elements of a memorial service are similar to those of the military funeral. Many units have SOPs for the conduct of such a service. The deceased’s unit can provide unit customs, such as the placing of the Service Member’s boots and helmet in front of the chancel area. The deceased’s chain of command is involved in the planning and conduct of the memorial service.

The following elements may be included in the ceremony:

- Prelude
- Invocation
- Eulogy
- Hymn
- Scripture Reading
- Prayer
- Tributes (silent?)
- Hymn
- Meditation
- Prayer
- Last Roll Call
- Firing of Volleys (at attention)
- Taps (present arms)

Elements are traditional. They may be changed to reflect individual faith group of family.

Memorial Service Etiquette

Memorial Service Etiquette
Uniform: Dress.
Stole: Yes.
News Media: If family permits.
Video Taping: If family permits.
Chaplain’s Message: Faith based, consistent with deceased or family’s faith group.
Chapel: Full religious decoration.
Bulletin: May include biographical data.
Liturgy: May follow faith group tradition.

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Memorial Service (Interfaith)

Sample Memorial Service Prayer

Sample Ecumenical Memorial Prayer

Opening — One or more of the following may be used: Deuteronomy 33:27; Psalm 27 [26]:1; Isaiah 35:4.

Hymn

Invocation — This prayer must be general and ecumenical. If desired, the following litany may be used:

Let us give thanks to God for the land of our birth with all its chartered liberties. For all the wonder of our country's story: We give you thanks, O God.

For leaders in nations and state, and for those who in days past and in these present times have labored for the commonwealth: We give you thanks, O God.

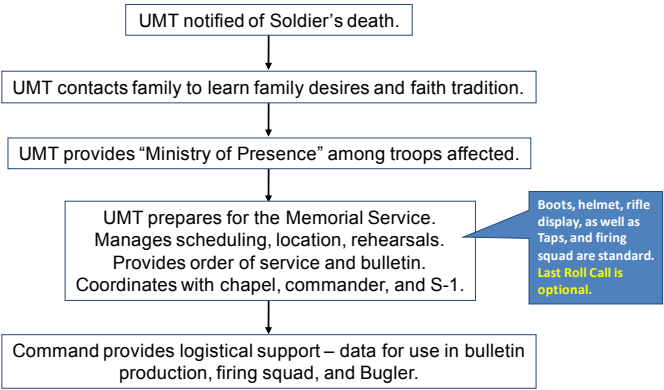
For those who in all times and places have been true and brave, and in the world's common ways have lived upright lives and ministered to their fellows: We give you thanks, O God.

For those who served their country in her hour of need, and especially for those who gave even their lives in that service: We give you thanks, O God.

O almighty God and most merciful Father, as we remember these your servants, remembering with gratitude their courage and strength, we hold before you those who mourn them. Look upon your bereaved servants with your mercy. As this day brings them memories of those they have lost, may it also bring your consolation and the assurance that their loved ones are alive now and forever in your living presence. Amen.

Memorial Service (UMT Role)

Memorial services are religious services conducted as a funeral. The chaplain should represent the faith group of the deceased and should consult with the family of the deceased, if possible, for service plans.



Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Ramp Ceremony



For an excellent tutorial on ramp ceremony procedures, refer to the U.S. Army Chaplain Center and School (USACHCS) RSOS website (see Appendix A for instructions).



The doctrinal publications that address the ramp ceremony are Army Techniques Publication (ATP) 1-05.2, *Religious Support to Funerals and Memorial Ceremonies and Services*, March 2013, and Training Circular (TC) 3-21.5, *Drill and Ceremonies*, January 2012, Chapter 14.

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Ramp Ceremony (cont.)

A ramp ceremony is a solemn ceremony for a Service member who dies while deployed. It takes place at an airfield in an AO. The chaplain's participation in the ramp ceremony is one of honor and is based on the commander's guidance. The chaplain is to be the religious leader for both the fallen Soldier or authorized civilian and the personnel conducting the ramp ceremony.

Unit commanders will plan and execute the ramp ceremony in accordance with HHQ SOPs, Air Force policy, commander's guidance, national caveats (for multinational partners), current conditions in the OE and the specific type of aircraft used to move the remains. The ramp ceremony is conducted by the unit as it escorts the body onto the aircraft taking the remains home. A ramp ceremony is not a funeral and does not replace the requirement to conduct a memorial event. A ramp ceremony is a command-directed activity normally only occurring in a deployed environment that may be conducted in addition to a unit memorial event. The combatant commander normally establishes policies within a theater of operations that may restrict or preclude the conduct of this ceremony in order to ensure the expeditious movement of remains. (AR 600-20, para 5-14c(3))

The chaplain should be prepared to conduct the ceremony with a variety of aircraft. Tactical situations in the OE impact the execution of the mission and can include the aircraft moving the remains unable to shut down its engines. Chaplains will need to plan and train accordingly in order to be prepared to conduct the ceremony under a variety of conditions. For planning considerations, determine RS requirements for the transport of remains from the hospital or morgue to the airfield where the ramp ceremony will be conducted by the unit.



Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Ramp Ceremony (cont.)

Sample Soldier Tribute

Today we mourn the loss of a Brother in Arms (or, “Warrior” “Soldier”):

Rank / Full Name _____.

He /she was from _____.

PFC (example) _____ held the Military Occupational Specialty of _____ - a(n) _____.

He / she served with _____ Company, _____, out of _____.

PFC _____ is survived by _____, and _____.

PFC _____ was born on _____.

PFC _____ was _____ years of age.

He /she will greatly be missed.

Our deep and heartfelt condolences go out to the _____ family.

While we mourn his / her loss, we who survive, honor his / her life by remembering his / her service and sacrifice.

Sample Scripture

From Psalm 86 we read . . .

But you, Lord, are a compassionate and gracious God, slow to anger, abounding in love and faithfulness. Turn to me and have mercy on me; show Your strength on behalf of Your servant... Give me a sign of Your goodness, For You, Lord have helped me and comforted me.

Sample Prayer

Almighty and merciful God, we are reminded this day of the terrible dangers, and costly sacrifice, of war. Hear our prayers as we ask for comfort and peace as only You can provide at a time like this.

We pray particularly for the families who loved them and the friends who served beside them. Our Nation can never repay the debt of gratitude we owe our fallen Warriors, but we pledge that their service will be honored and their sacrifice will not be forgotten.

And for all of us . . . we ask for Your power to sustain us, Your wisdom to guide us, Your shield to protect us. Amen.

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Ramp Ceremony (cont.)

Sample Ramp Ceremony Format

SAMPLE SCRIPTURE — From Psalm 46 we read . . .

God is our refuge and strength. A very present help in trouble. Therefore we will not fear, even though the earth be removed and though the mountains be carried into the midst of the sea; Though its waters roar and be troubled, though the mountains shake with its swelling. There is a river whose streams shall make glad the city of God . . . the Lord of hosts is with us.

INTRODUCTION —

We gather today to honor, pay our respects, and mourn the loss of (NAME). God's Word gives us the comfort that, though no longer with us, he / she is not gone but has entered into the eternal life that the God of the living has planned for him / her. (NAME) , (20) years of age, served as a (MOS) with (UNIT). He /she is survived by (LIST FAMILY); but he / she also leaves behind an example of honor, courage, and commitment to inspire us all.

PRAYER —

Gracious God, Your Word says, "Come to Me all who are weary and burdened, and I will give you rest." Our souls are troubled with grief and we need Your rest. We are grateful for the life (NAME) lived and we know that You now care for him / her now. Grant his / her family and friends back at home, and his / her fellow Soldiers of (UNIT), this same comfort; fill them with the good memories of his / her life and influence that will live on through them and be passed on to others for years to come.

"Even though I walk through the valley of the shadow of death, I will fear no evil, for You are with me. Your rod and Your staff comfort me." We commit now (NAME) body to the care of his / her family to mourn and bury. Grant this flight crew comfort and pride in knowing that they provide invaluable comfort to the families whose loved ones they bring home. Give them a safe flight, In Your Holy Name, Amen!

Section 7 — Appendices (cont.)

Appendix R — Burials and Memorials (cont.)

Ramp Ceremony (cont.)

Sample Ramp Ceremony Timeline

H-4 Hours	Chaplain and chaplain assistant are notified of a casualty. Executes battle drill and coordinates with relevant staff members and higher headquarters.
H-1.5 hours	Chaplain prepares for ramp ceremony (e.g., service, rehearsal, care of local Soldiers.)
H-1 hour	Chaplain in place to conduct ramp ceremony. The unit of the deceased Soldier will arrive at the airfield to prepare for honoring the fallen Soldier.
H-hour	Unit conducts ramp ceremony. <i>*The chaplain's portion of the ramp ceremony service should not exceed five minutes.</i>
H+20-25 minutes	The ceremony is complete.
H+30 minutes	The aircraft taxis and takes off.

Sample Ramp Ceremony Checklist

- **Rehearse the ramp ceremony's scheme of maneuver:**
 - Coordinate with the pall-bearer NCOIC to determine an appropriate deliberate pace and so the pall-bearer team is clear on when and how to exit the aircraft.
 - Enter the aircraft prior the ceremony to identify the configuration of the aircraft, where to stand, and coordinate closure / non-closure of the ramp.
- **Ensure the service does not exceed five minutes.**
- **Pre-print the service.**
- **Account for tactical considerations:**
 - Use large font size for your notes to enable easy reading.
 - Have a red flashlight to view any readings in periods of darkness.
 - Coordinate with local security plan.
- **Review previous AARs for modifications to implement.**

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans

Introduction

It must be understood that different regions of the world will require different types of equipment to complete the mission and at the same time allow the Soldier to remain healthy. Also the type of unit you deploy with will determine the number of bags to pack.

In considering what to bring, always take into account unit SOP, size and weight, and climate and expected weather conditions. Plan for a “worst-case” scenario, and work backward keeping other limitations in mind. When preparing for a deployment, or a field problem, always take the items on the unit packing list. Consider carefully METT-TC when determining what other items you will bring for personal comfort, mission enhancement, as well as the climate you will be operating in. Determine the weight and size of these additional items based on the unit mission, mode of transportation, and baggage restrictions.

Below is a series of packing lists that begins with universal items that will aid in basic survival in most environments and is followed by packing lists for the “A,” “B” and “C” bags.

The following lists are provided for those who do not know what items they may be required to have on hand for a deployment or a field problem. Units will generally provide a listing of required items for a specific deployment. However, there are some items that should be considered no matter what the mission or location.

TIP

Your Load Bearing Equipment (LBE), rucksack, and duffel bags should all be planned out in advance in order to use available space efficiently.

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans

Clothing and Equipment

Individual Clothing and Equipment	
Chaplain Kit --	
The Chaplain Kit will always accompany the chaplain.	
Field Uniform --	
BDU w/ Belt and BDU Cap Kevlar (w/Chin Strap, Camo cover, Rank, Band) LBE w/ Web Belt Suspenders Canteen w/ Cup and Cover First Aid Pouch w/ Field Dressing Two Ammo Pouches Combat Boots	Flashlight w/Batteries and Red Light Lens Black Leather Gloves w/ Inserts Assigned Weapon (Chaplain Assistant) UMT Handbook, Notebook, Pen Hearing Protection Protective Mask (w/ M291 Skin Decontaminating Kit)
Universal Packing List --	
Pocket Knife First Aid Kit Fire Making Equipment Signal Mirror Water Purification Tablets Small Amount of Food Compass Map w/ Acetate Alcohol Markers Personal Camouflage	ID Tags ID Card Drivers License and SF 46 Weapons Card (Chaplain Assistant) Field Meal Card Geneva Convention Card (Chaplain) Code of Conduct Card Small Amount of Cash Toilet Paper

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, B Bag, and a C Bag. These lists reflect a 70% packing solution for a heavy unit and must be lightened considerably for light infantry Soldiers.

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans

Clothing and Equipment

A, B, and C Bags (cont.)

A, B, and C Bags	
A Bag (Rucksack)--	
BDU (2 sets) Underwear (2 sets) — Socks, T-shirts, shorts Entrenching Tool (1) Gloves w/ Inserts (1 pair) CBRN Gear (1 set) — Gloves, overboots, overgarments, M8 & M9 detection paper Poncho (1) Poncho Liner (1) Rain Gear (1 set) 2-Quart Canteen (1) Rations (3 meals)	Sleeping Bag (1) — Stored in waterproof bag; check unit SOP for locating this item in the ruck or in the B Bag Weapon Cleaning Kit (1) First Aid Kit (1) Towel / Washcloth (1) Hygiene Kit — Supplies for shaving, dental care, soap, deodorant, shampoo, hand lotion, hair brush, comb, nail clipper, mirror, etc. Sweater / Liner or Field Jacket (1) Water-proof Bag (1)
Note: This bag is usually intended for a short period of time and immediate use.	
B Bag (Duffel Bag #1) --	
BDUs (2 sets) Boots (1 pair) Field Jacket (1) PT Uniform (1 set) — T-shirt, shorts, sweatshirt, sweatpants, knit cap Shoes, Athletic (1 pair) Socks, White (5 pair) Laundry Bag	Underwear (5 pair) Gloves (1 pair) Towels / Washcloths (2) Civilian Clothing (if needed) Flak Vest (if not worn) (1) Sleeping Shirt (1) Sleeping Shorts (1) Shower Shoes (1 pair)
Note: This duffel bag is your “working bag” — for the equipment you use most on a daily basis in your current mission.	
C Bag (Duffel Bag #2) --	
This bag will contain those items not required for immediate use.	
Note: Make sure you have a lock with 2 keys for each bag.	

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans

Clothing and Equipment

A, B, and C Bags (cont.)

A, B, and C Bags (cont.)	
Winter Packing List	
Winter Boots (1 pair)	Face Protection (1)
Winter Coat(s) (1-2)	Winter Glove w/ Inserts (1 pair)
Winter Pants (1)	Winter Blanket (1)
Winter Shirt (1)	Scarf (1)
Winter Socks (5 pair)	Deep Winter Suit (BEAR) (1 set, if issued by the unit)
Winter Long Underwear (2 pair)	Mittens w/ Inserts (1 pair)
Wool Cap (1)	
Note: These items can be packed either in the A or B Bag, based on needs for equipment and clothing.	

Personal Weapon

Weapon Packing List	
Ammunition Magazines Sling	Cleaning Kit Lubricant

TIP

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

M16A2 Function Check Steps
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, 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. • 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).

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans

Clothing and Equipment

Personal Weapon (cont.)

M16A2 Function Check Steps (cont.)

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.
- Pull the trigger holding it to the rear (the hammer should fall).
- 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 armorer.



M16 User's Maintenance Steps

A clean properly lubricated and maintained rifle, loaded with clean ammunition, will fire when needed. 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 the ammunition may actually need care and cleaning several times daily.

Since your life and the success of the UMT religious support mission may depend upon the proper functioning of the M16, it is imperative that these simple but vital procedures be followed.

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans

Clothing and Equipment

Personal Weapon (cont.)

M16 User's Maintenance Steps (cont.)

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 Cal. .30, .45, .50, or 7.62mm 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 with a bore brush and swabs — from chamber to muzzle.
- 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. 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, 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.
- A light coat of lubricating oil should be put on the magazine spring. Do not lubricate other parts of the magazine.

Ammunition --

- Do not attempt to fire damaged or badly corroded ammunition.
- Cartridges with light corrosion, mud, dust, or dirty water and/or rain should be wiped clean with a dry cloth.
- Do not use oil or greases on cartridges.

TIP

Do not use magazines which are dented or have spread or damaged lips. If failure to extract cannot be corrected by normal cleaning, the weapon should be turned in at the first opportunity.

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans

Clothing and Equipment

Personal Weapon (cont.)

TIP

Do not fire a weapon that has water trapped in the bore. To remove water from the bore (M16), 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.

UMT Vehicle

To develop a usable vehicle load plan, an itemized list of all the UMT equipment is necessary. The vehicle load plan is not a static display. A single load plan does not work for all vehicles. The load plan is a highly personalized plan. You should be able to get the item of equipment you need from the vehicle blindfolded without searching for it. If you can't, your vehicle load plan does not work.

Developing a Vehicle Load Plan

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 within easy reach of either the chaplain or chaplain assistant during travel. The rucksack, as well, should be readily available if the vehicle needs to be abandoned in an emergency situation.

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

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans (cont.)

UMT Vehicle (cont.)

Developing a Vehicle Load Plan (cont.)

STEP 4 — Load the vehicle and trailer according to the loading plan to ensure the plan will accommodate all section equipment and that the plan is “practical.”

STEP 5 — When in garrison, the UMT will periodically go through the extended load plan and mark items to be replaced or repaired.



Vehicle

Dispatch Packet	Chem Lights
Technical Manuals (TM)	Basic Issue Items (BII) —
PMCS Sheets (Book of DD 2404)	Wrench, Screwdriver (Flat & Phillips), Jack w/Handle, Lug Wrench)
Fuel Coupons	Filler Spout
Load Plan	Pliers
First Aid Kit w/ Rubber Gloves	Warning Triangles
Extra Series 200 Lock	Fire Extinguisher w/Mount
Duct and Electrical Tape	Shovel, Ax, and Pick
Assortment of Wire / String	Hammer (Regular)
Fuel Can	M11 Decon Apparatus w/Mount
Chains	
Water Can w/ Spigot	

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans (cont.)

Other Equipment

Other Personal Equipment to Consider		
Flashlights Watch Alarm Clock Insect Repellent Lip Balm Sun Block 5-50 Cord Radio (short-wave) Extra Batteries Sewing Kit Stove Fuel for Stove Foot Powder Binoculars	Coffee Pot Zip-Lock Bags (large and Small) Multi-Purpose Tool (Leatherman) Toilet Paper Baby Wipes Chem Lights Knife Sharpener Sun Glasses / Goggles (with dust and wind protectors) Extra Shoe Laces	Prescription Medication, Vitamins, and Aspirin Cold Pack Butane Lighter Duct ("100 mph") Tape Bungee Cords Lock Games

Religious Support Equipment	
Chaplain Kit Field Altar w/Hangings Field Chaplain Flag Chaplain Supply Kit Consummables (as many as you need until re-supply) Port-a-Talk w/ Batteries Extra Hymnal and Port-a-Talk Batteries (not available in theater) Hymn Player	Field Desk or Chaplain Logistical Support Package (CLSP), pending fielding Missalettes Field Hymnals Tracks / Literature / Daily Bread Standard Memorial Bulletin UMT Section Sign Sign for Service Times Hymn Chest Matches

Communications Equipment	
Radio Set SOI Technical Manuals (TM) MSE Telephone MSE Phone Book	Electrical Tape Red Tags to Mark Phone Line Phone Wire Extra Radio Battery

Section 7 — Appendices (cont.)

Appendix S — Equipment, Vehicles, and Load Plans (cont.)

Other Equipment

Important Paperwork	
MOI / OPORD TAC SOP Unit/ UMT SOP Religious Support Plan Military Maps and Overlays	Local Maps Protractor Rubbing Alcohol Map Pens

Tentage and Camouflage	
GP Small w/ Liner (or equivalent) Tent Poles Pegs Ropes Cover / Bags	Sledge Hammer Camouflage Nets Camouflage Poles Spreader Attachments Repair Kits

Tent Furnishings	
Space Heater Lantern Folding Table	Folding Chairs Folding Cots Extension Cords

Office Supplies		
Notebook Computer w/ Printer Extra Toner or Printer Ribbon Pens, Black, Ball-point Pencils (Grease & Lead) Markers (Felt Tip, Large and Small, Transparency) Tape (Masking, Scotch, Packing) Scissors Calculator	Paper (Bond, Lined Writing Paper, Letterhead) Carbon Paper 3 x 5 and 5 x 8 Cards Computer Disks Document Protectors Clip Board White-out Glue Sticks Envelopes Post-it Notes Ruler Acetate	Stapler w/ Staples Staple Remover Paper Clips Rubber Bands Easel w/ Extra Pads Erasers Paper Towels Cleanup Rags Highlighters Transparencies Labels File Folders

Section 7 — Appendices (cont.)
Appendix T — Sample Engagement Worksheet

CONTACT: Faris Nasser Hussein		(Deputy/Provincial Governor)	DTG: 081310OCT08	Copy 1 of 1
INTENDED OUTCOME: Faris agrees to direct ISF to conduct joint operations with 1BCT that leads to the establishment of JSS posts replacing BCT-only COPs.				
INTENDED OUTCOME STRATEGY: D/PG agrees to JSS occupation time line for ISF within all of the population centers in Ghazi Province within the 2-month suspense set by division.		COUNTERPARTS PREDICTED INTENDED OUTCOME/STRATEGY: Increase his political standing by taking credit for the increased security being provided. This will be supported by his taking credit for negotiating an American presence to continue the training of ISF that leads to an overall increased ISF capability throughout the Ghazi Province. This increase in political standing will be compounded by determining an American timeline for withdrawal.		
IO MESSAGE: The population will become more supportive of the government as an Iraqi-led security effort secures the population.				
TALKING POINTS supporting Intended Outcome: - Greater security allows for more rapid progress in improving ESS. - Improved ESS equals greater legitimacy for the government. - Increase in Iraqi leadership of security effort will increase public confidence in ISF and government. - Increased positive sentiment will increase his public standing as a capable politician. - Increased public standing will increase his power base and support an increase in his roles and responsibilities within the GoI.		Order of Events: 1310 - Greeting 1312 - Small Talk (family, sheep farm) 1330 - Business (security, Iraqi lead, legitimacy, increased public standing) 1355 - Review of agreements/small talk 1410 - Meeting complete		
Possible Impasse Issues: - Timeline for occupying the COPs with ISF. - Will not occupy until greater security is provided to provincial leader's homes. - Will not occupy until electrical issues have been resolved w/in province (14-hour blackouts).		Offers/ZOPA: - Agree to conduct security assessment for all provincial leader homes. - Establishment of JSSs to increase security of provincial leader homes.		

Top Half of Form

Section 7 — Appendices (cont.)
Appendix T — Sample Engagement Worksheet (cont.)

TALKING POINTS supporting possible impasse issues: • CF will not remain in Iraq forever and ISF must continue to make improvements in leading the security effort within the province. • Population will become less supportive of his efforts if they feel that there is a stall in improvements to their quality of life. • Population will feel less secure for their own safety if they perceive that there is less of a security effort in their communities than with the provincial leadership. • Electrical assessment is complete and acquisition of the generators is in progress.																															
Counterpart's Bio: • Eldest son of prominent family with connections to national government (cousin to elected official). • Exiled to Jordan to avoid military service during Saddam Hussein's regime. • Asked to return to serve in Medina Jabal following the fall of Saddam Hussein. • Increased political posture by being a champion for economic development. • Married with two sons (20 and 18). Has siblings still in Jordan. • Has a successful sheep farm in Jordan, pursuing business opportunities in media (radio/print). MBA from Baghdad University.	Coordination Measures: • IP SLE (93d MP) EXIT STRATEGY: • Apologize up front for having only an hour for the meeting due to competing requirements with division.																														
Previous Promises Made: • Electrical assessment of the province to be completed with the Ministry of Electricity. • D/PG to "look into" running an IP recruiting drive.	Promises Kept: • D/PG reduced curfews by 25 percent.																														
PRINCIPLE'S BATNA: • Establishment of JSSs agreed upon with a more concrete plan to be completed by the BCT for presentation back to the D/PG (reinforce that it is the D/PG's idea and we owe him the plan to accomplish ICW ISF). COUNTERPART BATNA (predicted): • BCT continues to provide security in the COPs while ISF focuses on security of provincial leadership.																															
LEGEND <table><tr><td>BATNA</td><td>best alternative to a negotiated agreement</td><td>ESS</td><td>essential services</td><td>NP</td><td>military police</td></tr><tr><td>D/PG</td><td>deputy/provincial government</td><td>Gol</td><td>government of Iraq</td><td>BCT</td><td>brigade combat team</td></tr><tr><td>JSS</td><td>joint security station</td><td>COP</td><td>common operational picture</td><td>MBA</td><td>Master of Business Administration</td></tr><tr><td>ICW</td><td>in coordination with</td><td>CF</td><td>coalition force</td><td>SLE</td><td>Soldier and leader engagement</td></tr><tr><td>ISF</td><td>Iraqi security force</td><td>IP</td><td>Iraqi Police</td><td>ZOPA</td><td>zone of possible agreement</td></tr></table>		BATNA	best alternative to a negotiated agreement	ESS	essential services	NP	military police	D/PG	deputy/provincial government	Gol	government of Iraq	BCT	brigade combat team	JSS	joint security station	COP	common operational picture	MBA	Master of Business Administration	ICW	in coordination with	CF	coalition force	SLE	Soldier and leader engagement	ISF	Iraqi security force	IP	Iraqi Police	ZOPA	zone of possible agreement
BATNA	best alternative to a negotiated agreement	ESS	essential services	NP	military police																										
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ISF	Iraqi security force	IP	Iraqi Police	ZOPA	zone of possible agreement																										

Bottom Half of Form

Section 7 — Appendices (cont.)

Appendix U — Military Decisionmaking Process

Key inputs	Steps	Key outputs
Higher headquarters' plan or order or a new mission anticipated by the commander	Step 1: Receipt of Mission	- Commander's initial guidance - Initial allocation of time
- Commander's initial guidance - Higher headquarters' plan or order - Higher headquarters' knowledge and intelligence products - Knowledge products from other organizations - Army design methodology products	Step 2: Mission Analysis	Warning order - Problem statement - Mission statement - Initial commander's intent - Initial planning guidance - Initial CCIRs and EEFI - Updated IPB and running estimates - Assumptions - Evaluation criteria for COAs
- Mission statement - Initial commander's intent, planning guidance, CCIRs, and EEFI - Updated IPB and running estimates - Assumptions - Evaluation criteria for COAs	Step 3: Course of Action (COA) Development	Warning order - COA statements and sketches - Tentative task organization - Broad concept of operations - Revised planning guidance - Updated assumptions
- Updated running estimates - Revised planning guidance - COA statements and sketches - Updated assumptions	Step 4: COA Analysis (War Game)	- Refined COAs - Potential decision points - War-game results - Initial assessment measures - Updated assumptions
- Updated running estimates - Refined COAs - Evaluation criteria - War-game results - Updated assumptions	Step 5: COA Comparison	- Evaluated COAs - Recommended COAs - Updated running estimates - Updated assumptions
- Updated running estimates - Evaluated COAs - Recommended COAs - Updated assumptions	Step 6: COA Approval	- Commander approved COA and any modifications - Refined commander's intent, CCIRs, and EEFI - Updated assumptions
- Commander approved COA and any modifications - Refined commander's intent, CCIRs, and EEFI - Updated assumptions	Step 7: Orders Production, Dissemination, and Transition	Warning order - Approved operation plan or order - Subordinates understand the plan or order
CCIR COA	commander's critical information requirement course of action	EEFI IPB essential element of friendly information intelligence preparation of the battlefield

Section 7 — Appendices (cont.)

Appendix U — Military Decisionmaking Process (cont.)

The UMT has staff work to do in all of the steps. *In the past, UMTs usually skipped doing staff analysis and COA development* and merely waited to produce its RSP appendix to the OPORD after a COA had been chosen by the battalion commander and an OPORD had been generated by the staff. *However, doing so might mean RS does not get the staff coordination and resourcing it requires / deserves for execution. When that happens, it is not unusual for the UMT to discover it is low on the priority list or pushed to the background in planning and resourcing.* Therefore, the UMT should participate in the process.

Step 1. Receipt of mission. In *receipt of mission*, all participants are alerted of the pending planning requirements, enabling them to determine the amount of time available for planning and preparation and decide on a planning approach, including guidance on design and how to abbreviate the MDMP, if required. When commanders identify a new mission, commanders and staffs perform the actions and produce the expected key outputs.

Step 2. Mission Analysis. The MDMP continues with an assessment of the situation called *mission analysis*. ***Mission analysis is probably the most important step in the MDMP.*** Commanders (supported by their staffs and informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves on the current conditions of the operational environment. In *mission analysis*, **the UMT determines its role in the mission and capabilities.** *Mission analysis* helps a UMT / Chaplain Section to:

- Understand the situation and problem.
 - Identify **what** the command must accomplish.
 - Determine **when** and **where** it must be done.
 - Determine **why** it must be done — the purpose of the operation.
- **First, update UMT running estimate.** The *running estimate* should answer questions like, “What assets do I have?” “What assets can I get?” (the “CTA,” common table of allowances, and the NSN catalog, by section, available from supply list these), “What do I know about my battalion?” “What do I know about my AO?” “What special requirements are laid on me?” It is a fact sheet — an inventory of assets and abilities. Update the estimate as new information arrives (that is what makes it a “running” estimate).

Section 7 — Appendices (cont.)

Appendix U — Military Decisionmaking Process (cont.)

- **Do a detailed mission analysis** of the mission received and the commander's intent. ("What is the UMT's part in the mission?") Suggestion — use a worksheet that visually categorizes the following information:
 - Determine **tasks** you will need to accomplish.
 - **Specified** tasks are written in the OPORD. UMTs have very few specified tasks, and usually only in the Sustainment Annex, such as, "Religious services will be provided by the chaplain."
 - **Implied** tasks are necessary for the completion of the specified tasks. The UMT METL, doctrine, and TACSOP will provide much of this information.
 - List **facts** that affect UMT mission (the *running estimate* provides much of this, and information gleaned from the OPORD).
 - What do I know, what do I have, and what do others expect?
 - Is the whole unit going to be in one place or be split up (assembly area, attack position, maneuvering, patrol bases, ammo point, water treatment, etc)?
 - Time line, phases of operation, etc.
 - What kind of mission? (offense, defense, stability or DSCA) — each implies a different risk to Soldiers and the UMT.
 - What limitations exist because of terrain, availability of assets, and other problems?
- List **assets the UMT has** to complete the mission (including other nearby UMTs, or the UMT MTOE items on hand). The UMT *running estimate* lists these.
- List **assets the UMT lacks** to complete the mission.
 - Will the UMT have to plan for movement for routine RS?
 - What will be home? Remember unit mission and operational factors — unit maneuvering, base camp, FOB. Will you have the ability to set up a chapel, or will the UMT have to go with a field service format?
 - Where, when, and how many casualties might be expected
 - Will the UMT need tentage, equipment, or other supplies?
- List **constraints** (*Command expectations* – actions commanded or prohibited, imposed by higher command – these are specifically stated in TACSOPs, the OPORD, MOIs, etc. (Example: "There will be no *regularly* scheduled chapel services"). *UMTs will rarely have any constraints except what are true for everyone.*

Section 7 — Appendices (cont.)

Appendix U — Military Decisionmaking Process (cont.)

- List **assumptions** you must make to complete your mission (What has to be or happen?) These are most likely resources / information not available yet, still necessary, like equipment not on the MTOE.
- Generate “**RFIs**” (Requests For Information). An RFI is the answer assuming one will get to an issue that is in one’s lane as one plans for an operation, an action one plans on doing unless otherwise advised. (“Is my [solution] to my [assumption] acceptable?”)
- I will plan on doing such and such until I hear otherwise.” “May I do such and such IOT achieve this or that?” RFI should include “last time information is of value,” how soon the answer is needed (priority).

Step 3. Course of Action Development. A COA is a broad potential solution to an identified problem. The COA development step generates options for follow-on analysis and comparison that satisfy the commander’s intent and planning guidance. In **COA development**, the UMT integrates that role with roles played by other staff sections. UMT / Chaplain Sections develop RS COAs that support each unit COA to include —

- Nurture / Care / Honor (e.g. worship, counseling, casualty, memorials).
- Advise (e.g., ethical implications of unit COA, indigenous religions, holy days).
- Support (e.g., transportation, RS personnel, supplies).
- Planning (e.g., unit movement, medical plan, changes in task organization, change in phase, location by phase).

Step 4. COA Analysis. This enables commanders and staffs to identify difficulties or coordination problems, as well as probable consequences of planned actions for each COA being considered. It helps them think through the tentative plan. UMT / Chaplain Sections analyze each COA for problems which will hamper execution of any RS requirements. This can include planning and preparation requirements, personnel, supplies, equipment, and the operational (PMESII-PT) and mission variables (METT-TC).

Step 5. COA Comparison. COA comparison is an objective process to evaluate COAs independently and against set evaluation criteria approved by the commander and staff. The goal is to identify the strengths and weaknesses of COAs, enable selecting a COA with the highest probability of success, and further developing it in an OPLAN or OPORD.

Section 7 — Appendices (cont.)

Appendix U — Military Decisionmaking Process (cont.)

Step 6. COA Approval. After the decision briefing, the commander selects the COA to best accomplish the mission. If the commander rejects all COAs, the staff starts COA development again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff wargames the new COA and presents the results to the commander with a recommendation.

Step 7. Orders Production, Dissemination, and Transition. (one major activity) After the commander **approves a COA**, the staff prepares the order or plan by turning the selected COA into a clear, concise concept of operations and the required supporting information. The UMT / Chaplain Section develops and publishes the concept of RS as an attachment — Tab D (*Religious Support*) to Appendix 2 (*Personnel Services Support*) to Annex F (*Sustainment*). This step bridges the transition between planning and preparation.

Section 7 — Appendices (cont.)

Appendix V — Communications

Tactical Communications

Army doctrine requires the UMT to be equipped with communications equipment that is compatible with the command channel equipment of its unit. This requirement is essential for the UMT to accomplish the RS mission successfully.

The UMT maintains radio contact with its unit while performing its RS missions. Monitoring communications channels allows the UMT to maintain situational awareness. Every member of the UMT must be proficient in proper communication procedures. The chaplain assistant is the primary radio operator and the chaplain is the alternate operator. For situation reports (SITREP), tactical information, and casualty reports, the UMT monitors the appropriate radio net.

The extent to which a radio can be used in combat operations depends on the need for secrecy or surprise balanced against the urgency of communications. When surprise is important, radio operation is limited initially to those units already in contact with the enemy. When a unit is moving into an area prior to attack, it may be directed to maintain listening silence until the attack is launched.

Siting the Radio

- Manpack sets have sufficiently long cordage to permit operation from a concealed position while the antenna is mounted in the best position for communications. The remotely controlled set can be set up in a relatively exposed position, if necessary, while the operator remains concealed.
- Antennas of all radio sets must be mounted higher than ground level to permit normal communications.
- Small tactical sets Single Channel Ground and Airborne Radio System (SINCGARS) usually have whip antennas. These antennas are difficult to see from a distance, especially if they are not silhouetted against the sky. However, they have a 360-degree radiation pattern and are extremely vulnerable to enemy listening.
- Avoid open crests of hills and mountains. A position protected from enemy fire just behind the crest gives better concealment and sometimes provides better communications.
- All permanent and semi-permanent positions should be properly camouflaged for protection from aerial and ground observation. However, the antenna should not touch trees, brush, or camouflage material.

Section 7 — Appendices (cont.)

Appendix V — Communications

Tactical Communications

Siting the Radio (cont.)

- The locations selected to operate the radio should provide the best cover and concealment possible, consistent with good transmission and reception. Total cover and concealment may impair communications.
- The reliability of radio communications depends largely on the selection of a good radio site. Since it is very difficult to select a radio site that satisfies all the technical, tactical, and security requirements during combat, UMT personnel should select the best available site. If the UMT cannot maintain good radio communication in the site selected, an alternative site should be used.
- Hills and mountains between stations normally limit the range. Select positions relatively high on slopes. Avoid deep ravines or cliff bases.
- Select positions that will allow line-of-sight communication. If possible, always avoid locations that provide the enemy with a jamming capability, visual sighting, or easy interception.
- Dry ground has high resistance and limits the range of the radio set. If possible, locate the station near moist ground. Water, and in particular salt water, greatly increases the distances that can be covered.
- Keep the antenna clear of all foliage and dense brush; but try to use available trees and shrubs for cover and concealment and for screening from enemy jamming. Trees with heavy foliage absorb radio waves; leafy trees have more of an adverse effect than evergreens.
- Avoid all types of pole wire lines, such as telephone, telegraph, and high-tension power lines, as well as positions adjacent to heavily traveled roads and highways.
- Locate in relatively quiet areas to enhance the opportunity for the listener to hear weak signals.
- Do NOT select a position in a tunnel, beneath a bridge, or underpass.
- Do NOT locate the radio set near generators, battery-charging units, or another radio station.
- Buildings located between radio stations hinder transmission and reception.

Section 7 — Appendices (cont.)

Appendix V — Communications

Tactical Communications

Radio-Telephone Operator (RTO) Procedures

The tactical effectiveness of any communications equipment is no greater than the skill of its operators. UMT personnel must be well versed in the fundamentals of proper RTO procedures to survive in combat.

Operating hints:

- Use a handset or headset, rather than a loudspeaker, if the incoming signal is weak.
- If the radio is vehicle mounted, keep the engine running to charge the battery.
- Study the technical manuals for the equipment you are using. Poorly maintained equipment and improper operation can impede effective communications.
- Keep the radio set clean and dry, and handle it very carefully.

Speaking on the radio:

- Procedure words (PROWORDS) take the place of longer phrases and are used by the RTO to keep voice transmissions short and clear.
- To avoid confusion and errors while transmitting messages, special techniques for pronouncing letters and numerals are used. The phonetic alphabet is used by the RTO to spell difficult words, preventing misunderstanding for the receiving station. The underscored portions in the following phonetic alphabet indicate the syllables to be emphasized.
- Numbers are spoken digit-by-digit. For example, 84 is “AIT FOW-ER.”
- The word “hundred” is used for even hundreds. For example, the number 2,500 is “TOO FIFE HUNDRED.”
- The word “thousand” is used for even thousands. For example, 16,000 is “WUN SIX TOUSAND.”
- Date-time groups (DTG) are always spoken digit-by-digit, followed by the time zone indication.

Section 7 — Appendices (cont.)

Appendix V — Communications

Tactical Communications

Radio-Telephone Operator (RTO) Procedures (cont.)

A	Troubleshoot your equipment.
B	Train every team member to be an operator.
	• Conduct team training. • Discipline your net usage rigidly. • Transmit using the lowest power and shortest antenna needed. • Leave your antenna down unless you're talking — up for talking, then down again.
C	The basics of beating jamming.
	• Keep operating. • Adjust volume. • Repeat transmissions. • Change type antenna. • Relocate antenna. • Speak slowly. • Increase power gradually. • Authenticate. • Change frequencies, if authorized.
D	DO it the “right” way.
	• DO know exactly what you are going to say before you push to talk. Think your message out fully or write it down. • DO use OPOD / TACSOP report format. • DO use short call signs if you have positive comms. Use “long procedures” — call signs — only when you have comms problems. • DO use Army Prowords for exactly what they mean. • DO break every 15 seconds for 5-7 seconds — let go of push to talk. A good message should take less than 1 minute. • DO use only authorized codes and authentication tables.

Section 7 — Appendices (cont.)

Appendix V — Communications

Tactical Communications

Phonetic Alphabet and Numerals

A ALFA (<u>AL</u> FAH)	B BRAVO (<u>BRAH</u> VOH)	C CHARLIE (<u>CHAR</u> LEE)	D DELTA (<u>DELL</u> TAH)
E ECHO (<u>ECK</u> OH)	F FOXTROT (<u>FOKS</u> TROT)	G GOLF (GOLF)	H HOTEL (HOH <u>TELL</u>)
I INDIA (<u>IN</u> DEE AH)	J JULIETT (<u>JEW</u> LEE ETT)	K KILO (<u>KEY</u> LOH)	L LIMA (<u>LEE</u> MAH)
M MIKE (MIKE)	N NOVEMBER (NO <u>VEM</u> BER)	O OSCAR (<u>OSS</u> CAH)	P PAPA (PAH <u>PAH</u>)
Q QUEBEC (KEH BECK)	R ROMEO (<u>ROW</u> ME OH)	S SIERRA (SEE <u>AIR</u> RAH)	T TANGO (<u>TANG</u> GO)
U UNIFORM (<u>YOU</u> NEE FORM)	V VICTOR (<u>VIK</u> TAH)	W WHISKEY (<u>WISS</u> KEY)	X XRAY (ECKS RAY)
Y YANKEE (<u>YANG</u> KEY)	Z ZULU (<u>ZOO</u> LOO)	1 ONE (WUN)	2 TWO (TOO)
3 THREE (TREE)	4 FOUR (<u>FOW</u> ER)	5 FIVE (FIFE)	6 SIX (SIX)
7 SEVEN (<u>SEV</u> EN)	8 EIGHT (AIT)	9 NINE (<u>NIN</u> ER)	0 ZERO (<u>ZE</u> RO)

Section 7 — Appendices (cont.)

Appendix V — Communications

Tactical Communications

Radio Prowords

PROWORD	MEANING
ACKNOWLEDGE	A directive from the originator requiring the addressee (s) to advise the originator that his communication has been received and understood. This term is normally included in the electronic transmission of orders to ensure the receiving station or person confirms the receipt of the orders.
ALL AFTER	The portion of the message to which I have referenced is all that which follows.
ALL BEFORE	The portion of the message to which I have reference is all that proceeds.
AUTHENTICATE	The station called is to reply to the challenge which follows.
AUTHENTICATION IS	The transmission authentication of this message is.
BREAK	I hereby indicated the separation of the text from other portions of the message.
CLEAR	To eliminate transmission on a net in order to allow a higher-precedence transmission to occur.
CORRECT	You are correct, or what you have transmitted is correct.
CORRECTION	An error has been made in this transmission. Transmission will continue with the last word correctly transmitted.
DISREGARD THIS TRANSMISSION-OUT	This transmission is in error. Disregard it. (The proword shall not be used to cancel any message that has been completely transmitted and for which receipt or acknowledgement has been received.)
DO NOT ANSWER	Stations called are not to answer this call, receipt for this message, or otherwise to transmit in connection with this transmission. When this proword is employed, the transmission shall be ended with the proword "OUT".
EXEMPT	The addressees immediately following are exempted from the collective call.
FIGURES	Numerals or numbers follow. (Optional)
FLASH	Precedence FLASH. Reserved for initial enemy contact reports on special operational combat traffic originated by specifically designated high commanders of units directly affected. This traffic is SHORT reports of emergency situations of vital proportion. Handling is as fast as possible with an objective time of 10 minutes or less.
FROM	The originator of this message is indicated by the address designator immediately following.
GROUPS	This message contains numbers of groups indicated.
I AUTHENTICATE	The group that follows it is the reply to your challenge to authenticate.
IMMEDIATE	Precedence IMMEDIATE. Reserved for messages relating to situations which gravely affect the security of national/multinational forces of populace, and which require immediate delivery.
INFO	The addressees immediately following are addressed for information.
I READ BACK	The following is my response to your instructions to read back.
I SAY AGAIN	I am repeating transmission or portion indicated.
I SPELL	I shall spell the next word phonetically.

Section 7 — Appendices (cont.)

Appendix V — Communications

Tactical Communications

Radio Prowords (cont.)

PROWORD	MEANING
I VERIFY	That which follows has been verified at your request and is repeated. (To be used as a reply to verify information.)
MESSAGE	A message which requires recording is about to follow. (Transmitted immediately after the call.)
MORE TO FOLLOW	Transmitting station has additional traffic for the receiving station.
OUT	This is the end of my transmission to you and no answer is required or expected. (Since OVER and OUT have opposite meanings, they are never used together.)
OVER	This is the end of my transmission to you and a response is necessary. Go ahead; transmit.
PRIORITY	Precedence PRIORITY. Reserved for important messages which must have precedence over routine traffic. This is the highest precedence which normally may be assigned to a message of administrative nature.
READ BACK	Repeat this entire transmission back to me exactly as received.
RELAY (TO)	Transmit this message to all addressee (or addressees immediately following this proword). The address component is mandatory when this proword is used.
ROGER	I have received your last transmission satisfactorily.
ROUTINE	Precedence ROUTINE. Reserved for all types of messages which are not of sufficient urgency to justify a higher precedence, but must be delivered to the addressee without delay.
SAY AGAIN	Repeat all of your last transmission. (Followed by identification data means to repeat after the portion indicated.)
SILENCE	"Cease Transmission Immediately." Silence will be maintained until lifted. (Transmission imposing silence must be authenticated.)
SILENCE LIFTED	Silence is lifted. (When authentication system is in force the transmission silence is to be authenticated.)
SPEAK SLOWER	Your transmission is at too fast of a speed. Reduce speed of transmission.
THIS IS	This transmission is from the station whose designator immediately follows.
TIME	That which immediately follows is the time or date/time group of the message.
SILENCE	"Cease Transmission Immediately." Silence will be maintained until lifted. (Transmission imposing silence must be authenticated.)
TO	The addressee(s) immediately following is (are) addressed for action.
UNKNOWN STATION	The identity of the station with whom I am attempting to establish communications is unknown.
VERIFY	Verify the entire message (or portion indicated) with the originator and send correct version. (To be issued only at the discretion of the addressee to which the questioned message was directed.)
WAIT	I must pause for a few seconds.

Section 7 — Appendices (cont.)

Appendix W — UMT Pre-Combat Checklist

THE MINISTRY TEAM
Pre-Combat Inspection Checklist

Event _____

Item	Action to Be Performed	Check When Complete
1	VEHICLE PMCS • Check external of vehicle • Check BII / OVM to include water cans (at least 1 each) & 5 gal fuel can • PMCS vehicle • Dispatch vehicle • Class III top off NLT 24 hours prior	
2	LOAD PLAN review and amend as necessary	
3	CHAPLAIN RESOURCES • Inventory literature and non-perishable supplies • Order as needed • Pack literature and non-perishables in footlocker • Inventory perishables (e.g. wafers, wine) • Pack perishables in footlocker • Inventory and pack Chaplain's Kit	
4	TA-50 and PERSONAL ITEMS • Inventory and pack TA-50 and bags as per FSOP • Pack MOLLE pack to include wet weather gear and MOPP • Pick up protective mask and service as needed • Pick up weapon (CH Asst only) • Personal items (comfort items)	
5	LOAD VEHICLE as per Load Plan • Chaplain resources and literature • Field equipment (e.g., desk) • Chaplain's Kit (stow inside vehicle) • Load TA-50 and personal items	
6	Class I / Class III -- pick up and load (MREs, water, and heat fuel)	

LEGEND:

PMCS – Preventive Maintenance Checks and Services
BII – basic issue items
OVM – operator's vehicle maintenance
MOLLE – modular, lightweight load-carrying equipment

FSOP – field standard operating procedures
NLT – not later than
MOPP – mission-oriented protective posture
MRE – meal, ready to eat

Section 7 — Appendices (cont.)

Appendix X — Sample Tab D (Religious Support)

Tab D (Religious Support) to Appendix 2 (Personnel Services Support) to Annex F (Sustainment) to XXXXXXXXXXXXXXXXXXXX

References:

- a. XXXXXXXX (PARENT ORG) SOP (Religious Support Reports)
- b. FM 1-05, Religious Support dated October 2012

1. Situation.

- a. Enemy forces. Refer to Annex B (*Intelligence*) to Base OPLAN.
- b. Friendly forces. Refer to Annex A (*Task Org*) to Base OPLAN.
- c. Attachments and detachments. Refer to Annex A (*Task Org*).

2. Mission. Unit Ministry Teams (UMT) provide / perform religious support to assigned unit in the form of religious worship services, sacraments and ordinances, and pastoral counseling. Provide / perform religious area support based on need and the absence of religious support resources in and adjacent to their area of operations (AO). Advise commander and staff on all matters of religion, ethics, morals, and morale as it pertains to religion, and religious implications of policies and actions of U.S. military forces.

3. Execution.

- a. Concept of Operations.

(1) XXXXXXXX (PARENT ORG) UMTs provide comprehensive religious support (RS) for all U.S. military and civilian personnel assigned, attached, and OPCON in the AO NLT 10 days after arrival in theater. Provide RS to U.S. / Coalition Forces, authorized civilians, and non-lethal effects working groups as directed by Command; then area coverage and denominational coverage as required and coordinated; and finally, other RS missions as required or assigned.

Section 7 — Appendices (cont.)

Appendix X — Sample Tab D (Religious Support) (cont.)

3. Execution (continued).

a. Concept of Operations (continued).

(2) Religious Support Planning. XXXXXXXX (PARENT ORG) UMTs will develop and publish the RS Annex / Plan for their commander and forward a copy through RS staff channels to the XXXXXXXX (PARENT ORG) chaplain. XXXXXXXX (PARENT ORG) UMTs will publish and forward a copy of all unit FRAGORDs to the XXXXXXXX (PARENT ORG) chaplain.

(3) UMTs are not authorized to provide RS to host nation forces.

(4) UMTs will not provide ministry to the indigenous population to include the distribution of DoD religious supplies. U.S. personnel will not proselytize the local indigenous population.

b. Tasks to subordinate units.

(1) XXXXXXXX (PARENT ORG) UMTs will develop a Religious Support Plan to assign unit / area religious coverage responsibilities within their respective AO. XXXXXXXX (PARENT ORG) UMTs will identify RS requirements, shortages, and other UMT personnel issues to the XXXXXXXX (PARENT ORG) chaplain.

(a) Using the religious preference profile, XXXXXXXX (PARENT ORG) UMT will identify individual RS requirements to include faith rations for Soldiers in their unit and slice elements, and will forward a copy to the XXXXXXXX (PARENT ORG) chaplain.

(b) XXXXXXXX (PARENT ORG) UMTs will coordinate for unit Roman Catholic (RC), Jewish, Muslim, and Orthodox coverage. Contact the XXXXXXXX (PARENT ORG) UMT NCOIC SFC XXXXXX XXXXXXXX at 555-5555 or john.doe@XX.XXXX.XXX.

(2) XXXXXXXX (PARENT ORG) UMTs will coordinate directly with units OPCON / attached concerning religious coverage issues and establish and maintain communication with them.

Section 7 — Appendices (cont.)

Appendix X — Sample Tab D (Religious Support) (cont.)

3. Execution (continued).

b. Tasks to subordinate units (continued).

(3) Technical Supervisory Relationships. The technical chain of supervision for **XXXXXXX (PARENT ORG)** UMTs will parallel command channels, regardless of the seniority of the chaplain. UMTs will exercise technical supervisory authority (i.e. designation of unit and area coverage responsibilities) on behalf of their respective commanders.

c. Coordinating Instructions.

(1) Distinctive Faith Group Leaders (DFGL) are authorized to support the RS Plan when chaplain support is not available or if a faith group is not represented by a chaplain in theater. DFGLs (lay leaders) required approval by the **XXXXXXX (PARENT ORG)** chaplain.

(2) Civil Affairs. Chaplains are not to be involved in direct civic action programs unless directed by commander. RS personnel will assist civil affairs personnel in ensuring that religious shrines, religious beliefs, and places of worship are identified and respected. **XXXXXXX (PARENT ORG)** UMTs can participate in non-lethal effects working groups. UMT does not directly participate in negotiations or mediations as sole participants. **XXXXXXX (PARENT ORG)** UMTs will not use their contacts with local clerics to provide human intelligence (HUMINT) for any other section or agency. UMTs will advise commander and staff on conduct of operations in and around mosques and other religious or cultural protected sites. Refer to **XXXXXXX (PARENT ORG)** OPLAN **XXXXXX**, Annex E (Protection).

(3) EPWs, Civilian Internees, and Other Detained Persons. Detainees are allowed freedom of religious worship and observances, including possession of religious objects within their camps as approved by the command. Primary of RS means is by use of detained clergy and/or civilian clergy who will voluntarily support personnel in the same camp.

(a) Religious Services. Religious services will not be conducted by U.S. chaplains at detention facilities. However, UMTs may coordinate RS (i.e., services and supplies), if required or requested. U.S. personnel will not attend these services.

Section 7 — Appendices (cont.)

Appendix X — Sample Tab D (Religious Support) (cont.)

3. Execution (continued).

c. Coordinating Instructions (continued).

(b) Religious Supplies. It is the responsibility of the command to procure and provide religious supplies to detainees. UMTs may assist with the process of locating supplies, if requested.

4. Sustainment.

a. XXXXXXXX (PARENT ORG) UMTs will obtain re-supply and religious logistical support thru established unit supply channels. The UMT deploys with a 90-day basic load of ecclesiastical supplies.

b. Non-DoD organizations will not receive DoD RS items without prior approval from the XXXXXXXX (PARENT ORG) chaplain. All non-DoD religious literature that arrives in the AO must be approved by the XXXXXXXX (PARENT ORG) chaplain before distribution or release.

c. XXXXXXXX (PARENT ORG) UMTs will report / coordinate UMT personnel replacement requirements through the BCT S-1 to the XXXXXXXX (PARENT ORG) chaplain.

d. Field Fund (FF). No field fund is authorized for the AO.

5. Command and Signal.

a. Succession Plan. XXXXXXXX (PARENT ORG) UMTs will establish and publish the BCT succession plan and forward to the XXXXXXXX (PARENT ORG) Command Chaplain within 10 days of receipt of order.

b. Religious Support Plan / Running Estimate. Submit a Religious Support Plan (RSP) and Religious Support Estimate (RSE) to the XXXXXXXX (PARENT ORG) Command Chaplain within 10 days of receipt of order. Update RSP as the situation changes. Ensure RSP includes area coverage plan for those units and troop locations without assigned UMTs.

Section 7 — Appendices (cont.)

Appendix X — Sample Tab D (Religious Support) (cont.)

5. Command and Signal (continued).

c. Religious Area Analysis (RAA). Provide the Religious Area Analysis to the **XXXXXXXX (PARENT ORG)** Command Chaplain within 10 days of receipt of order.

d. UMT TACSOP. Provide the **XXXXXXXX (PARENT ORG)** chaplain a copy of the BCT UMT TACSOP within 10 days of receipt of order.

e. Movement Report (UMTMR). **XXXXXXXX (PARENT ORG)** UMTs will submit the Movement Report (UMTMR) when possible at minimum 2 hours prior to movement.

f. Closing Report (UMTMCR). **XXXXXXXX (PARENT ORG)** UMTs will submit initial Closing Report (UMTMCR) NLT 12 hours after UMTs arrives in AO. BCT UMTs will submit Closing Reports until all UMTs are present or when there is a change in personnel. **XXXXXXXX (PARENT ORG)** UMTs will provide a Closing Report within 4 hours of returning to primary AO.

g. Religious Ministry Report (RMR). The Religious Ministry Report (RMR) will be submitted to the **XXXXXXXX (PARENT ORG)** Command Chaplain on a weekly basis. Line 13 of the RMR will coincide with CIMRs submitted during reporting week. BCT UMTs will specify each LINE item by BN UMT.

h. Operational Assessment Report (OAR). The Operational Assessment Report (OAR) to the **XXXXXXXX (PARENT ORG)** Command Chaplain on a weekly basis.

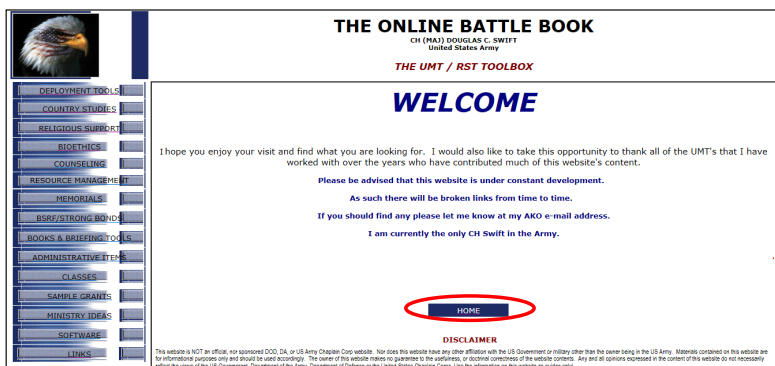
i. Critical Incident Ministry Report (CIMR). **XXXXXXXX (PARENT ORG)** UMTs will submit a Critical Incident Ministry Report (CIMR) for each Serious Incident which the UMT conducts ministry. Use this to report any of the following events or activities:

- (1) Any injury or death to a chaplain or chaplain assistant.
- (2) Any chaplain or chaplain assistant medically evacuated out of theater.
- (3) Allegations of misconduct related to an UMT member.
- (4) Any casualty situation in which the chaplain had a significant ministry opportunity.
- (5) Any other event which the Command Chaplain would define as a serious incident.

Section 7 — Appendices (cont.)

Appendix Y — DC Swift Online Battle Book

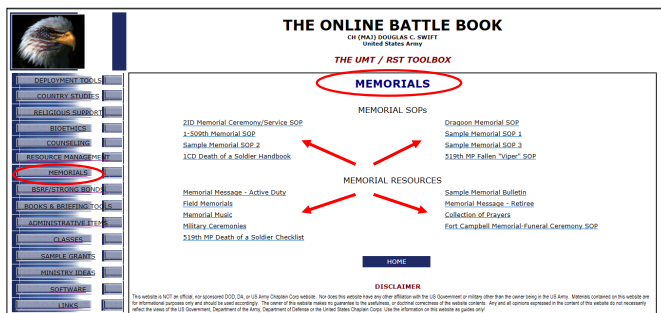
Another useful resource for chaplains and UMTs, albeit an unofficial one, is the DC Swift website featuring an Online Battle Book for chaplains and UMTs. This website can be accessed at <http://www.dcs swift.com/>. This online resource is the brainchild of Chaplain (MAJ) Douglas C. Swift, an actively serving chaplain who maintains the site. CH Swift relies upon input from UMTs around the world to provide a potpourri of resources for active and reserve UMTs.



The site contains a number of products grouped under the following headings:

- Deployment tools
- Country studies
- Religious support
- Bioethics
- Counseling
- Resource management
- Memorials
- BSRF / Strong Bonds
- Books and briefing tools
- Administrative items
- Classes
- Sample grants
- Ministry ideas
- Software and links

The graphic to the right shows a representative sub-page covering *memorials*.



Section 7 — Appendices (cont.)

Appendix Z — Army Training Network (ATN)

Introduction

The Army Training Network (ATN) of the Combined Arms Center (CAC), Fort Leavenworth, KS, is a one-stop-shop for all your training management needs. ATN will only be as good as our Army helps it become. They need your help in offering products, ideas, articles, and feedback to make it the site Soldiers need. Send your ideas, etc. through one of the many options available on ATN.



ATN Features

- The ability to search for both collective and individual tasks via the Digital Training Management System (DTMS).
- NCO Corner.
- Training and Education Developer Toolbox (TED-T).
- Featured Training Videos.
- Training Bulletin Board.
- Featured Content.
- What's Hot?
- Regular Departments:
 - Leader Development.
 - Soldier Skills

Section 7 — Appendices (cont.)

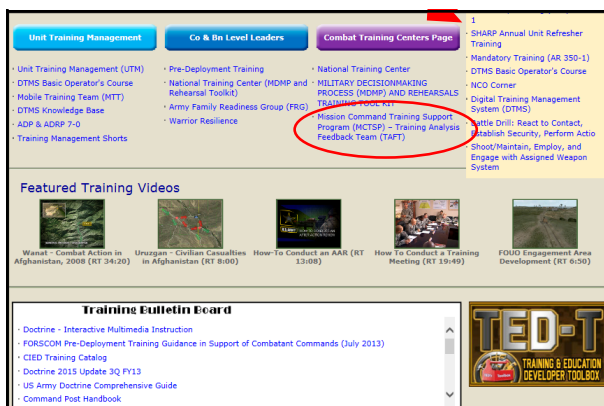
Appendix Z — Army Training Network (ATN) (cont.)

ATN Features (cont.)

- Training for Operations.
- Department of the Army (DA) Training Environment.
- Centers of Excellence (CoE) and Proponent Training Pages.
- Echelons Above Brigade.
- Unit Training Management (UTM).
- Company and Battalion Level Leaders.
- Combat Training Centers (CTC) Page.

Under the “CTCs Page,” trainers can access the **Mission Command Training Support Program (MCTSP) — Training Analysis Feedback Team (TAFT)** feature which includes a number of fine training tools, handbooks, and guides for trainers. While the ARNG-TAFT targets its products

specifically to the Army National Guard (ARNG), many products have proved useful for, and made popular by, the Regular Army. TAFT products, to include this handbook, are hung on the ATN webpage.



Accessing the ATN Website

The ATN website can be accessed at the following hyperlink <https://atn.army.mil/>. If you encounter problems, log in to the Army Knowledge Online (AKO) website first using a Common Access Card (CAC).

Section 8 — Acronyms and Abbreviations

1SG – first sergeant
A/L – administrative / logistics (radio network)
AAR – after-action review
AC – Active Component (Army)
ACE – airspace control element
ACOS – assistant chief of staff
ACU – Army combat uniform
ADP – Army doctrine publication
ADRP – Army doctrine reference publication
ADO – air defense officer
AG – adjutant general (state)
AG – attorney general
AGM – attack guidance matrix
ALO – air liaison officer
ALOC – Administrative and Logistics (Admin-Log) Operations Center
AHS – Army Health Service
AI – air interdiction
AMD – air and missile defense
ANG – Air National Guard
AO – area of operations
AOI – area of interest
AOR – area of responsibility
AR – Army regulation
ARNG – Army National Guard
ARFORGEN – Army force generation (model)
ASCOPE – areas, structures, capabilities, organizations, people, and events
ASCC – Army Service component command
ATF – Bureau of Alcohol, Tobacco, Firearms and Explosives
ATTP – Army Tactics, Techniques, and Procedures
BAS – battalion aid station
BATNA – best alternative to a negotiated agreement
BCT – brigade combat team
BDA – battle damage assessment
BDAR – battle damage assessment and repair
BDE – brigade
BDU – battle dress uniform
BH – behavioral health
BSA – brigade support area
BSB – brigade support battalion
BMSC – brigade support medical company
BN – battalion
BUB – battle update briefing

ARNG-TAFT

Section 8 — Acronyms and Abbreviations (cont.)

C2 – command and control (replaced by MC – Mission Command)
CA – civil affairs
CAB – combined arms battalion
CAR – combined arms rehearsal
CAS – close air support
CASEVAC – casualty evacuation
CBRN – chemical, biological, radioactive, and nuclear
CBRNE – chemical, biological, radioactive, nuclear and high yield explosives
CCIR – commander’s critical information requirements
CEMA – cyber electromagnetic activities
CEOI – communications-electronics operating instructions
DFGL – distinctive faith group leader
CHS – combat health support
CJCSI – chairman of the joint chiefs of staff instruction
CL – class (of supply)
CMO – civil-military operations
CMOC – civil-military operations center
CMRP – command master religious plan
COA – course of action
COIC – Current Operations Integration Cell (S-3)
CONUS – Continental United States
COP – common operational picture
COS – chief of staff
COSR – combat and operational stress reactions
CP – command post
CPO – civilian personnel office / officer
CSM – command sergeant major
CTCP – combat trains command post
DA – Department of the Army
DA – decisive action
DAC – Department of the Army civilian
DoD – Department of Defense
DCE – defense coordinating element
DEA – Drug Enforcement Administration
DHS – Department of Homeland Security
DLA – Defense Logistics Agency
DoA – Department of Agriculture
DoI – Department of the Interior
DoD – Department of Defense
DoDD – Department of Defense directive
DoJ – Department of Justice
DoS – Department of State
DP – decision point

Section 8 — Acronyms and Abbreviations (cont.)

DSCA – defense support of civil authorities
DSM – decision support matrix
DST – decision support template
DTG – date-time group
EEFI – essential element(s) of friendly information
EMAC – Emergency Management Assistance Compact
EOC – emergency operations center
EOD – explosive ordinance disposal
EPLO – emergency preparedness liaison officer
EPW – enemy prisoner of war
ESC – expeditionary support command
ESF – emergency support function
EW – electronic warfare
EWO – electronic warfare officer
EXORD – execution / execute order
FA – field artillery
FBI – Federal Bureau of Investigation
FEMA – Federal Emergency Management Agency
FFIR – friendly forces information requirement(s)
FID – foreign internal defense
FM – field manual
FM – frequency modulation (radios)
FSB – forward support battalion
FSC – forward support company
FSCM – fire support coordination measure
FSE – fire support element
FSMC – forward support medical company
FSO – fire support officer
FRAGORD – fragmentary order
FTCP – field trains command post
HD – homeland defense
HHB – headquarters and headquarters battalion
HHC – headquarters and headquarters company
HHQ – higher headquarters
HMMWV – high-mobility multipurpose wheeled vehicle
HN – host nation
HPT – high-payoff target
HPTL – high-payoff target list
HQ – headquarters
HTT – human terrain team
HVT – high-value target
HVTL – high-value target list
I&I – inform and influence
IA – information assurance

ARNG-TAFT

Section 8 — Acronyms and Abbreviations (cont.)

IAW – in accordance with
IBCT – infantry brigade combat team
IC – information collection
IDAD – internal defense and development
IG – inspector general
IGO – inter-governmental organization
IGO – international governmental organization
IIA – inform and influence activities
IPB – intelligence preparation of the battlefield
IR – information requirement
ISB – intermediate staging base
ISR – intelligence, surveillance, and reconnaissance
J-SEAD – joint suppression of enemy air defenses
JAG – Judge Advocate General
JFHQ – joint force headquarters (National Guard)
JFHQ-State – joint force headquarters-state (National Guard)
JFLCC – joint force land component command / commander
JFO – joint field office
JIIM – joint interagency, intergovernmental, and multi-national
JOA – joint operations area
JOC – joint operations center
JTF – joint task force
JTF-AK – Joint Task Force-Alaska (National Guard)
JTF-CS – Joint Task Force-Civil Support (National Guard)
JTF-N – Joint Task Force-North
JTF-State – joint task force-state (National Guard)
JVMF – joint variable message format
KIA – killed in action
KM – kilometer
LBE – load-bearing equipment
LCOP – logistical common operational picture
LNO – liaison officer
LOC – line(s) of communications
LOGPAC – logistical package
LOGSITREP – logistics situation report
MA – mortuary affairs
MA – mission analysis
MC – mission command
MDMP – Military Decisionmaking Process
MEDEVAC – medical evacuation
METL – mission essential task list
METT-TC – mission, enemy, terrain, time available, troops available and civilians

Section 8 — Acronyms and Abbreviations (cont.)

MIA – missing in action

MISO – military information support operations

MOA – memorandum of agreement

MOE – measure of effectiveness

MOP – measure of performance

MP – military police

MRE – meal-ready-to-eat

MSR – main supply route

MTC – Mission Training Complex

MTC-LVN – Mission Training Complex - Leavenworth

MTOE – modified table of equipment

MWR – morale, welfare, and recreation

NAI – named area(s) of interest

NATO – North Atlantic Treaty Organization

NCO – non-commissioned officer

NCOIC – non-commissioned officer in charge

NG – National Guard

NGB – National Guard Bureau

NGO – non-governmental organization

NIMS – National Incident Management System

NLT – not later than

NMS – National Military Strategy

NRF – National Response Framework

NSS – National Security Strategy

O/C – observer / controller

OAKOC – observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment

OCOKA – (see OAKOC)

OE – operational environment

OEF – Operation Enduring Freedom

OGA – other governmental agencies

OIC – officer in charge

OIF – Operation Iraqi Freedom

OPCON – operational control

OPFOR – opposing force(s)

OPLAN – operation plan

OPORD – operation order

ORSA – operations research and systems analysis

OPSEC – operational security

OPTEMPO – operational tempo

PA – public address

PA – public affairs

PAC – Personnel and Administration Center

PAO – public affairs office / officer

ARNG-TAFT

Section 8 — Acronyms and Abbreviations (cont.)

PBO – property book office / officer

PCA – *Posse Comitatus Act*

PCC – pre-combat checks

PCOS – post combat and operational stress

PIR – priority intelligence requirement(s)

PM – provost marshal

PMESII-PT – political, military, economic, social, infrastructure, information-physical environment, and time

POL – petroleum, oil, and lubricants

POW – prisoner of war

PPD – presidential policy directive

PRC – presidential reserve call up

PRT – product review team

PTE – potentially traumatic event(s)

PTG – post-traumatic growth

PTSD – post traumatic stress disorder

RA – Regular Army

RAA – religious area assessment

RC – Reserve Component

RDSP – Rapid Decisionmaking and Synchronization Process

RFI – request(s) for information

RI – relevant information

RLE – religious leader engagement

RLL – religious leader liaison

ROE – rule(s) of engagement

ROI – rule(s) of interaction

RS – religious support

RSE – religious support estimate

RSO – religious support operations

RSOS – Religious Support Operational Systems

RSP – religious support plan

RTO – radio-telephone operator

RUF – rules for the use of force

S-1 – Assistant Chief of Staff, Personnel (personnel officer)

S-2 – Assistant Chief of Staff, Intelligence (intelligence officer)

S-3 – Assistant Chief of Staff, Operations (operations officer)

S-4 – Assistant Chief of Staff, Logistics (logistics officer)

S-5 – Assistant Chief of Staff, Civil-Military Operations (CMO officer)

S-6 – Assistant Chief of Staff, Communications Operations (signal officer)

S-7 – Assistant Chief of Staff, Information Operations (IO officer)

SA – situational awareness

SBCT – Stryker brigade combat team

SEAD – suppression of enemy air defenses

SecDef – Secretary of Defense

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Section 8 — Acronyms and Abbreviations (cont.)

SGS – Secretary of the General Staff

SITREP – situation report

SITTEMP – situation template

SJA – Staff Judge Advocate

SLE – Soldier leader engagement

SME – subject matter expert

SO – stability operations

SOF – special operations forces

SOI – signal operation instructions

SOP – standard operating procedure(s)

SPO – support operations officer

SRUF – standing rules for the use of force

SU – situational understanding

SWO – staff weather officer

TAC CP – tactical command post

TACP – tactical air control party

TACSOP – tactical standard operating procedures (see also **TSOP**)

TAFT – Training Analysis Feedback Team

TAI – targeted area(s) of interest

TDA – table of distribution and allowances

TDY – temporary duty

TEM – Traumatic Event Management

TF – task force

Threat COA – threat course(s) of action

TLP – troop-leading procedure(s)

TO – task organization

TOE – table of organization and equipment

TSOP – tactical standard operating procedures (see also **TACSOP**)

TTP – tactics, techniques, and procedures

UAS – unmanned aerial system

UCMJ – Uniform Code of Military Justice

UHF – ultra-high frequency

ULO – unified land operations

UMCP – unit maintenance collection point

UMT – unit ministry team

UNA – unit needs assessment

U.S. – United States

USACE – U.S. Army Corps of Engineers

USACHCS – U.S. Army Chaplain Center and School

USAR – U.S. Army Reserve

USARNORTH – U.S. Army-North

USARPAC – U.S. Army-Pacific

USC – U.S. Code

USCG – U.S. Coast Guard

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Section 8 — Acronyms and Abbreviations (cont.)

USMTF – U.S. Message Text Format
USPACOM – U.S. Pacific Command
VIP – very important person
VTC – video-teleconference
WARNORD – warning order
WFF – warfighting function
WIA – wounded in action
WMD – weapon(s) of mass destruction
XO – executive officer
ZOPA – zone of possible agreement

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