TERMINAL LEARNING OBJECTIVES:

1. Given a requirement in an expeditionary environment, support facilitation of religious ministry, to provide for free exercise of religion.  
   (2401-OPS-1001)

ENABLING LEARNING OBJECTIVES:

1. Without the aid of reference, identify religious ministry requirements, in accordance with reference MCTP 3-30D Religious Ministry in the United States Marine Corps.  
   (2401-OPS-1001a)

2. Without the aid of reference, identify the elements of an Annex E, appendix 6 operations order, in accordance with reference MCTP 3-30D Religious Ministry in the United States Marine Corps.  
   (2401-OPS-1001b)

3. Without the aid of reference, identify the principles of ministry in combat (WORK SAFE), in accordance with reference MCTP 3-30D Religious Ministry in the United States Marine Corps.  
   (2401-OPS-1001c)

   (2401-OPS-1001d)
1. The **COMBAT Religious Ministry Response Model** outlines RMT Support Requirements at every combat level in order to provide seamless and uninterrupted RM support from garrison to the forward edge of the battlefield and back. In other words, the level and type of RMT support is determined by the unit’s level of combat engagement.

Remember - RM preparation for combat begins long before the battle starts. From the time you report in, you need to engage in self-assessment.

2. The **COMBAT Religious Ministry Response Model** defines the three Levels of War as:

   a. The **Strategic Level** is that level of war at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) strategic objectives and guidance and develops and uses national resources to achieve these objectives.

   b. The **Operational Level** links the tactical employment of forces to national and military strategic objectives through the design and conduct of major campaigns and operations.

   c. The **Tactical Level** focuses on planning and executing battles, engagements, and activities to achieve military objectives assigned to tactical units or task forces.

      (1) The RMT operates within the Tactical level.

3. Within the **Tactical Level** the RMT has different roles and responsibilities depending on which of the *Six Operational Plan Phases* they are in:

   - **Shape** - (Phase 0) **Dominate** - (Phase 3)
   - **Deter** - (Phase 1) **Stabilize** - (Phase 4)
   - **Seize** - (Phase 2) **Enable Civil Authority** - (Phase 5)

   a. Within the **Shape** (Phase 0) the RMT list of roles and responsibilities are as follows:

      (1) Religious Ministry (ongoing CRP)

      (2) Additional focus on:

         (a) Religious Advisement to Commander
(b) Religious Needs Assessment
(c) Community Relations
(d) Key/Religious Leader Engagement
(e) Training and Education
(f) Develop RM Operational Support Plans

b. Within the **Deter** (Phase 1) the RMT list of roles and responsibilities are as follows:

1. Religious Ministry (ongoing CRP)
2. Additional focus on:
   a. Religious Advisement to Commander
   b. Advisement on impact of religion on military operations
   c. Community Relations
   d. Key/Religious Leader Engagement
   e. Review contents of RM logistics/mount-out box
   f. Preparation for Noncombat Evacuation Operations (NEO), Mass Casualty, Personnel Recovery

c. Within the **Seize** (Phase 2) the RMT list of roles and responsibilities are as follows:

1. RM in combat is focused on (and will soon become limited to) direct provision of religious support.
   a. Care for wounded, honor the dead
   b. Lead worship, perform sacraments and ordinances
   c. Provide ministry of presence
2. Religious Advisement to Commander becomes more limited:
   a. Advise on the spiritual, mental, and psychological welfare of crew
(b) When requested advise on Mass Casualties, Health Services RM support, Mortuary Affairs, and support ICO Personnel Recovery

d. Within the **Dominant** (Phase 3) the RMT list of roles and responsibilities are as follows;

(1) RM in combat is limited to direct provision of religious support

(a) Care for wounded, honor the dead

(b) Lead worship, perform sacraments and ordinances

(c) Provide ministry of presence

(2) Religious Advisement to Commander becomes more limited:

(a) Advise on the spiritual, mental, and psychological welfare of crew

(b) When requested advise on Mass Casualties, Health Services RM support, Mortuary Affairs, and support ICO Personnel Recovery

e. Within the **Stabilize** (Phase 4) the RMT list of roles and responsibilities are as follows;

(1) Religious Ministry (resume ongoing CRP with emphasis on)

(a) Counseling on hope, healing, and post-traumatic growth

(b) Ministry of presence

(2) Additional focus on:

(a) Advisement on impact of religion on military operations

(b) Foreign Humanitarian Assistance & Civil Affairs

(c) Advisement on RM IRT Mortuary Affairs, Personnel Recovery, and Noncombat Evacuation Operations (NEO)

(d) Facilitation of Religious Ministry ICO Enemy POWs, Civilian Internees, Detained Persons, Refugees if required
f. Within the **Enable Civil Authority** (Phase 5) the RMT list of responsibilities are as follows:

(1) Religious Ministry (ongoing CRP)

(2) Additional focus on:

   (a) Advisement on impact of religion on military operations

   (b) Key/Religious Leader Engagement

   (c) Foreign Humanitarian Assistance

   (d) Mil to Mil engagement, and Civil Affairs

   (e) Advisement on RM IRT Mortuary Affairs, Personnel Recovery, and Noncombat Evacuation Operations (NEO)

   (f) Facilitation of Religious Ministry ICO Enemy POWs, Civilian Internees, Detained Persons, Refugees if required

   (g) Submit After Action Reports and Lessons Learned

g. The Level of Military Effort and associated RM Support within the Six Operational Plan Phases is displayed in the following bell curve diagram;
1. In order to deliver RM effectively, RMTs are integrated fully into the planning and order writing process. Appendix 6 (Chaplain Activities) to Annex E (Personnel) of operation plans and/or operation orders is a key element for integrations and is usually written by the chaplain with assistance from the RP and coordination with G3/S3 & G4/S4 Staff Sections.

   a. Annex E, Appendix 6 to an Operations Order;

      (1) Is written in (SMEAC) format, the purpose of this documentation is to thoroughly record all Chaplain and RMT support provided to the Command and External Agencies.

      (2) A Commander may request at any time, copies of these documents in order to better plan and integrate the RMT into unit training and operations.

      (3) For your convenience, an example of this document is located in MCTP 3-30D.
From: Command Chaplain, Field Medical Training Battalion-East  
To: Commanding Officer, Field Medical Training Battalion-East  

Subj: APPENDIX 6 TO ANNEX E OPERATIONS ORDER / PLAN NUMBER OPERATION CODEWORD:  
CHAPLAIN ACTIVITIES:  

Ref: (a) SECNAVINST 1730.7D  
(b) MCO 1730.6F  
(c) MCTP 3-30.1  
(d) Command orders addressing the standing RMP  

Encl: (1) If applicable  
(2) If applicable  
(3) If applicable  

1. Situation.  
a. Religious Holy Days. Provide a listing of all religious holy days that will occur during the Command’s operation/exercise.  
b. Faith Groups. Provide a list of the Command’s specific faith group requirements and the personnel available to provide for the particular needs.  
c. Augment Participation. Identify any additional personnel who may be needed to augment the RMT for this operation/exercise: e.g., from other United States forces, host nations, or allies.  
d. Assumptions. State realistic assumptions that could impact the Command RMT’s ability to provide operational religious ministry during the operation/exercise. Also state any factors that may impede implementation of the Command Religious Program (CRP).  

2. Mission. State the basic RM mission in the operation/exercise as follows: “The RM mission is to provide operational religious ministry directly to assigned Marines and Sailors and other authorized personnel by conducting and accommodating essential religious practices and ministering to the wounded and dying, thereby strengthening the command’s readiness and mission capability during Operation/Exercise (name). The command RMTs will provide RM in combat and across the range of military operations as noted in all references above and detailed in reference (d) in support of Operation (name).”  

Reference (d) is the command’s standing RMP that details the overall plan for RM across the range of military operations.  

3. Execution.  
a. Concept of Operational Religious Ministry. State the supported Commander’s concept for using RMT’s in support of combat operations as detailed in reference (d). Provide and adjustments to the standing RMP required by the circumstances of this operation.
1. The following principles provide a basis for effective, safe ministry. They can be recalled by the acronym Work Safe:

Well Integrated Staff  Sound Movement
Objectives Prioritized  Appropriate Task
Responsive Communications  Forward Thrust
Keep Ministry Appraised  Economy of Resources

a. Within Well Integrated Staff – Coordinated staff planning between the various staff sections is imperative from inception through to final debrief sessions of an operation plan.

(1) Be actively involved in the planning process

(2) Every phase of an exercise or operation should be thought through

(3) Maintain open channels of communication to the various staff sections (i.e. S-3, S-4)

(4) A religious support plan becomes an Annex to the Operation Order

(5) The RMT support plan should be flexible and easy to modify

(6) The RMT support plan should contain attainable and sustainable goals

b. Within Objectives Prioritized – Provide Ministry and RMT Support that correlates with the current circumstance or phase of combat.

(1) Preparation: Spiritual nurture preparing for combat.

(2) Tactical: Spiritual support one-on-one and ministry to casualties.

(3) Following combat: Help the living to acclimate to experiences and deal with sorrow.
c. Within **Responsive Communication** - The RMT needs to initiate and maintain open communications with the command about plans and movements.

   (1) Have a working knowledge of communications equipment and procedures.

   (2) Maintain communications as the RMT moves through an area or battlespace.

   (3) Stay informed as to where the RMT can do the most good as the battlespace environment continually changes.

d. Within **Keep Ministry Appraised** - The RMT continuously reflects on plans, movements, and ministry tasks to ensure validity in a changing battlefield environment.

   (1) Maintain flexibility in the execution of ministry efforts.

   (2) Work closely with the various staff sections to ensure that RMT effort reappraisal and modification are in concert with unit mission planning.

   (3) Ensure the RMT is an asset, not a liability.

e. Within **Sound Movement** - As the RMT move about the battlespace, they should be mindful of the following;

   (1) Movement should be in a collective manner.

   (2) Movement should always be coordinated with G-3/S-3 and G-4/S-4.

f. Within **Appropriate Tasks** - The RMT must know the workplace and understand the limitations of the battlefield setting. Ministry should not interfere with the tactical situation or distract the mission.

   (1) Worship and religious teaching services should focus on small groups in mission appropriate assemble areas.

   (2) During times of combat, administration of Sacraments is typically done in a one-on-one setting.
g. Within **Forward Thrust** – The RMT should constantly provide ministry in forward combat areas leading into battle and on the scene with ministry following battle.

   (1) The efforts to concentrate ministry in forward combat areas are influenced significantly by the situation, the mission of the command, as well as common sense.

   (2) The intent of forward thrust is not to place the RMT in combat, but to encourage ministry in safe forward areas before and following combat.

h. Within **Economy of Resources** – A fluid battlefield calls for a mobile and highly flexible RMT.

   (1) The chaplain and assistant must be able to travel fast and light.

   (2) Religious support plans must be integrated with logistical realities and battlefield contingencies.

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**REFERENCES:**

Religious Affairs in Joint Operations, JP 1-05
Religious Ministries within the Department of the Navy, SECNAVINST 1730.7B
Religious Ministry Team Handbook, MCRP 6-12A
Religious Ministry in the Marine Corps, MCO 1730.6D