

## CHAPTER 7

# RELIGIOUS SUPPORT OF OFFENSIVE OPERATIONS

The offense is the decisive form of war. The main purpose of the offense is to defeat, destroy, or neutralize the enemy force. While strategic, operational, or tactical considerations may require defending for a time, defeating the enemy requires shifting to the offense. Offensive operations are characterized by rapid movement over large areas.

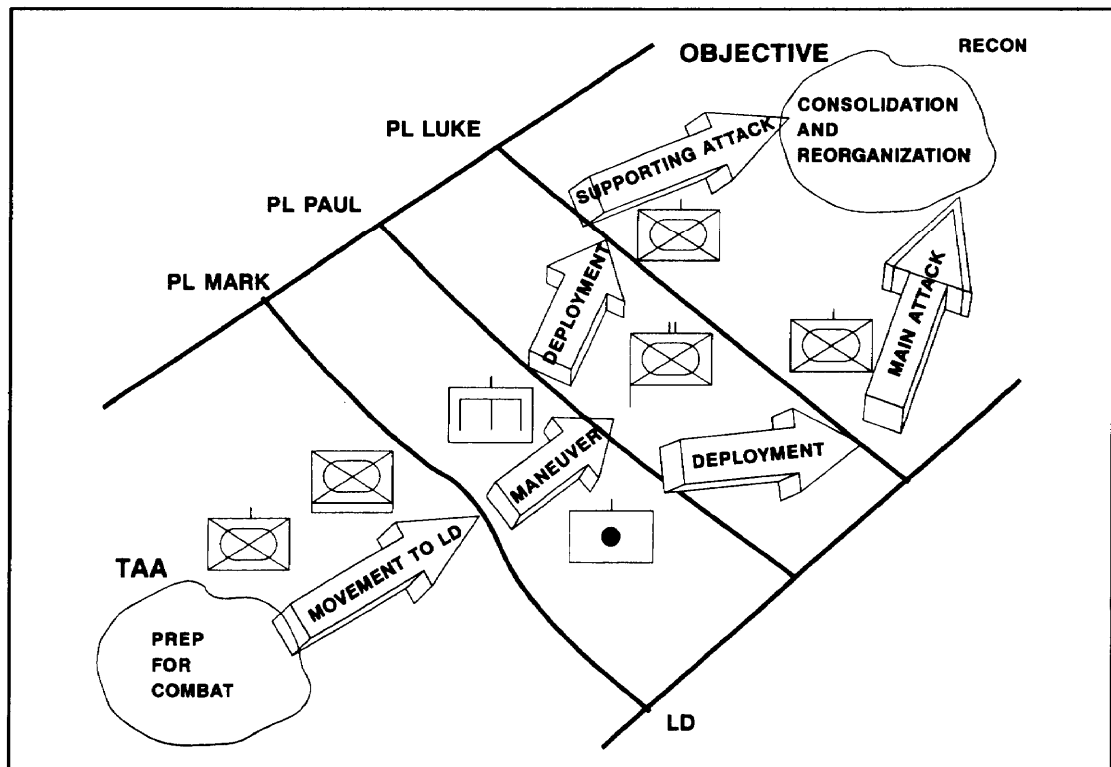


Figure 7-1. Sequence of the Attack

Offensive operations place great demands on UMTs. The constant movement of units and troops, and the operation tempo (OPTEMPO) of the battle limits the UMT's access to soldiers. The religious support focus will vary from

mission to mission. Once an offensive operation begins, UMTs in combat units will provide ministry on a different scale and at different times from those in support and combat service support units.

## SEQUENCE OF AN ATTACK

The UMT plans religious support for each phase of an operation. The sequence for an attack operation ordinarily follows this pattern:

- PHASE I: Reconnaissance.
- PHASE II: Movement to Line of Departure.
- PHASE III: Maneuver.
- PHASE IV: Deployment.
- PHASE V: Assault.
- PHASE VI: Consolidation and Reorganization or Continuation.

## INFANTRY OR ARMOR BATTALION/TASK FORCE

### Preparation for Combat

The Task Force (TF) UMT begins planning for religious support by considering METT-T. The mission and the time available will determine how the UMT provides religious support. With little time, the team plans and prepares quickly not to miss opportunities for religious support to soldiers. For example, time for religious support before a hasty attack is much less than the time available for religious support before a movement to contact or a deliberate attack.

The UMT carefully establishes religious support priorities. It considers the order of march, the units conducting the main and supporting attacks, and the severity and number of casualties in the previous missions. Priority is given to elements which have sustained the most casualties or to those which will be engaged at the earliest.

Pastoral care to casualties is always the

priority. Therefore, the UMT coordinates with the medical platoon when casualty evacuation plans are formulated.

### PHASE I: Reconnaissance

This phase begins as soon as possible after the unit receives a mission. Reconnaissance elements seek to detect enemy activity and the physical characteristics of areas of interest to the commander.

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The TF scout platoon begins its reconnaissance and surveillance as soon as the mission is received from the brigade. It may leave as much as 24 hours before the main body crosses the line of departure (LD). The scout platoon is an early priority for religious support.

While the scout platoon conducts the reconnaissance, the rest of the unit continues preparation for combat. This preparation normally takes place in a tactical assembly area (TAA). Worship services, sacraments and ordinances, individual counseling, and visitation are possible and very important for soldiers during this phase. The UMT coordinates with company commanders for time and place for religious activities. An excellent opportunity for this coordination is the meeting at the logistics release point (LRP).

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The UMT coordinates with company commanders and first sergeants for time and place of religious activities.

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### PHASE II: Movement to Line of Departure

When attacking from positions not in

contact with the enemy, units normally stage in a TAA. The TF does not move all at once. While the line companies move toward the LD, the main command post, the combat trains, battalion aid station (BAS), support elements of the tactical operations center (TOC), mortars, and other elements of the TF prepare for the operation. Religious support is given to each element of the TF before it begins movement. Soldiers who are preparing for the operation may not have time to gather for worship.

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The Task Force UMT normally travels with the combat trains or with the BAS.

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The TF UMT normally travels with the combat trains or with the BAS. If the team is visiting soldiers in other locations before movement, it must determine ahead of time which routes will be clear of obstacles, how long it will take to return to the BAS, and the location of link up points. The UMT times its movement to precede or coincide with the scheduled start time of the BAS. All movement is coordinated with the S4.

If the medical platoon intends to split the BAS, the team must plan support for more than one site. The UMT must know where the TF surgeon will locate; where most of the casualties are expected; and, if the UMT needs to separate, how it will maintain two operations.

The displacement of critical CSS elements, such as the combat trains, BAS, Unit Maintenance Collection Point (UMCP), Logistic Release Points (LRPs), and Casualty Collection Points (CCP) will be triggered by the TF crossing phase lines or by other control measures. This means of movement allows the CSS elements to remain responsive to the task force. The TF UMT monitors the tactical situation to know when the TF is approaching each phase line and thus when it may need to move or shift its religious support focus.

Because of distances and the OPTEMPO,

most units will resupply on the move. The TF UMT plans accordingly for its own resupply.

As the TF moves, communication becomes difficult. The UMT will find it hard to monitor the tactical situation. Good planning, rehearsals, and the ability to adapt on the battlefield enable the UMT to provide comprehensive religious support despite the confusion and chaos of battle. Coordination with key staff members and the executive officer is critical.

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Employing sleep plans and staggered shifts when necessary, the UMT must be fully capable of night operations.

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Task force operations are continuous. The UMT must be fully capable of night operations, employing sleep plans and staggered shifts when necessary. If the TF moves during the hours of darkness, the TF UMT must maintain contact with other elements with which it is traveling.

### **PHASE III: Maneuver.**

The attacking force moves to positions of advantage during this phase. The basic forms of maneuver are envelopment, penetration, frontal attack, turning movement, and infiltration.

In the maneuver phase, religious support may be restricted to small numbers of soldiers during halts in the movement, or at casualty collection points along the route of march.

### **PHASE IV: Deployment**

The force deploys from its order of march to formations from which it attacks or fixes the enemy. Religious support during this phase is

similar to the maneuver phase.

### **PHASE V: Assault.**

During the assault, casualties are likely to increase. The TF UMT will be heavily engaged with providing religious support to casualties and caregivers. If overwhelmed with casualties,

**During a MASCAL the TF UMT requests additional support from the brigade unit ministry team.**

the BAS declares a mass casualty situation (MASCAL). The TF UMT requests additional support during a MASCAL from the brigade UMT.

### **PHASE VI: Consolidation, Reorganization, or Continuation.**

On reaching the objective, the unit eliminates remaining resistance, consolidates its gains, and reorganizes as needed. The unit may immediately continue the attack to a follow-on objective, or it may hold in place and set up a hasty defense.

**The UMT ministers to survivors, paying attention to leaders and those who show signs of battle stress.**

The time the TF spends in this phase will depend upon subsequent missions. If there is sufficient time, the UMT moves forward to maneuver elements. The UMT ministers to survivors, paying attention to leaders and those who show signs of battle stress. The team may also conduct memorial services.

A successful assault may develop into an

exploitation or pursuit. The effectiveness of an exploitation or pursuit depends on rapid transition and vigorous execution. The UMT must be prepared to make the transition quickly with the least disruption to its operations.

### **Travel on the Battlefield**

A UMT which travels to forward elements by itself is at great risk. Travel with the TF logistics package (LOGPAC) convoy reduces the security risk and the chances for getting lost. The LOGPAC moves from the field trains along the MSR to an LRP where the company first sergeants take control of their company LOGPACs.

**The UMT meets with company first sergeants at the LRP.**

Based on the scheme of maneuver, the TF S4 selects LRPs well forward. For security reasons, they are only used for short periods of time. The UMT finds LRP times and locations in the OPORD.

The S4 and company first sergeants meet at the LRP to discuss future logistical requirements. At this meeting, the UMT discusses the religious support needs of soldiers and coordinates for services and visits to the line companies with the first sergeants. The UMT then may go to one of the companies with the first sergeant and company LOGPAC.

When the company has completed its resupply, the first sergeant returns his portion of the LOGPAC convoy to the LRP. The TF support platoon leader reforms the convoy and leads it back to the field trains. The TF UMT follows the first sergeant to the LRP and returns to the combat trains or, if time permits, travels to the field trains.



The brigade UMT coordinates also with combat support and combat service support units in the brigade AO. Units with organic UMTs may need additional faith group support. Some UMTs may provide religious support for units without organic religious support or for units whose organic support is not available. Time, distance, and battlefield conditions may restrict the travel of the UMTs and make religious support difficult.

During offensive operations, the brigade support area (BSA) moves frequently. The brigade UMT may establish an operational base in the BSA, but it must know how to move its equipment if the BSA relocates. As an alternative, the team may choose to establish its operational base near the brigade TOC, where the majority of planning and communications are found. Regardless of location, the brigade UMT must be prepared to displace quickly.

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The brigade UMT attends rehearsals to ensure religious support is fully integrated with the scheme of maneuver and the CSS plan.

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During rehearsals, the brigade commander ensures the FSB commander has chosen

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The brigade UMT monitors the tactical situation, the status of each battalion UMT, and plans for future operations.

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adequate MSRs, future locations, LRP, and refueling sites. The brigade UMT monitors this part of the rehearsal closely to integrate religious support with the scheme of maneuver and CSS plan.

Note: When moving independently among TF and slice units, the brigade UMT must be aware of the potential for being left behind.

### **PHASES I -V: Reconnaissance through the Assault**

The brigade UMT monitors the tactical situation, the status of each battalion UMT, and plans for future operations. If changes in METT-T warrant adjustments in religious support, the brigade chaplain recommends changes to the brigade commander or executive officer. Reassigning a chaplain or chaplain assistant, or changing the mission of a battalion UMT, requires a FRAGO. The brigade UMT must be prepared to augment TF UMTs in the event of mass casualties.

### **PHASE VI: Consolidation, Reorganization, or Continuation**

When the brigade reaches the objective, casualty evacuation increases. The brigade UMT again assesses the requirements for additional religious support in the AO. If the number of casualties is high, the team may choose to move to the forward support medical company in the BSA.

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If a TF UMT has not submitted a current SITREP, the brigade UMT NCO contacts the team to determine its status. When feasible, the brigade UMT moves forward to the TF UMTs to provide pastoral care. Priority goes to the TF executing the main attack.

- If the brigade continues the mission, time may be very limited. This phase may start with reconnaissance, or it may go directly into deployment for another assault.



**Worship before the battle.**

- The brigade UMT considers the spiritual condition of the soldiers in follow-on planning. The severity of the previous operation and the number of casualties suffered are key factors in planning.

If the brigade is operating as part of a division mission, the brigade UMT of the follow-and-support brigade establishes liaison with the UMT of the lead brigade to facilitate pastoral care to casualties and other religious support. The follow-and-support brigade may provide evacuation and treatment for casualties of the lead brigade so that the lead brigade can continue its tempo. This mission is of particular concern to the brigade UMT because of its complexity, intensity, and momentum.

## **DIVISION CAVALRY SQUADRON**

The division cavalry squadron may operate across the entire division front or along one or both flanks. When the squadron operates forward of the brigades, the squadron UMT coordinates with the brigade UMTs for the care of casualties and for additional religious

support.

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## **DIVISION**

The division chaplain coordinates and supervises religious support for the comprehensive support of all soldiers and units in the division. Based on the religious support estimate, the division chaplain determines area support requirements and where to position the division UMT to best accomplish its mission.

Normally, the division chaplain monitors the tactical situation, plans religious support, and provides care for soldiers from the main CP. Prior to an operation, the division chaplain moves forward and provides pastoral care to brigade UMTs.

The division UMT also provides religious support to soldiers in the rear CP, monitors the volume of casualties, replacements, logistics, and coordinates religious support in the division rear area. This team coordinates with the DISCOM UMT for religious support in the division support area (DSA); with maneuver units in reserve, division combat support and combat service support units not located in the DSA; and with the Corps Support Group (CSG) UMT which directly supports the division.

Elements of the supporting CSG may be located in the division rear. Its UMTs may provide additional support to the division and to other corps elements operating in the division area. Other corps units may include the Armored Cavalry Regiment (ACR), artillery, signal, military intelligence, medical, air defense artillery (ADA), aviation, and engineers. Some elements of these corps units may be forward in brigade support areas.

The Division UMT coordinates with the CSG UMT for area and faith group support. The division RSA includes coordinating instructions authorizing brigade UMTs to coordinate with UMTs from corps units located in their AOs.

The Division UMT coordinates with the Corps UMT concerning area support of corps units in the division AO. The tactical situation may prevent corps UMTs from moving forward to their subordinate units. The teams may be separated from their forward elements by as much as 150 kilometers.

Area support is limited in light infantry divisions because of restricted transportation assets. Non-divisional UMTs with greater mobility may provide more area support in a light division than in a heavy division.

## CORPS

The corps chaplain supports the corps commander's operational-level responsibilities and roles by engaging in three operational areas:

- Establishes *links* with joint, multinational, interagency, nongovernmental organizations (NGO), private voluntary organizations (PVO), and with religious leaders of the host nation.
- Plans and executes religious support for corps *operations*. Monitors religious support in major subordinate commands.
- Executes *support* operations to sustain subordinate Army forces. (See FM 100-7.)

From the main CP, the Corps UMT plans and synchronizes religious support in the corps area. The corps chaplain monitors the tactical situation and moves as far forward as possible to provide staff supervision.

The Corps UMT at the rear CP

recommends chaplain and chaplain assistant assignments. It coordinates religious support for displaced persons and also plans religious support for reconstitution. It provides an on-call UMT for the Corps Reconstitution Task Force (RTF).

The Corps UMT normally passes responsibility for religious support in the corps support areas (CSA) to the COSCOM UMT.

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Combat support units without organic UMTs receive religious support from the units they are supporting.

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## ARMY SERVICE COMPONENT COMMAND

The Army Service Component Command (ASCC) serves as the senior army echelon in a theater and is the service component command of a unified command. It includes the service component commander and all Army personnel, organizations, units, and installations. The ASCC chaplain is the senior Army chaplain in a theater of operations and provides staff supervision over all Army religious support in the theater. The ASCC chaplain is responsible for recommending religious support policy to the ASCC commander. This command assumes the functions formerly preformed by Theater Army or Echelons Above Corps (EAC).

## COMBAT SUPPORT UNITS

Combat support units include field artillery, engineers, military intelligence, aviation, military police, signal, and air defense. Some of these units do not have organic UMTs and receive religious support from the units they are supporting.

UMTs with combat support units face unique challenges for providing religious



support to their soldiers. Normally, CS units are attached, OPCON, or in direct or general support of combat units. They are widely disbursed on the battlefield. This dispersion places an added responsibility on the UMT for coordination of religious support with the supported units.

## **COMBAT SERVICE SUPPORT UNITS**

Tactical operations in support areas are the responsibility of CSS commanders. Their chaplains are responsible for all religious support coordination in those areas.

### **Forward Support Battalion**

At the brigade-level, the FSB UMT provides religious support to soldiers in the TF field trains as well as its own line companies. This support continues until casualties begin arriving at the forward support medical company. Then the FSB UMT moves to the medical company to provide care for casualties.

The FSB provides continuous support to the maneuver force by frequently displacing support elements to meet current and future

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The FSB UMT is challenged to provide religious support to all of the soldiers of the FSB and the BSA.

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needs. The companies of the FSB are engaged with manning, arming, fueling, fixing, moving, sustaining, and supplying the forward elements of the brigade combat team. With this continuous activity, the FSB UMT is challenged to provide religious support to the soldiers of the FSB and BSA.

## **Division Support Command**

In addition to providing unit support, the Division Support Command (DISCOM) UMT coordinates religious support in the division support area (DSA). It monitors unit and UMT locations and requests coordinates for religious support for units without organic UMTs in the DSA.

The DISCOM UMT includes reconstitution religious support in its planning. The DISCOM chaplain gives an on-call mission to a UMT in the BSA to join the Reconstitution Task Force.

The DISCOM UMT monitors the flow of religious support supplies through frequent contact with the commodity manager in the Materiel Management Center (MMC).

## **Corps Support Command**

The Corps Support Command (COSCOM) UMT coordinates religious support in the corps support area (CSA). The potential expansion of the CSA, the dispersion of units in bases and base clusters, and the movement of small units make the coordination of religious support difficult. As a measure of the magnitude of possible expansion, during Operation DESERT SHIELD/DESERT STORM, one COSCOM grew to over 60 UMTs.

The COSCOM UMT works closely with the rear tactical operation center (RTOC) and rear area operation centers (RAOC) to track the locations and faith groups of the chaplains in the CSA.

The COSCOM UMT monitors the flow of religious support supplies with the Corps Material Management Center.

## **Corps Support Group**

The COSCOM supports the corps with Corps Support Groups (CSG). CSGs are composed of multi-functional battalions which provide supply, services, and maintenance to supported units. Forward CSGs support the divisions and other corps units in their AOs. The Rear CSG supports the corps rear area, units in reserve, separate brigades, and units with special missions. The task organization of a CSG can change daily.

The Forward CSG UMTs monitor the rapidly changing situation through their

assigned RAOCs. The tactical communication system found in the RAOC is the primary means of communication for the CSG UMTs. These teams are responsible for coordinating religious support throughout their AOs. They maintain a data base with the locations of all UMTs by unit and faith group to process requests for area and faith group religious support.

The Rear CSG UMT provides religious support to the largest unit in the corps support area which includes the corps and COSCOM headquarters. This UMT is often given the reconstitution mission.