

## CHAPTER 4

# RELIGIOUS SUPPORT DURING PEACETIME

During peacetime, the Army plans and trains for the full range of military operations - from peacetime missions to war. The Army is designed, equipped, and trained for force projection operations. Ministry teams have a two-fold focus during peacetime. One focus is the spiritual preparation of soldiers and their families for future deployments and the demands of combat. The other is their own training and preparation for mobilization and deployment.

## UNIT RELIGIOUS SUPPORT

### TRAINING

The Army's mission is to deter war; or if failing in that mission, to reestablish peace through victory in combat. To accomplish the mission, the Army's primary activity during peacetime is realistic, battle-focused training oriented on the unit's mission essential task list (METL). The training objective is operational readiness - units and soldiers that are tactically and technically proficient.

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**A UMT must know the unit's doctrine, tactics, techniques, and procedures.**

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Tactical proficiency is a demonstrated understanding of the Army's warfighting doctrine and tactics. To provide effective religious support in combat, the UMT must know its unit's doctrine, tactics, techniques, and procedures. The team must participate fully in unit training to achieve tactical proficiency.

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**Technical proficiency is gained from religious support training with other UMTs.**

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Technical proficiency is the demonstrated ability to perform all tasks related to one's functional area. Technical proficiency is gained from religious support training with other UMTs. In addition to developing tactical and technical proficiency, the UMT develops cohesion with other soldiers in the unit by undergoing the same rigorous training.

### Assessment of UMT Readiness

As the commander's special staff officer for religious support, chaplains at brigade-level and higher are responsible for assessing the technical proficiency of UMTs in subordinate units. They conduct assessments with the unit during field training exercises (FTX), Battle Command Training Program (BCTP) events, external Army Training and Evaluation Program (ARTEP) events, Combat Training Center (CTC) rotations, unit training, and

Command Inspections.

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**Chaplains at brigade-level and higher are responsible for assessing the readiness of UMTs.**

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anticipate the tasks necessary to deploy. Their planning includes all the stages of force projection.

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**UMTs prepare TSOPs prior to deployment.**

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## SPIRITUAL FITNESS

Chaplains and chaplain assistants in tactical units participate in the installation's Command Master Religious Plan (CMRP) to help soldiers develop the personal spiritual fitness needed to sustain them during combat and to sustain their families while the unit is deployed. As part of the installation's CMRP, the UMT conducts worship services, offers religious education, and provides spiritual fitness training and other activities in installation chapels and facilities.



**An encouraging Word.**

## MOBILIZATION PLANNING AND PREPARATION

Planning, the first phase of mobilization, begins long before a unit is mobilized. During peacetime, Active (AC) and Reserve Component (RC) UMTs coordinate with IMTs for their mobilization planning. This planning takes into account operational and training requirements, equipment status, and readiness. It also includes the impact of mobilization on soldiers, their families, and communities.

The primary planning tool for mobilization is the Standardized Ministry Team Mobilization Systems Planbook (MOB Planbook). The MOB Planbook integrates all phases and levels of mobilization, and it provides a detailed guide for integrating mobilization planning.

## FAMILY SUPPORT

The Army is committed to supporting families during deployment. Command sponsored family support groups (FSG), a vital link to soldiers and their families, are led by

## DEPLOYMENT PLANNING AND PREPARATION

During peacetime UMTs plan and prepare religious support for deployment. They carefully prepare tactical SOPs which

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**Chaplains and chaplain assistants advise and assist family support groups.**

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volunteer family members. Chaplains and

chaplain assistants advise and assist these groups.

## INSTALLATION RELIGIOUS SUPPORT

Army installations function as force projection platforms, providing support for deployed tactical units throughout all stages of force projection. As mobilization stations, installations process, validate, and deploy

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**The IMT is responsible for all religious support on the installation.**

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mobilized units and individual replacements.

The installation chaplain is responsible for all religious support on the installation. The installation chaplain coordinates with tenant units to implement the CMRP. The IMT provides a broad religious support program for units, soldiers, and their families. Worship services, pastoral care, religious education, and chaplain family life programs are offered in installation chapel facilities.

### DEPLOYMENT PLANNING AND SUPPORT

During peacetime, the IMT and the senior UMTs of the tenant TOE units develop plans for religious support during deployment. Planning considerations include the care of families; procedures for consolidating chapel programs; the close-out of chapels (if necessary); the accounting, turning-in, or securing of unit and installation property; and survivor and casualty assistance. FORSCOM Reg 500-3-2 (FORMDEPS II), Deployment Guide, provides guidance and assigns responsibilities for support of the deployment of

units.

UMTs of nondeployed units are included in installation plans to support deploying units. They assist with religious support to families until the deployed forces return.

A thorough understanding and appreciation for the transfer of authority (TOA) of deploying units to the theater commander is critical to the installation chaplain's mission. At a time designated in the deployment order, the chain of command shifts to the gaining unit, usually the theater commander. When that TOA occurs, the relationship of the deploying UMTs to the IMT changes. This new relationship remains in effect until the unit redeploys. The sending installation does not burden deploying UMTs with requirements and reports.

### MOBILIZATION PHASE I: PLANNING

Installation, CONUSA, STARC, and MUSARC chaplains are key to RC UMT mobilization. Each maintains a copy of the MT Mobilization Systems Planbook (MOB Planbook). Organizational MOB Planbooks contain the same basic information, but each is tailored for the particular headquarters. The MOB Planbook specifies what must be accomplished during each phase of mobilization. While many of the tasks in the MOB Planbooks are unique, they are designed to integrate the mobilization process. There are five phases in mobilization. (See Chapter 5 for Phases II through V.)

A unit's success is directly related to the quality of its planning, the first phase of Mobilization. A representative listing of the mobilization planning responsibilities for Installation, CONUSA, STARC, and MUSARC chaplains follows:

### Installation Chaplain

The installation chaplain becomes the mobilization station chaplain and assumes a key role in mobilizing RC UMTs. Before mobilization, the installation chaplain designates a mobilization planner who does the following:

- Updates and maintains the installation's MT MOB Planbook.
- Updates the religious support portion of the installation MOB PLAN.
- Identifies positions to be filled by IMAs or retirees.
- Clarifies cross-leveling responsibilities and coordinates with the G1/DPCA.
- Develops a mobilization training plan for chaplains and chaplain assistants.
- Prepares UMTs for deployment.
- Prepares for and participates in installation mobilization exercises (MOBEX) and activities.
- Plans for demobilization activities.

### Continental US Army Chaplain

The CONUSA chaplain coordinates between the US Army Forces Command (FORSCOM) chaplain and RC UMTs within its region. Mobilization responsibilities include planning and training to ensure the broadest possible religious support within the CONUSA.

CONUSA chaplains redistribute chaplains to match anticipated faith group requirements.

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**CONUSA chaplains may redistribute chaplains to match anticipated faith group requirements.**

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The CONUSA chaplain coordinates with the Commandant of the United States Army Chaplain Center and School (USACHCS) for the training of RC chaplains who have not completed the Chaplain Officer Basic Course. They coordinate with United States Army Reserve Command (USARC) for soldiers working in chaplain assistant positions who need to complete the Chaplain Assistant Reclassification Course.

### State Area Command Chaplains

In peacetime, the State Area Command (STARC) is in the chain of command of Army National Guard (ARNG) units. Therefore the STARC chaplain is part of the mobilization planning process for all ARNG UMTs. STARC mobilization plans and SOPS resource training and Mobilization Tables of Distribution and Allowances (MOBTDA) personnel to provide religious support to families at Family Assistance Centers (FAC). Important considerations include identifying the religious support requirements of the FACs and developing MOBTDA with sufficient religious support personnel.

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**The STARC chaplain is part of the mobilization planning process for all ARNG UMTs.**

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### USARC and MUSARC Chaplains

In peacetime, USARC commands and controls all the USAR Troop Program Units (TPU). The USARC's mission is to command, control, support and ensure wartime readiness of USAR forces in the United States, excluding Special Operations Command units. USARC prepares units for commitment to wartime and to other missions as required by the supported theater commander and as directed by FORSCOM. During mobilization USARC prepares and redistributes personnel and equipment within USARC until transfer of authority.

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**MUSARC chaplains maintain profiles to monitor the training status of USAR UMTs.**

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Major US Army Reserve Command (MUSARC) chaplains are responsible to USARC for ensuring that subordinate USAR UMTs are ready for mobilization. They maintain profiles to monitor the training status of these UMTs. Additionally, they transmit information about the home station family religious support requirements to the appropriate STARC.

## TRAINING

### Active Component

Installation chaplains, through their training managers, and in coordination with unit S3s, ensure that UMTs have adequate technical training for deployment and combat. Battle-focused training is based on the unit's METL. The METL provides the context for technical training in religious support. Tactical training for the UMT remains a responsibility of the unit.

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**Tactical training for the UMT is the responsibility of the unit.**

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Family life chaplains, chaplains trained in Clinical Pastoral Education (CPE), and Directors of Religious Education (DRE) provide supplemental training as part of a comprehensive training plan for chaplains and chaplain assistants. Training and continuing education conferences, functional courses offered by USACHCS, and courses offered through the NCO Education System (NCOES) supplement the installation religious support training program.

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**The IMT balances religious support training for combat and for garrison.**

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The IMT must balance religious support training for combat and for garrison. If training for either combat or garrison operations is neglected, ministry teams will not be prepared to provide comprehensive religious support to soldiers and their families. Training for conducting a battlefield worship service is as important as training in the preparation of the CMRP - both tasks are critical.



**A few ammo boxes for a make-shift altar.**

### Reserve Component

Mobilization can be a chaotic time. Thorough planning and realistic training reduces confusion. Mobilization training gives UMTs an opportunity to practice their mobilization religious support missions and an opportunity to assess the adequacy of mobilization plans. Installations assist with the following RC UMT training events:

- Annual training (AT).
- The Individual Mobilization Augmentee (IMA) training.
- Individual training events, Individual Ready Reserve (IRR), and chaplain candidate training.
- AC/RC Sustainment Training.

### FAMILY SUPPORT

Commanders employ the full range of installation resources to support families. One of these resources is the family life ministry of chaplains. Family life ministry consists of three major elements: enrichment, prevention, and intervention. These elements are expressed through educational programs, family wellness development programs, and marriage and family counseling.

#### Chaplain Family Life Centers

The Family Life Chaplain's primary mission is to train MTs and to direct the Chaplain Family Life Center (CFLC). Each Family Life Chaplain tailors the training program to meet the needs of the installation and the mission of the tactical units. The Family Life Chaplain consults with senior chaplains to determine the specific training needs for subordinate units.

The Family Life Chaplain supports the MTs on the installation by providing technical assistance, educational resources, and training for UMTs. In addition, the Family Life Chaplain helps UMTs prepare families for the stress of mobilization and deployment. This support is directly related to the installation's mission as the force projection platform. The Family Life Chaplain also provides support to nondeploying UMTs who are giving religious support to families of deployed soldiers.

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**A healthy home environment directly influences the soldier's performance of duty.**

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A healthy home environment directly influences the soldier's performance of duty. With its support of the family, the family life ministry program sustains the soldier's spiritual fitness in peacetime and during combat.

### Hospital Chaplains

Army hospitals and the Medical Corps preserve the fighting strength of the Army, maintain the health of soldiers, and support family members with medical services.

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**The hospital chaplain is uniquely equipped to assist people with fear, loneliness, anger, failure, and loss of faith.**

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Chaplains and chaplain assistants assigned to hospitals help patients and families deal with medical problems and crises. Hospital chaplains at all levels have special training and skills which equip them to do the following:

- Assist people with feelings of fear, loneliness, anger, failure, and loss of faith.

- Provide pastoral ministry for those suffering from critical or chronic illnesses or injuries.
- Prepare religious support contingency plans for mass casualty situations.
- Facilitate support groups for patients, their families, and staff.
- Serve as members of interdisciplinary case management teams and hospital committees.
- Provide pastoral care to hospital staff.
- Provide training for staff members, IMTs, and UMTs.

### **CASUALTY NOTIFICATION**

Notification of the next of kin (NOK) is the commander's responsibility. Chaplains are not notification officers, but they may be a part of the team which makes the notification. In the event of a disaster or mass casualty situation, they may serve on the Casualty Assistance Team. Religious support to grieving families is a priority for the IMT.