

CHAPTER 2

THE RELIGIOUS SUPPORT ENVIRONMENT

The Ministry Team (MT) provides religious support to America's Army. The mission and operational environment determine the shape of religious support. The team conducts religious support effectively with an clear understanding of the unique context of the Army.

The fall of the Berlin Wall in 1989 changed the world and the mission of the US Army. With the dissolution of the former Soviet Union, the Army moved from a *forward deployed* Army based overseas to a *force projection* Army based in the United States.

The individual soldier is at the center of the Army's warfighting ability and is the focus of religious support.

THE THREAT

Regional challenges confront the US Army with adversaries whose religions and systems of belief may interpret differently such fundamental ideas as right and wrong, the value of human life, and the concepts of victory and defeat. What appears to be fanatical to US forces may be understood as rational by an opponent. Understanding cultural differences is important if US forces are to establish the military conditions necessary to achieve strategic goals. Unlike the Cold War era, when threats were measurable and predictable, Army forces today are likely to encounter conditions of greater ambiguity and uncertainty. The US Army must be prepared to respond to worldwide strategic challenges as part of a joint and combined team.

THE HUMAN DIMENSION

The soldier is at the center of the Army's warfighting ability and the focus of religious support. The soldier's training, initiative, resilience, understanding, and response to the demands of the environment are central and vital to mission success.

Although technology is rapidly advancing, the fundamental needs of soldiers have remained constant through the years. Soldiers are now, as always, susceptible to the rigors of combat. Regardless of the Army's increasing technological sophistication, soldiers continue to worry about themselves and their families. Fears about combat and survivability also remain. Soldiers suffer from fatigue and stress. Harsh weather, difficult terrain, and primitive living conditions reduce the ability to perform even simple tasks. The fears and stressors of combat cause a deterioration in the mental and spiritual condition of soldiers.

The UMT provides religious support to encourage and strengthen soldiers and to help them deal with fear and guilt. Religious support strengthens the soldier's mind, will, and spirit.

anywhere in the world.

Credible power projection depends on the capability of the United States to deploy forces rapidly and to perform missions spanning the whole range of military operations.

ARMY OPERATIONS

Power Projection

The Army performs its mission within the context of national security and military strategies. Responding to crises with *power projection* is a key strategic principle of national policy. Power projection is the application of the elements of national power-political, economic, information, and military-

Force Projection

The military aspect of power projection is *force projection*. Force projection is the rapid deployment of forces to perform missions spanning the whole range of military operations anywhere in the world. Force projection applies to the entire Army, active and reserve components. A force projection operation usually begins as a contingency operation - a

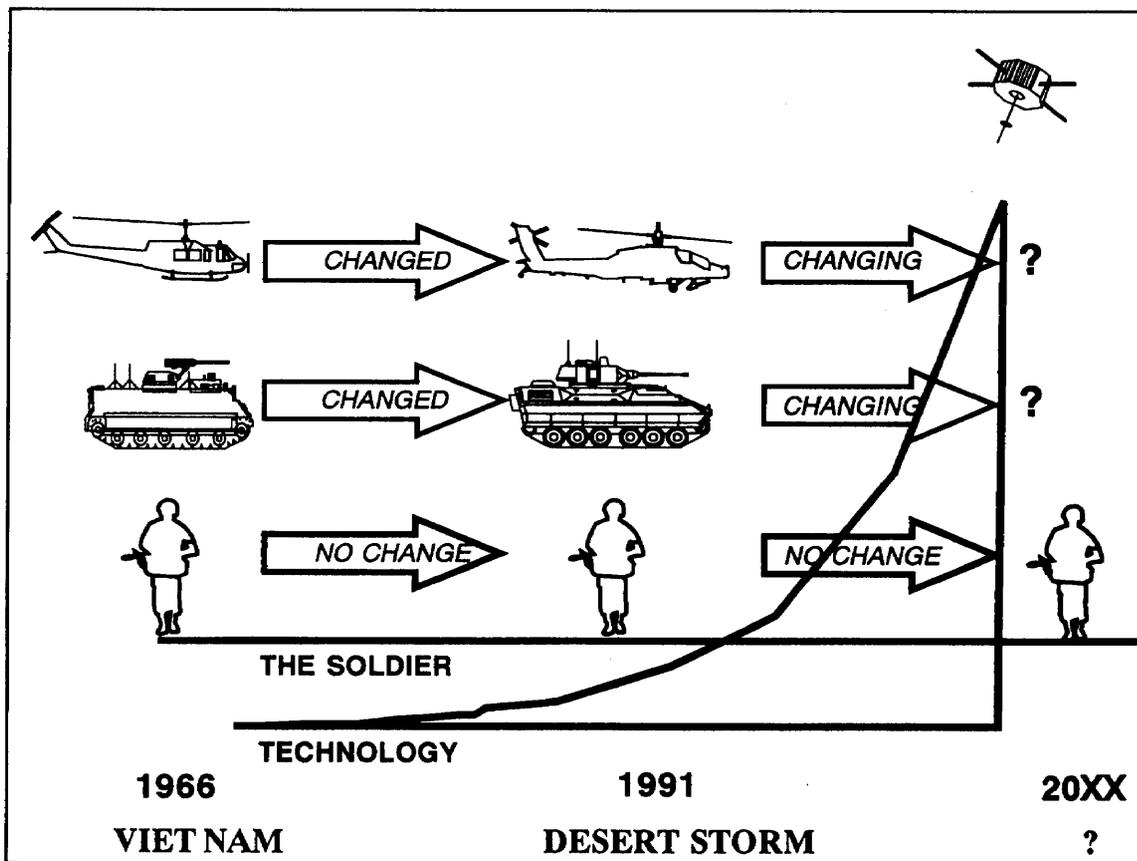


Figure 2-1. The Soldier on the Technological Battlefield

STATES OF THE ENVIRONMENT	GOAL	MILITARY OPERATIONS	EXAMPLES
WAR	Fight and Win	WAR	<ul style="list-style-type: none"> - Large-scale combat operations - Attack - Defend - Strikes and Raids
CONFLICT	Deter War and Resolve Conflict	OTHER THAN WAR	<ul style="list-style-type: none"> - Peace Enforcement - Support to Diplomacy - Antiterrorism - Peace Keeping - NEO - Counterdrug
PEACETIME	Promote Peace	OTHER THAN WAR	<ul style="list-style-type: none"> - Disaster Assistance - Domestic Support - Peace Building - Nation assistance

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* The states of peacetime, conflict, and war could all exist at once in the theater commander's strategic environment. Noncombat operations might occur during war; some operations other than war might require combat.

Figure 2-2. The Range of Military Operations..

rapid response to a crisis. A unit may deploy with little or no notice, causing tremendous stress on soldiers and systems.

Although the stages often overlap in space and time, force projection operations follow a general sequence. The stages are: mobilization, deployment, employment, cessation of hostilities, redeployment and demobilization. Each stage has unique religious support requirements.

The Range of Military Operations

The President of the United States may order the Army to conduct a number of different operations. They range from

peacetime missions to general war. The Army classifies its activities during peacetime and conflict as Operations Other Than War (OOTW). During peacetime, the US attempts to influence world events through diplomatic means, and the Army may be tasked to support these diplomatic efforts. Conflict is characterized by hostilities to secure strategic objectives when diplomatic means have failed or are at risk of failing. War is the use of military force in combat operations against an armed enemy.

Often the Army will operate in the three environments of peacetime, conflict, and war at the same time. Whenever operations in these environments occur simultaneously, the Army integrates and coordinates the effects to

accomplish strategic objectives.

Joint, Combined, and Interagency Operations

The Army rarely operates alone. Army units deploy with other military services and agencies of the US government. Increasingly, the US Army operates with other countries as well. This is true, not only when the military effort is the prime strategic option, as in war, but also when other strategies are the preferred option.

The Total Force

To meet mission requirements with limited resources, US Army conducts operations as a total force. The total force includes Active Component (AC), Reserve Components (RC), and Department of the Army civilians, acting in concert with other services and allies. To support total force operations, chaplains and chaplain assistants, from both the active and reserve components, deploy with their units to provide religious support to soldiers.

Types of Forces

The Army recognizes three general types of combat forces: armored forces, light forces, and special operations forces (SOF). With their appropriate combat support (CS) and combat service support (CSS) units, the Army provides a balanced and versatile force mix.

Combined arms warfare is the simultaneous application of combat, CS, and CSS toward a common objective. Combat units are infantry (light, mechanized, airborne, and air assault), armor, cavalry, and army attack

aviation. Combat support units consist of field artillery, general aviation, air defense artillery, engineers, signal, military intelligence, and military police. Combat service support units are those engaged in logistics: manning, arming, fueling, fixing, moving, and sustaining soldiers and systems. CSS units include transportation, quartermaster, ordnance, personnel service support, field maintenance, and medical. UMTs can be assigned to all these types of units.

Battlefield Framework

A battlefield framework helps commanders and their staffs visualize how to employ forces and to conduct operations. The battlefield framework relates friendly forces to one another and to the enemy in terms of time, space, resources, control, and purposes.

The concept of a battlefield framework is not new. The changing nature of warfare with increasingly sophisticated technology has caused the concept of the battlefield framework to evolve. Today it can be linear or nonlinear. A theater commander designates single or multiple theaters of operation. A theater of operations may be further divided into single or multiple areas of operation (AO). At the tactical level, the battlefield framework is made up of three interrelated concepts: area of operations, battlespace, and battlefield organization (close, deep, and rear). (See FM 100-5.)

Phasing

Normally, operations are divided into phases that focus on major changes in the mission, such as shifting from defense to offense, or from the assault phase to the consolidation phase. Each phase lays the

groundwork for the next until the final objective is reached. At the tactical level, religious

support planning takes into account the possibility of branches and sequels. The

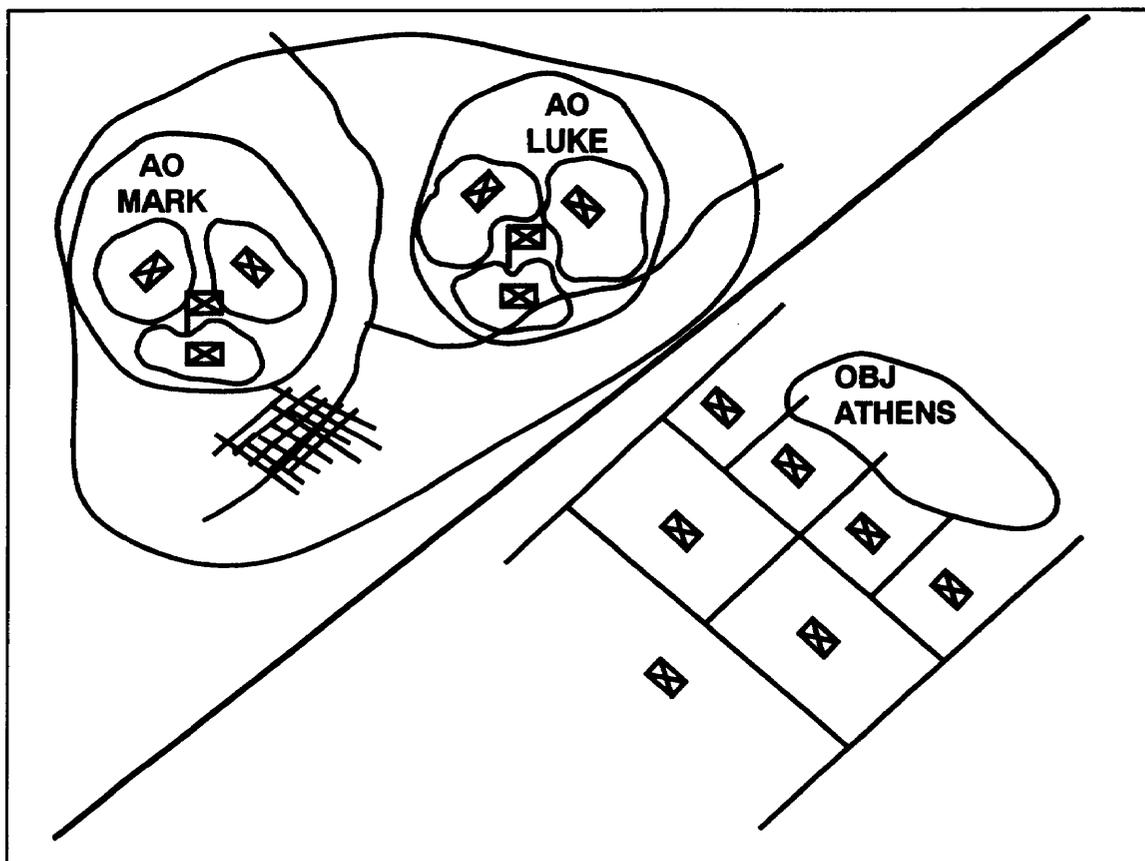


Figure 2-3. Non Linear / Linear Battlefields.

support planning is specific to each phase of an operation.

UMT must consider multiple contingencies.

Branches and Sequels

Branches are contingency phases which change the disposition and orientation of units, or the direction of movement. Sequels are subsequent phases which occur after a battle and are based on possible outcomes: victory, defeat, or stalemate. At the tactical level, exploitations and pursuits are examples of sequels to an operation. UMTs include all phases of an operation in their planning.

Simultaneous Operations

Within a theater many different operations are conducted simultaneously. Deployment may continue well after conflict begins. US forces may conduct tactical combat

Religious support planning at all echelons takes into account the variety of military operations taking place.

operations in one part of a theater while conducting OOTW in another. Defensive and offensive operations are always related. Religious support planning at all echelons takes into account the variety of military operations.

attaching and detaching subordinate units to accomplish the mission in the best way. At the battalion-level, the commander shifts mechanized infantry and armor companies to give the main attack force the needed firepower. When companies are attached or detached, UMTs in these units must exchange religious preference data to plan and provide adequate religious support.

TASK ORGANIZATION

Commanders organize for combat by

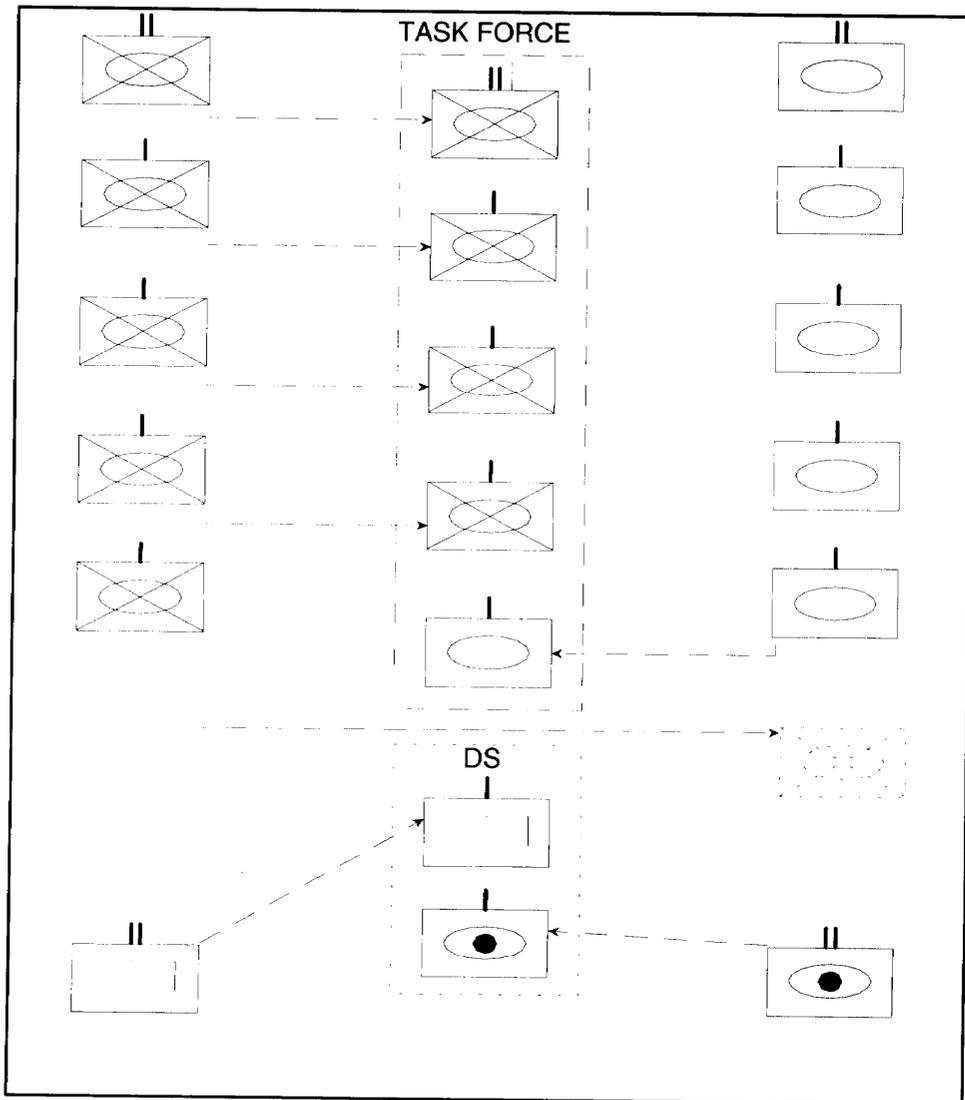


Figure 2-3. Battalion task organization.