RP0301- Implement a Command Religious Program
for a Combat Environment

TERMINAL LEARNING OBJECTIVES

1. Given references, commander's intent, a unit scheduled for an exercise/operational deployment, and after operational planning conference, implement a Command Religious Program (CRP) for a combat environment to meet religious requirements within a unit, per the student handout. (RP00.03.01)

2. Given references, materials, and equipment, prepare Religious Ministries appendices as specified, per the student handout. (RP00.03.13)

ENABLING LEARNING OBJECTIVES

1. Without the aid of references, given a list, commander's intent, and a unit scheduled for an exercise/operational deployment, know how to review after-action reports and lessons-learned per the student handout. (RP00.03.01a)

2. Without the aid of references, given a list, commander's intent, and a unit scheduled for an exercise/operational deployment, know how to determine the religious ministry needs of a unit per the student handout. (RP00.03.01b)

3. Without the aid of references, given a list, commander's intent, and a unit scheduled for an exercise/operational deployment, know how to plan a Command Religious Program per the student handout. (RP00.03.01c)

4. Without the aid of references, given a list, commander's intent, and a unit scheduled for an exercise/operational deployment, match the CRP support requirements with the required funds per the student handout. (RP00.03.01d)

5. Without the aid of references, given a list, materials, and equipment, know how to write a Religious Ministry Plan annex, as specified in the student handout and in accordance with the reference. (RP00.03.13a)

6. Without the aid of references, given a list, commander's intent, and a unit scheduled for an exercise/operational deployment, implement a Command Religious Program per the student handout. (RP00.03.01e)

7. Without the aid of references, given a list, commander's intent, and a unit scheduled for an exercise/operational deployment, study the results of a Command Religious Program per the student handout. (RP00.03.01f)

8. Without the aid of references, given a list, commander's intent, and a unit scheduled for an exercise/operational deployment, document the Command Religious Program per the student handout. (RP00.03.01g)

While it is true that God can make ministry happen in spite of our poor planning, we don't want to impede His work with our own lack of professionalism. Proper planning, documentation, and implementation of a Command Religious Program will lead to more effective and efficient ministry, as well as make the RMT's life easier during the operation.

1. **REVIEW AFTER-ACTION REPORTS AND LESSONS-LEARNED.**

   a. Hopefully the previous Religious Ministry Teams for your unit have maintained a file of after-action reports and lessons-learned for your review. If they are not in the RMT office, they may be included in a larger file for the unit. Check with your S1 or S3 to see if the unit maintains an AAR/LL file.

   b. Also check with your supervisory RMTs to see if there are AARs or LLs kept on file at the MEF, Division, Wing, or Logistics Group level.

   c. The Marine Corps maintains a central database of AARs and lessons-learned which also includes religious ministry information. The Marine Corps Center for Lessons Learned can be accessed via internet at **http://www.mccll.usmc.mil/**.
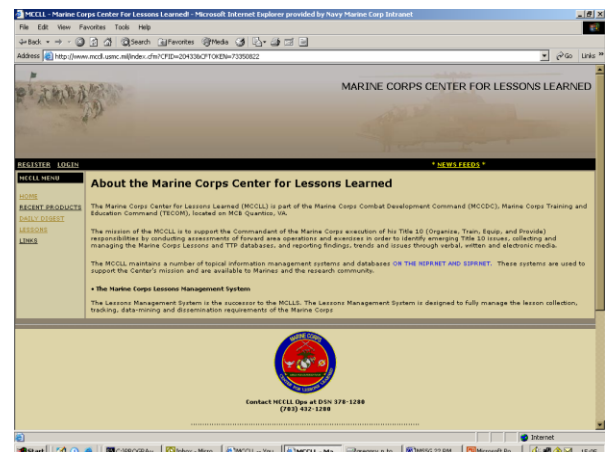
   (1) You will need to register to be able to log on to website.

   (2) Go to the log on screen and click the registration link. Fill out the information and submit. You will be notified by email that your registration is approved.

   (3) When you are registered, simply log into the system using your CAC.

   (4) Be sure you remember your PIN.

   (5) After you have logged on, click on "Go to the Communities of Interest."

(6) Click on the "Religious Ministries" icon, the Chaplain Corps crest, click on the "lessons" link. RMTs may want browse the website to glean further information.

2. **NEEDS ASSESSMENT.**
The RMT conducts a comprehensive needs analysis to identify the command's religious ministry requirements and establish the commander's religious ministry priorities. Religious ministry requirements are identified in relationship to the commander's legal responsibilities for religious accommodation and the command operational commitments.

a. Marines' religious preferences for a unit can be obtained from the S1. These are the religious preferences indicated by the Marine when he or she entered the service. These preferences are sometimes inaccurate and out of date. Time and resources permitting, a more thorough survey may be necessary.

b. Sailors' religious preferences are not maintained in their service record. The RMT will need to survey Sailors assigned to a Marine unit to obtain their religious preference.

c. Having a list of the unit's religious make-up, the RMT will then gather a list of Holy days that service members may want to observe during the operation. Holy days for faiths that no unit members observe do not need to be included on the list. A helpful resource for gathering holy day information is the Interfaith calendar at **http://www.interfaithcalendar.org**.
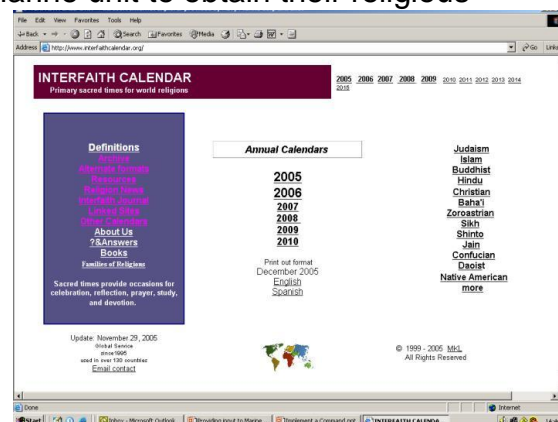
After you have assessed the religious needs of the command, inform the commanding officer of your findings and seek the CO's guidance regarding his religious ministry priorities before you develop the Command Religious Program.

3. **PLAN PROGRAM.**
The RMT develops a design for ministry with defined ministry, goals, program objectives, and support requirements based on the commander's priorities, the identified needs, command mission, planned training and operations schedule, available assets, and possible contingencies. This provides the commander with the basis for the CRP, the requirements, costs, implementation plan, and method of evaluation.

a. **Goals.** Establish the goals of the Command Religious Program. This is the intent of what the RMT is trying to accomplish. These should reflect the commanding officer's priorities.

b. **Objectives**. Out of your goals, set the objectives of the CRP. These would be the tasks the RMT would like to accomplish. Objectives would keep in mind the unit's religious needs.

c. **RMP**. The CRP goals and objections will crystallize into a Religious Ministry Plan (RMP). The RMP will be in support of command's overall mission. The RMT will need to coordinate its planning with the S3 shop to make sure the RMP fits within the operation plan, considering both mission goals and mission schedule.

4. DETERMINE SUPPORT REQUIREMENTS.

The RMT translates the planned programs into dollar amounts for the CRP budget request. Program segments are divided into expense elements, such as supplies, equipment, purchased services, travel or printing. The RMT will coordinate with S4 and supply for CRP requirements.

a. **Table of Equipment**. The RMT will check the Table of Equipment (T/E) to determine equipment allocated for the RMT. This includes items such as field desks, field chairs, a CP tent, a chapel tent, etc. These items may then be drawn as part of the unit equipment list. If mission needs require items that are not allocated for the RMT, the T/E may need to be modified or the items purchased.

b. **Consumables**. Religious items are often a low priority in the supply system. Order consumable items for the length of the deployment.

c. **Funding**. Determine equipment and consumables to meet religious needs of the unit. Request funding to meet those mission requirements. A detailed list of mission requirements, along with associated costs, will help the RMT make its case for adequate funding. The RMT should not request funding without determining accurate mission requirements.

d. **Source**. A helpful resource in determining equipment and consumable costs, as well as ordering information, is the Defense Logistic Agency Chaplain's website, **http://www.dla.mil/hqchaplain/**

5. REVIEW WITH COMMANDING OFFICER FOR APPROVAL AND FUNDING.

The RMT briefs the commander on the concept and design for ministry, including the RMPs, services, and initiatives for command approval and inclusion of the CRP budget

in the command's spending plan. The commander approves the design for ministry and associated budget expenses.

    a. **Get to the Point!** Keep in mind the Commanding Officer is very busy and needs briefs to be succinct. Briefly state (1) needs, (2) goals, (3) objectives, and (4) support requirements.

    b. **Keep Mission in Mind.** The CO is concerned with the overall mission. Clearly state how the Religious Ministry Plan supports the command's mission.

6. **WRITE RELIGIOUS MINISTRY PLAN ANNEX TO OPERATIONS ORDER.**
The format for the Religious Ministry Plan annex to the unit operations order is in MCRP 6-12A, annex A. Be sure to work with S1 and S3 to submit the annex in the proper computer format.

Appendix 6 to Annex E,
Religious Ministry Plan

Copy no. ___of ___copies
OFFICIAL DESIGNATION OF
COMMAND
PLACE OF ISSUE
Date/Time Group
Message reference number

APPENDIX 6 TO ANNEX E TO OPERATION ORDER (Number)(Operation)(U)
RELIGIOUS MINISTRY PLAN (U)

(U) REFERENCES:
    (a) SECNAVINST 1730B, *Religious Ministry Support within the Department of the Navy*
    (b) MCO 1730.6D, *Command Religious Programs in the Marine Corps*
    (c) MCWP 6-12, *Religious Ministry Support in the US Marine Corps*
    (d) MCRP 6-12A, *Religious Ministry Team Handbook*
    (e) Command Order(s) addressing the standing Religious Ministry Plan

1. (U) Situation

    a. (U) Religious Holy Days. Provide a listing of all religious holy days that will occur during the operation/exercise.

    b. (U) Faith Groups. Provide a list of the command's specific faith group requirements and the personnel available to provide for the particular needs.

    c. (U) Augment Participation. Identify any additional personnel who may be needed to augment the RMT for this operation/ exercise; e.g., from other United States (US) forces, host national or allies.

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d. (U) Assumptions. State realistic assumptions that could impact the command religious ministry team's (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.

2. (U) Mission. State the basic religious ministry mission in the operation/exercise as follows: The religious ministry mission is to provide operational religious ministry directly to assigned Marines and Sailors and other authorized personnel by conducting and accommodating the 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 RMT(s) will provide religious ministry in combat and military operations other than war (MOOTW) as noted in all references above and detailed in reference (e) in support of operation (name). Reference (e) is the command's standing Religious Ministry Plan (RMP) that details the overall plan for religious ministry across the range of military operations.

3. (U) Execution

    a. (U) Concept of Operational Religious Ministry. State the supported commander's concept for using RMT(s) in support of combat operations as detailed in reference (e). (Provide any adjustments to the standing RMP required by the circumstances of this operation.)

        (1) (U) General. Describe how the RMP relates to the commander's intent and the commander's estimate of the situation in the commander's concept of operations.

        (2) (U) Employment. Describe how and where the RMT(s) are to be employed with combat and combat support forces.

        (3) (U) Deployment. Summarize requirements to deploy the RMT(s) from normal peacetime locations to the area of operations. Such deployments may include those to be carried out within the command area and deployment of augmentation forces. State operations security (OPSEC) planning guidance for the deployment of RMT personnel to ensure they do not OPSEC indications about the commander's capabilities and intentions.

    b. (U) Religious Ministry Planning. State general planning considerations that will impact religious ministry delivery by the RMT(s) during the operation.

    c. (U) Tasks. State the religious ministry tasks and responsibilities for each RMT included in the operation.

    d. (U) Coordinating Instructions. State any coordinating instructions that are important to the RMT(s) for the implementation of the RMP. This may include instructions for specific faith group coverage and defining responsibilities for

religious ministry coordination between command RMT(s).

4. (U) Administration and Logistics

    a. (U) Logistics. State any RMT logistic planning considerations in support of the overall OPPLAN.

    b. (U) Personnel. Identify any particular RMT personnel requirements or augmentation.

    c. (U) Reports. The RMT will maintain a record of the religious ministry provided during the operation. Establish any additional necessary administrative reporting requirements or information required for the completion of a report of religious ministry that will be included in the commander's after action report.

5. (U) Command and Control. Identify commander and chaplain functional relationship at each level of command. Identify where the RMT(s) will maintain their base of operations during the operation. Identify the primary and secondary means of communication to be used by the chaplain(s) to maintain communication with the commander(s) or designated point of contact.

Figure 1: Format for RMP Annex to a standard Operations Order

7. **IMPLEMENT COMMAND RELIGIOUS PROGRAM.**
The RMT puts the funded programs and initiatives into operation. This involves the **continuous review** of the mission plan to ensure the best use of available resources to meet ministry needs. In the ever-changing situation of the combat zone, RMT's need to be willing to **modify plans as the situation dictates**, always keeping the command and other RMTs informed.

8. **STUDY THE RESULTS.**

The RMT evaluates the effectiveness of the programs, which enables projection of future requirements and direction for planning. The evaluation of these programs and initiatives become data points for future needs assessment and analysis.

The Religious Ministry Support tasks from the Marine Corps Task List serves as an example of objective evaluation of ministry.

Marine Corps Task (MCT) 4.6.2.2 Provide Religious Ministries Support

To provide religious ministry support among components of a MAGTF. Religious ministries perform ecclesiastic functions and provides both faith-based and nondenominational counseling and guidance for all personnel. This support serves to promote the spiritual, religious, ethical, moral, corporate, and personal well-being of Marines, Sailors, and their family members thereby enhancing personal, family, and unit readiness of the Marine Corps. Chaplains are assigned as principal staff officers to provide commanders with professional advice and counsel on religious, spiritual, moral and ethical issues, as well as, indigenous and cultural customs that may impact planning and execution of an operation or campaign. This task includes identifying professional assistance, program funding, and logistics requirements to support personnel within the MAGTF command element, establishing and coordinating a MAGTF Religious Ministry Plan that will provide the chaplain coverage to all elements. Additional activities include providing required religious ministry assets to support planned or ongoing operations, assisting PVO/NGOs with HA/DR programs, and providing enemy of prisoners of war the appropriate religious ministry.

Reference: JP 1-05, JP 3-05.3, 3-07.3, 3-07.5, 4-06, MCRP 6-12A, 6-12B, 6-12C, MCWP 6-12, CJCSM 3122.03, 3500.05

M1	Percent	Of deviation from criteria for assignment of RPs and/or Chaplain's Assistants.
M2	Percent	Of major military locations with services for all major denominations available on weekly basis.
M3	Percent	Of authorized chaplains assigned and present for duty.
M4	Percent	Of chaplains' time spent with military personnel in work areas.
M5	Percent	Of civilian internees receive ministry and care.
M6	Percent	Of deceased in a mass casualty event that receive final ministry.
M7	Percent	Of deployed personnel with access to counseling by clergy.
M8	Percent	Of deployed personnel with access to religious services.
M9	Percent	Of EPWs receiving religious ministrations.
M10	Percent	Of hospital casualties seen weekly or more by chaplains.
M11	Instances	Of hospital death without chaplain presence.
M12	Percent	Of injured in a mass casualty event that receive ministry.
M13	Percent	Of MAGTF personnel unable to celebrate major religious holidays.
M14	Percent	Of MAGTF religious activities that are adequately supplied.
M15	Percent	Of memorial services conducted within AO vice home station.
M16	Percent	Of NGOs which MAGTF chaplain has established liaison.
M17	Percent	Of PVOs which MAGTF chaplain has established liaison.
M18	Percent	Of religious faith groups in MAGTF receiving balanced coverage throughout AO.
M19	Months	Since last command chaplain survey of morale within MAGTF in JOA.
M20	Hours	To receive counseling, support and comfort from time of request.

Figure 2: Marine Corps Task List, Religious Support Tasks

9. **RECORD THE PROCESS.**

   a. The RMT documents and records the actual expenses and effective programs to assist in future religious ministry planning and validating budget requirements.

   b. Document the Command Religious Program in a summary after-action report. A summary AAR contains general information that summarizes the "who, what, when, where, and how" of the event/exercise/operation. Submit summary AAR within 60 days of operation via S3 shop with courtesy copies to supervisory RMTs. Keep CO and XO informed of what you submit to S3.

c. An individual lesson-learned is normally submitted in support of a summary AAR, but may be submitted as an independent document. Format is found in MCRP 6-12A, K-3. An example is below.

LESSONS LEARNED WRITTEN FORMAT

Overall Classification:

Operation/Exercise Name:

Observation Date:

Title:

Observation: Enter a short factual description of the observed issue or problem and the results of dealing with it.

Discussion: The discussion amplifies the observation statement and answers the "who, what, where, when, why, and how" questions about the observation.

Lessons Learned: The lessons learned describes the positive action that was taken or the local temporary solution to the problem or issue identified. It suggests a new way for doing something or a way of doing something in spite of the problem; i.e., new tactic utilized; new procedure; and new equipment setting.

Recommended Action: Make a statement on how to repeat your success or permanently correct the problem, and who should make the correction. The lessons learned could require new or modified publications; procurement of new equipment; changing force structure; revising command relationships; and improving training, etc.

Comments: Submitting and reviewing commands may enter comments as necessary.

Submitting Command:

Observer Name/Rank: Telephone:
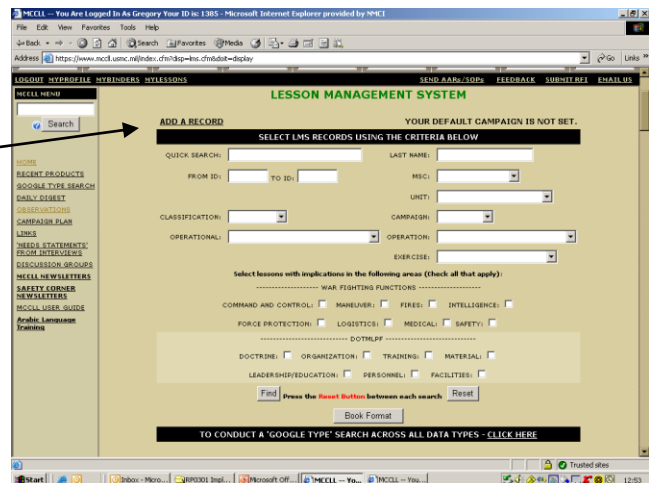
E-mail:

Figure 3: Lessons-learned written format

d. **Submit via MCCLL.** Individual lessons-learned should also be submitted via the MCCLL web site to assist other RMTs in the planning process.


(1) This is done by logging on, then going to the "Community of Interest" page, and clicking on "Observations."
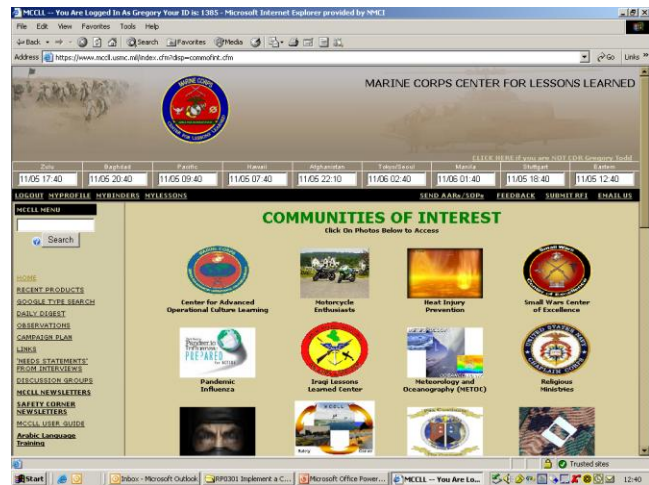
(2) Click on "Add a Record" and fill in the appropriate fields.

(3) Click on the "save" button and the lesson learned will be submitted for review. Your submission will be considered "Pending". It will be reviewed and referred to appropriate staff personnel. Following review and approval, your submission will be considered for training purposes as well as available on the web site for those preparing for similar missions.
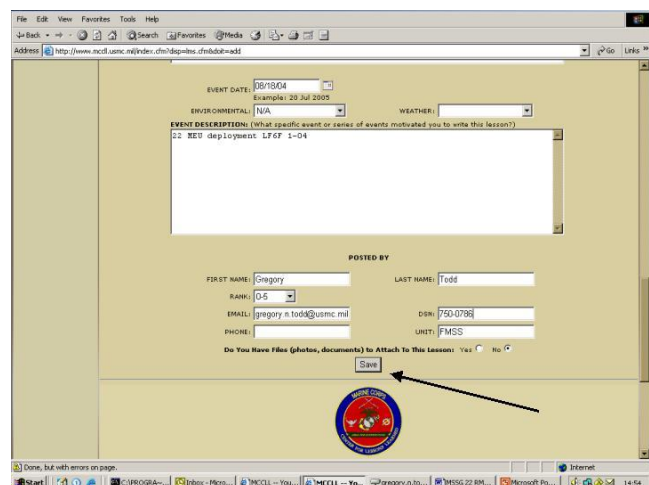
REFERENCES:MCRP 6-12A – Religious Ministry Team Handbook www.mccll.usmc.mil; Marine Corps Task List - https://www.mccdc.usmc.mil/Reference/MCTL/MCTL.asp