

## RP0304 - Facilitate Ministry in Combat

### **TERMINAL LEARNING OBJECTIVES**

1. Given references and assigned to a unit operating in a hostile/combat environment, facilitate ministry in a combat environment, per the student handout. (RP00.03.02)

### **ENABLING LEARNING OBJECTIVES**

1. Without the aid of references, given a list, identify the components of a combat readiness assessment, per the student handout. (RP00.03.02a)
2. Without the aid of references, given a list, identify the principles of ministry in combat utilizing the acronym WORK SAFE, per the student handout. (RP00.03.02b)
3. Without the aid of references and assignment to a unit operating in a hostile/combat environment, prioritize ministry objectives, per the student handout. (RP00.03.02d)
4. With the aid of references, given a list, maintain an RMT mount-out box, per the student handout. (RP00.03.02c)
5. With the aid of references and assignment to a unit operating in a hostile/combat environment, perform continual evaluation of religious resources and requirements, per the student handout. (RP00.03.02g)
6. Without the aid of references and assignment to a unit operating in a hostile/combat environment, know how to communicate with unit and supervisory RMTs, per the student handout. (RP00.03.02e)
7. Without the aid of references and assignment to a unit operating in a hostile/combat environment, know how to submit a ministry report per the student handout. (RP00.03.02f)
8. Without the aid of references and assignment to a unit operating in a hostile/combat environment, maintain record of ministry and movements per the student handout. (RP00.03.02h)



While the combat environment is chaotic and ever-changing, the RMT will be successful in bringing religious ministry to Marines and Sailors, if you stay focused on the mission and cognizant of your environment. Teamwork is extremely important. Work as a team with those within your command, those outside your command, but, more importantly, work as a team between the chaplain and the RP. The chaplain brings ordination to the team. The RP brings force protection and administrative support.

## RMT SELF-ASSESSMENT

Your preparation for combat begins long before the battle starts. From the time report in, you need to engage in self-assessment. The following is a standard check-off list to help the RMT conduct and internal combat readiness assessment.

1. Does the commander develop and input religious support plans for operations?
2. Does the RMT consistently provide regular ministry reports to the commander and the command reports to higher headquarters?
3. Does the RMT attend operational planning meetings that have bearing on the religious support plan?
4. Can the RMT brief the commander's religious support plan?
5. Does the RMT maintain a physical fitness standard?
6. Does the RMT effectively practice sound movement in a combat environment?
7. Does the RMT regularly evaluate and reevaluate the ministry plan in an operation?
8. Does the chaplain routinely establish coordination points in ministry areas?
9. Has the RMT developed a field SOP that addresses administrative and daily non-operational details?
10. Has the RMT established a point of contact for messages when away from the base of operations and coordination points?
11. Has the RMT considered the religious needs of the unit when assisting the commander in developing the religious support plan?
12. Does the RMT ensure that information on religious services and education is disseminated?
13. Does the RMT have combat supplies ready?
14. Does the RMT know attached and operational control (OPCON) units?
15. Does the RMT regularly visit all units under the command's OPCON?

## MINISTRY IN COMBAT PRINCIPLES

When the RMT finally makes it into the combat environment, we recommend eight principles of ministry to guide you as you provide ministry. These principles can be remembered by the acronym WORK SAFE.

**Well-integrated Staff Planning.** Coordinated staff planning between the various staff sections is imperative from inception through to final debrief sessions of an operation plan. RMTs need

to be actively involved in this process. Every phase of the operation plan should be thought through in order to best prepare a religious support plan for the operation. The RMT practices open channels of communication to the various sections and pursues access to pertinent documents and information. A religious support plan becomes an annex to the operation order through coordination and development with all staff sections, especially the G-3/S-3 (to become familiar with the operational scheme of maneuver) and the G-4/ S-4 (to determine logistic support plans). Planning should include ministry in both deployment and operational phases. It should be responsive to realities, flexible and easy to modify, and directed to attainable and sustainable goals.

**Objectives of Ministry Prioritized.** The first and most important objective of ministry for a chaplain is to cultivate and maintain a reservoir of *spiritual strength* by maintaining personal fervor in scripture and prayer. Using this reservoir, the chaplain then provides sensitive ministry that focuses task efforts somewhat differently based on the phase of combat. Because of the circumstances of battle, this principle assumes that objectives in ministry require adjustment to meet needs at different phases of the battle.

- In the preparation stages, the RMT's prime objective is the spiritual nurturing of Marines and Sailors preparing for combat, through worship, religious education, and spiritual counseling.
- As Marines and Sailors move into forward tactical positions, the objective is to provide spiritual support one-on-one and ministry to casualties.
- Following combat, the ministry objective shifts to helping the living to acclimate to the events they have recently experienced in combat and deal with the sorrow of fallen comrades.

**Responsive and Persistent Communication.**

The RMT needs to initiate and maintain open communication with the command about plans and movements. This principle requires that the RMT have a working knowledge of communication equipment and procedures. As the RMT moves through the area of responsibility, they should maintain communication with headquarters. This enhances safety in movement. It also makes it possible for the command to place the RMT where they can do the most good as the face of battle changes. In combat, with unit locations constantly changing, it is imperative that secure voice communication be established with various elements, when scheduling divine services. This should be done preferably the night before and reconfirmed the morning of intended services.

**Keeping Ministry Appraised.** This principle assumes that the RMT continuously reflects on plans, movements, and ministry tasks to ensure validity in a changing battlefield environment. It requires flexibility in the execution of ministry efforts. The RMT works closely with the various staff sections in order to insure that reappraisal and modification are in concert with unit planning. This principle also assumes that the RMT will continually assess their presence in a combat setting. This is to ensure that the RMT's participation is an asset and not a liability. It also emphasizes the expectation that the RMT will minister where their presence is most needed and will adjust ministry plans accordingly.



**Sound Movement.** As the RMT moves about a combat area, they should be mindful of the following: (1) Movement should be in a collective manner. As often as possible, movement in tactical areas should be made with other elements and sections. This offers increased security and allows the chaplain to provide ministry on the-way. (2) Movement should be coordinated. Movements are coordinated with the G-3/S-3 and G-4/S-4 (the primary point of contact for surface transportation requirements).

**Appropriate and Attainable Tasks.** All ministry tasks are assessed in light of how well they fit in particular combat situations. The RMT knows the workplace and understands the limitations of a battlefield setting. Ministry tasks that are suitable are those that do not interfere with the tactical situation nor distract Marines and Sailors from their mission. Most ministry is a one-on-one approach. The following ministry tasks are typical in a tactical setting:

- **Concise Worship Service.** In general, the massing of troops for worship is not appropriate in forward tactical settings. Large gatherings for worship services are normal in assembly areas. In forward tactical areas, short services focused on small groups of people are the appropriate choice.
- **Administration of Sacraments/Ordinances.** One-on-one is the norm. However, a tactical environment may allow ministering to fighting hole size - but likely not larger - groups.
- **Teaching Religion.** The chaplain provides instruction anywhere in the field, depending on the situation, ranging from structured classes to small groups or one-on-one discussions.

- **Counseling the Troubled**

Those who have personal problems can find short-term support as the RMT moves around positions before combat. Counseling is best delayed when battle is imminent.

Leaders often struggle with the ethical dilemmas of combat. The employment of tactical units in questionable situations; the proper behavior of Marines; the treatment of detained personnel and EPWs; as well as the leader's responsibility for decisions which may lead or may have led to the death of Marines requires the well-considered, careful, and wise ministry of the chaplain.

- **Consoling the Fearful.** Fear of the outcome of an oncoming battle is most certainly felt by those troops waiting. At this stage, the RMT has one of the most important challenges of military ministry. They must place their own fears in perspective, then reach out from personal faith (the single most important ministry component) to comfort fellow Marines and Sailors. The ministry of presence and the essence of faith represented by the chaplain can encourage the fearful.
- **Direct Ministry to Casualties.** Most faith groups recognize praying for; praying with; and/or anointing the sick, wounded, and dying as a primary battlefield task. The RMT, in order to provide this ministry, needs to be at the place of greatest need. That place may be a casualty collection point on a modern battlefield, so need must drive the appropriate placement of the RMT.
- **Administration.** While moving to ministry locations, the RMT travels as light as possible. Both the chaplain and the RP should carry a small notebook to maintain a journal or diary of activities and experiences. (Of course, the RP will carry

and maintain the RMT log.) Both the chaplain and RP keeping notes, ensures that details that otherwise could be forgotten or lost later become the substance for after action reports, for debriefings, and for remodeling ministry designs based on lessons learned.



**Forward Thrust.** Many ministry opportunities derive from a close proximity to combat action. Forward thrust doctrine encourages the concentrating of ministry efforts in forward combat areas. The RMT should constantly provide ministry in forward combat areas leading into battle and on the scene with ministry following battle. The RMT near at hand during battle but not in the midst of battle. Under this principle, the RMT ministers as far forward in the tactical setting as safely possible. 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. Generally, the RMT moves forward as far as company command posts. Here ministry is provided in coordination with and approval of the company commander. 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. Understanding this is crucial for comprehension of this principle.

**Economy of Resources.** A fluid battlefield calls for a mobile and highly flexible ministry. The RMT must be able to travel fast and light. As the RMT makes plans, keep in mind a realistic expectation of what is logistically possible and how things can change quickly in the combat environment.

## SUPPLIES FOR MINISTRY IN COMBAT

To provide ministry to Marines and Sailors in a combat environment, the RMT requires supplies to meet their religious needs. Upon a religious needs assessment of the unit, the RMT will be able to order supplies to meet the specific religious needs of the unit.

Some religious items, such as Bibles, rosaries, crosses, medals, and prayer beads are best distributed to Sailors and Marines prior to deployment. The RMT will then keep a reserve supply as needed.

In consultation with the chaplain, the RP will prepare the RMT Mount-Out Box. The list of standard requirements are found in MCRP 6-12A, Appendix J.

<b>Item</b>	<b>Unit of Identification</b>	<b>Amount</b>	<b>NSN</b>
Wine, sacramental	1/5	3	9925-01-462-5988
Wine, kosher	1/5	1	9925-01-465-9388
Grape juice; i.e.,dehydrated powder	Package	64 ounces	9925-01-476-1966
Altar bread (small)	carton(300)	3	9925-01-459-7518
Altar bread (large)	carton (50)	1	9925-01-353-9312
Hymnal	Each	1	
Bible, New American Catholic (4 by 6 inches)	Each	30	9925-01-353-8786
Bible, King James Version (4 by 6 inches)	Each	30	9925-01-353-8784
Bible, New International Version (4 by 6 inches)	Each	30	9925-01-459-7009
Book of Mormon (pocket size)	each	5	9925-01-353-8790
Jewish Scriptures (pocket size)	each	5	9925-01-465-9359
The Holy Qur'an (pocket size)	each	5	9925-01-353-8791
Catholic Missal	each	5	9925-01-354-7648
Jewish Prayer Book (pocket size)	each	5	9925-01-367-4252
Yarmulke	each	5	9925-01-465-9312
Rosaries	each	100	9925-01-353-9310
Cruciform/medals	each	100	9925-01-460-1058
Cross, Protestant	each	100	9925-01-353-8788
Candles, votive	each	6	
Field Devotional Guide Book	each	200	
Memorial bulletins	ream	2	

While this serves as a guide, each RMT may choose different or additional items to add to the Mount-Out Box as would fit the religious needs of the unit or the faith tradition of the chaplain.



A helpful web site for ordering is the Defense Logistic Agency, Chaplain Corner located at:

<http://www.dla.mil/hqchaplain/>

If you go to the Defense Logistic Agency, you'll also see that they can make the RMT supply question much easier by simply ordering a "Chaplain's Kit, Consumable 30 day Supply" with just a single NSN 9925-01-326-2855 which includes the following:

<b>Components of the Chaplain's Kit Consumable</b>	
Host, Large, 50/package, 1 package/kit	Book of Mormon, 1/kit
Host, Small, 1000/package, 1 package/kit	Holy Koran (9925-01-353-8791), 1/kit

Grape Juice, Non-Refrigerated, small can, 8/kit	Cross, Celtic (9925-01-353-8788), 20/kit
Wine, White, 187 ml, 4/kit	Rosary (9925-01-353-9310), 10/kit
Communion Cups, Individual, Plastic, 1000/kit	Cross, Triple Bar (9925-01-451-2315), 10/kit
Bible, NIV (9925-01-353-8785), 15/kit	Icon of Christ cards (9925-01-451-2316), 10/kit
Bible, KJV (9925-01-353-8784), 3/kit	Field Immersion Baptismal Liner (9925-01-450-0085), 1/kit
Bible, TEV Catholic (9925-01-384-1323), 10/kit	Kimar, Black (9925-01-452-7567), 1/kit
Jewish Prayer Book (9925-01-367-4252), 1/kit	Armed Forces Prayer Book (9925-01-448-6064), 4/kit
Bible, Tanakh (9925-01-465-9359), 1/kit	Bible, NIV, Spanish (9925-01-450-7158), 5/kit

This kit is not the same inventory as in MCRP 6-12A but it does simplify the ordering process.

Another method of figuring out how many supplies to take is to use Planning Factors, equations that are based on statistics of average use.

### Planning Factors for Consumable Religious Supplies

The following equations can be utilized in planning religious consumable supply requirements for deployments and various MAGTF commitments. It can also be used to determine replenishment needs of certain items as noted:

#### **Initial Supply Equation**

Use the following equation when figuring the initial supply needs for the RMT.

$$\text{number assigned} \times \text{FGF} \times \text{days} \times \text{usage factor} = \text{supply requirement}$$

#### **1. Number Assigned**

The number of individuals assigned to the specific MAGTF unit.

## 2. Faith Group Factor

These faith group factors (FGFs) are based on the faith group demographic make-up of the Marine Corps as of April 1991. Although they change slightly from year to year, they are fairly constant. Specific unit figures can be substituted, if known.

Faith	Percent
Protestant	.5116
Roman Catholic	.3000
Latter Day Saints	.00112
Jewish	.0023
Muslim	.0013
Buddhist	.0010
Eastern Orthodox	.0007
Hindu	.0001

## 3. Days

The number of days for which services will be performed (i. e. Sundays, holy days). Planning for combat operations will generally involve increased sustainment for religious services.

## 4. Usage Factor

The following usage factors were developed to provide a planning tool in determining the consumption rate of specific items (see blocks A and B).

### Block A

Item	Unit Per Day	Maneuver Bn Usage Factor
Wine	ounce	0.118
Grape juice	ounce	0.156
Small host	each	0.139
Large host	each	0.208
Anointing oils	ounce	0.004

NOTE: When planning for the items in block B, utilize the equation for initial supplies; however, for replenishment planning, add the replenishment factor as noted below.

**number assigned x FGF x days x usage factor x replenishment factor=supply requirement**

## 5. Replenishment Factor

.20 (20% of monthly requirements.)

### Block B

Item	Unit Per Day	Maneuver Bn Usage Factor
Protestant Scripture	each	0.147
Catholic Scripture	each	0.125
Rosaries	each	0.417
Cruciform's/crosses	each	0.24
Bulletins	each	1.13
Latter Day Saints Scripture	each	5.5
Jewish Scripture books	each	2.72
Islamic Scripture	each	4.8

The Planning Factors card also lists an equation for replenishment factors. Judging from after-action reports, re-supply for religious items takes so long that it's a moot point. RMTs should plan supplies for the length of their deployment taking into account scheduled holy days. A good resource for planning holy days is the interfaith calendar found at: <http://www.interfaithcalendar.org>.

## COMMUNICATIONS

In the midst of ministering in the combat zone, it is very important that the RMT stay in communication with your unit chain of command but also with the RMTs of other units in the area and those in a supervisory capacity.

## OPSEC

Chaplains and RPs need to be vigilant in maintaining operational security in their communications in order to avoid disclosing information that could aid the enemy. If you are not positive that you are utilizing a secure means of communication, do not discuss operationally sensitive information like:

- Personnel movement
- Unit size
- Future operations
- Unit locations

The RMT will need communication means in order to:

- Submit reports
- Support family readiness programs
- Coordinate ministry support from other chaplains to meet the religious needs of the Marines and Sailors.

The RMT will have five basic means of communicating while in the combat environment.

- Face-to-face. – This may be secure communication.
- Landlines. – This is generally not secure communication.
- Radio. – This may be secure communication.
- NIPRNET –This is recommended for supporting family readiness programs via

email. NIPRNET is regular internet and is not a secure means of communication. Exercise OPSEC.

- SIPRNET – This is a secure means of communication and the recommended method for submitting ministry reports and coordinating ministry support from other chaplains.

## MINISTRY REPORTS IN COMBAT

Ministry reports regarding ministry in combat should be submitted to the supervisory RMT via (or CC) the Commanding Officer. They should be simple. The following is a suggested format.

From: (Element or Unit) RMT  
To: Supervisory RMT  
Via (or CC): (Element of Unit) Commanding Officer

Subject: MINISTRY REPORT

1. LOCATION
2. MINISTRY PLAN
  - a. Ministry objectives
  - b. Designated coordination points
  - c. Movement plans (how and where)
  - d. Coordination instructions
3. PROBLEMS (if any)
4. SIGNIFICANT DEVELOPMENTS (if any)

## RMT LOGS

In your RMT logs be sure to keep track of

- Personnel counseled, noting generally the category of counseling.
- Sacraments and rites conducted.
- Worship services conducted, number of services and number of attendees.
- Ministry to the wounded and dying.

