Religious Ministry in the United States Marine Corps

U.S. Marine Corps

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UNITED STATES MARINE CORPS

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FOREWORD

Marine Corps Tactical Publication (MCTP) 3-30D, *Religious Ministry in the United States Marine Corps*, provides a broad overview of religious ministry in the Marine Corps. It applies to any religious ministry team serving with Marines, including operational units at sea or on land, and those providing ministry on installations. The expectations outlined in this publication give commanders what they can anticipate from the chaplains, religious program specialists, and others who support the command religious program. It provides the necessary tools that can enhance the spiritual fitness and resilience of Marines, Sailors, families, and other authorized users. This publication is supported by Navy Warfare Publication 1-05, *Religious Ministry in the U.S. Navy* and other related publications.

This publication supersedes MCTP 3-30D, *Religious Ministry in the United States Marine Corps*, dated 4 April 2018; and cancels Marine Corps Reference Publication (MCRP) 3-30D.3, *Religious Ministry Team Handbook*, and MCRP 3-30D.4, *The Commander's Handbook for Religious Ministry Support*.
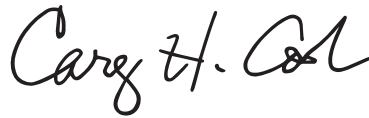
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PREFACE

Chaplains and religious program specialists provide comprehensive command religious programs of the highest quality to Marines, Sailors and their families. From combat against the Barbary Pirates in the early 1800s to our most recent conflicts in Iraq and Afghanistan, Navy chaplains and religious program specialists have strengthened the souls of Marines. This publication describes the expectations of Professional Naval Chaplaincy and how the Navy Chaplain Corps provides religious ministry within the Marine Corps. It also provides commanders an overview on how religious ministry teams enhance the spiritual fitness of Marines and Sailors, enabling them to maintain the toughness and resiliency necessary to overcome in life, and accomplish the mission in peace and war.

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CHAPTER 1.
FUNDAMENTALS

In the Department of the Navy, the Deputy Chief of Chaplains serves as the Chaplain of the Marine Corps (CoMC) and provides oversight of spiritual fitness in the Marine Corps. The CoMC advises the Commandant of the Marine Corps and associated staffs on religious matters within the Marine Corps and on the spiritual, moral, and ethical implications of Marine Corps policies and actions, including matters related to support, personnel, plans, programs, policy, and facilities within the Marine Corps. The CoMC develops plans and policies, assesses requirements, establishes standards, and provides resource and budget recommendations to support religious ministry through the Marine Corps' command religious programs.

The Marine Corps maintains its commitment to meet the religious needs of Marines through the Navy Chaplain Corps (CHC), the religious program specialist (RP) rating, the commander's obligation to establish command religious programs (CRPs), and numerous policies and orders that serve to protect religious freedom. Chaplains offer care to Marines and their families while meeting and facilitating religious needs. Marines can relate to their chaplain, who is both a religious ministry professional and a staff officer who shares the experience of uniformed service. Religious ministry teams (RMTs), which consist of at least one chaplain and one RP, offer the ultimate "safety valve" for Service members who need confidential assistance. In the face of the strain that operational tempo places on families, RMTs provide support that enhances family life and strengthens family values, reinforcing a proper work-life balance.

The chaplain-led RMTs bring knowledge of the full range of support available in and beyond the Marine Corps to each interaction with a Marine or family member. The chaplain is in a position of trust, open to hearing the Marine's issue, and predisposed by training and temperament to provide a caring response. The chaplain respects and ensures dignity and professionalism in the relationship, understands the nature of the military service environment, while preserving good order and discipline, and helping individuals find the path that is right for them. The chaplain seeks opportunities to reinforce core values, strengthen ethical decision-making abilities, enhance moral understanding, and renew wholeness in each interaction.

Religious ministry teams inspire Marines to represent the Marine Corps proudly through volunteerism and community service, presenting a positive image of US forces as well as their humanity. Religious ministry teams offer measured and professional advice in a world in which religion has a significant role, not just privately and individually, but also publicly, corporately, and politically.

Amendment I of the US Constitution carefully balances the protection of the free exercise of religion and protection from governmental establishment of religion. Chaplains embody that balance as representatives of religious organizations (ROs) and as naval staff officers.

United States Navy Regulations, 1990, chapter 8, sec. 1, article 0820, *Welfare of Personnel*, clearly identifies support of religious freedom as a key requirement for the commander. Religious freedom tops the list of factors contributing to unit welfare, followed by health and physical fitness.

Because of military demands, aspects of the morale and welfare of the unit, to include religious freedom, must at times be sacrificed in order to accomplish the mission; however, commanders will very carefully weigh such decisions. In fact, weighing those decisions is an important aspect of command leadership. An essential military mission of chaplains is to advise commanders and chains of command on the interaction of military necessity and religious accommodation, morale, and other factors contributing to the general welfare of the unit. The chaplain—ecclesiastically endorsed, commissioned as a naval officer, and expert in PNC—is uniquely qualified and credentialed to advise the commander and all leaders up and down the unit chain of command.

MISSION

The mission of religious ministry (RM) in the Marine Corps is to support the free exercise of religion and attend to the sacred, spiritual, and moral aspects of life, in order to strengthen faith, develop character, heighten spiritual fitness, enhance resilience, and promote core values and virtues so that Marines, Sailors, and their families may best serve their country. This mission is executed through CRPs and implemented in accordance with the following guiding principles:

- Champion the free exercise of religion in accordance with the US Constitution, public law, and Department of Defense (DOD), Department of the Navy (DON), and Marine Corps policies.
- Advise, guide, coach, and counsel Marines, Sailors, and family members in order to help them find the strength and wisdom needed when faced with the challenges of life and service.
- Demonstrate, model, and teach spiritual and moral integrity, affirming that every person is worthy to be treated with human dignity.
- Be professional and accountable.

LAWS, POLICIES, AND REGULATIONS

The constitutional protection of free exercise of religion for Marines and Sailors is executed in part through the following laws, policies, and regulations:

- United States Code, Title 10, Armed Forces, subtitle C, part II, chap. 555, sec. 8221, *Chaplains: divine services*, requires commanders to perform divine services and protects the chaplain's ability to conduct those services according to the manner and forms of the chaplain's RO and requires commands to which chaplains are attached to perform divine services when circumstances allow.

- *United States Navy Regulations*, 1990, article 0820, requires the commander to "use all proper means to foster high morale, and to develop and strengthen the moral and spiritual well-being of the personnel under his or her command, and ensure that chaplains are provided the necessary logistic support for carrying out the command's religious programs to provide maximum opportunity for the free exercise of religion by members of the naval service."

- Secretary of the Navy Instruction (SECNAVINST) 1730.7E, *Religious Ministry Within the Department of the Navy*, states that as advocates of spiritual, moral, and ethical maturity and resiliency, Navy chaplains are essential to the DON's effort to assist Service members, their families, and other authorized personnel in coping with military life. This instruction establishes policy and procedures for Professional Naval Chaplaincy (PNC) through which religious ministry (RM) is delivered by the Chaplain Corps (CHC). Professional Naval Chaplaincy focuses on the capabilities and capacities of the CHC while RM focuses on matching the competencies of chaplains to the specific needs of authorized users. Professional Naval Chaplaincy separates its two governing authorities, those of the DON and of the Religious Organizations (ROs). This ensures Chaplain Corps (CHC) officers are professionally qualified and endorsed to perform all offices, functions, sacraments, ordinances, and ceremonies required for their ROs and ensures their ability to function within the DON's pluralistic environment that supports the free exercise of religion by Service members, their family members, and other persons authorized to be served by the PNC.

- SECNAVINST 1730.8B CH-1, *Accommodation of Religious Practices,* provides guidance for the accommodation of religious practices within the DON. Service members will be exposed to a wide variety of religious expressions from chaplains and other Service members during a career in the DON. Department of the Navy policy fosters mutual respect for diverse religious expressions, which includes accommodating as many of them as possible at the command level. Chaplains are the Navy's only trained professional religious accommodators and RPs assist them to provide for and facilitate the religious needs of authorized personnel.

- SECNAVINST 1730.11, *Confidential Communications to Chaplains*, provides policy on confidential communications to Navy chaplains. An essential element of pastoral care is the protection of confidential communications. The unconstrained ability to discuss personal matters in complete privacy encourages full and complete disclosure by personnel and family members seeking chaplain assistance. Such disclosure establishes a sacred trust, facilitates increased morale and mission readiness, and benefits the individual and the institution. The DON benefits from having personnel and family members who trust chaplains, profiting from the pastoral care given to its people.

- SECNAVINST 1730.10A, *Chaplain Advisement and Liaison*, provides policy on the role of chaplains as advisors to commands and their derivative tasks as command liaisons.

- Marine Corps order (MCO) 1730.6F (w/administrative change), *Religious Ministry in the Marine Corps*, executes SECNAVINST 1730.7E in the Marine Corps. Department of the Navy and Marine Corps policy directs the Marine Corps to support the delivery of RM.

- COCINST 5351.1, *Professional Naval Chaplaincy*, is a profession that is shaped by a specific mission and shared values. Professional Naval Chaplaincy describes the way in which the community manages itself within the DON, how it establishes the norms to operate, how it develops its leaders, how it mentors its members, and how it best meets the religious needs of all authorized users. The CHC exists to organize, train, and equip chaplains and those who work with them, and PNC is the means by which the Navy supports the free exercise of religion, while

at the same time ensuring that RM is offered in a way that respects good order and discipline. It is the means by which the CHC meets validated requirements through the delivery of its core capabilities, enhancing the spiritual readiness of warfighters and their families.

Commanders, not the chaplains or RMT personnel, are ultimately responsible for maintaining a CRP that supports the Free Exercise of Religion, even when chaplains are not assigned. Commanders are responsible for soliciting chaplain's advisement for all matters related to their CRP. Commanders may seek advice from chaplains assigned to higher headquarter(s), especially when they do not have a chaplain assigned.

RELIGIOUS MINISTRY TEAM

The RMT is the commander's resource for the delivery of RM. Chaplains, RPs, and other designated command members (e.g., Marine chaplain assistants, civilian contract staff, appointed lay leaders, volunteers), as required, form the RMT. However, the RMT is principally the chaplain and RP, whose primary duty is the delivery of the tasks associated with the four core RM capabilities described in Chapter 2.

Chaplains and RPs assigned to the Marine Corps comply with the requirements and standards for Navy personnel serving with the Marine Corps. The command's mission and table of organization and equipment (TO&E) will determine the composition of each command's RMT. When a unit does not have an organically assigned RMT, higher headquarters will assign an RMT to provide religious support. In commands where the TO&E has more than one chaplain and RP, the command chaplain advises the commander concerning the placement and assignment of all chaplains and RPs within the command. Assignments are made in accordance with mission requirements, the command's TO&E, and current staffing availability.

Chaplains

Navy chaplains are qualified RM professionals endorsed by a DOD-listed RO to serve as chaplains in the DON. Chaplains do not come to military service fully prepared to provide, facilitate, care, and advise according to Navy standards. They come as trained and educated RM representatives of their RO. Through formal training at the Naval Chaplaincy School and Center, they garner skills necessary for ministry in the military. This training introduces chaplains to the pluralistic setting in which they will deliver RM. It also instructs chaplains on the PNC standards and competencies impacting the delivery of RM.

Chaplains are noncombatants. The *Geneva Conventions of 1949* grants a special protective status to chaplains. Pursuant to the *Geneva Conventions*, chaplains are exempt from being held as prisoners of war (POWs), but can be retained to carry out their religious duties for POWs after falling into enemy hands. Unless their retention by the enemy is required to provide for the religious needs of POWs, chaplains must be repatriated at the earliest opportunity. To be entitled to this immunity, chaplains at all times avoid any activity that compromises their noncombatant status, per US Navy Regulations, 1990, article 1063, *Detail of Persons Performing Medical or Religious Services*.

In accordance with SECNAVINST 1730.7D and MCO 1730.6F, chaplains are forbidden to carry weapons. An individual chaplain who violates this policy endangers the noncombatant status of all other chaplains and is subject to disciplinary action.

Navy chaplains are assigned as special staff officers to assist commanders by developing and implementing a CRP. Chaplains are the principal advisors to commanders for all matters regarding the CRP within the command, to include religious and spiritual needs, morale, morals, ethics, and well-being. Without violating their noncombatant status, and within the boundaries that SECNAVINST 1730.10A establishes, chaplains may serve as advisors to commanders for the impact of religion on military operations. Organizationally, chaplains are placed under the chief of staff or executive officer, while retaining direct access to the commander in accordance with SECNAVINST 1730.7E and MCO 1730.6F.

As staff officers, chaplains function according to the rules and regulations of the sea services. Chaplains are subject to the Uniform Code of Military Justice and are expected to observe good order and discipline. A chaplain's belief system and concept of calling do not diminish their responsibility to fulfill the requirements of their commission.

Following orders and regulations, adhering to standing operating procedures (SOPs), fulfilling staff responsibilities to superiors and subordinates, and following the chain of command are required duties for chaplains. These duties are prerequisites for uniformed service and essential to successful institutional ministry. Furthermore, the institution requires that chaplains show respect to the people they serve by becoming familiar with the processes, systems, and dynamics of their environment.

Religious Program Specialists

Religious program specialists are uniquely trained and qualified Sailors assigned, along with chaplains, to support the delivery of RM. As enlisted and nonordained members of the RMT, the RPs' responsibilities focus on RM support including facilitation, support of provision, care, advisement, RMT force protection and individual security, logistics, program management, and administration.

Religious program specialists assist in managing and executing the CRP and are the primary assistants in the management of other RMT personnel, such as lay leaders, volunteers, contract religious ministry professionals, and CRP employees. Chaplains leverage the particular gifts and talents that individual RPs bring, thereby multiplying the strength of the team.

Organizationally, RPs report to the chaplain and receive enlisted leadership and direction from Navy senior enlisted staff members and Marine Corps enlisted staff members (e.g., sergeant major, first sergeant, company gunnery sergeant). This cooperative supervision is particularly critical for junior RPs to ensure balanced development as Fleet Marine Force (FMF) Sailors.

Religious program specialists are combatants and provide force protection for the RMT and individual security for chaplains in operational environments. Combatant personnel assigned to Marine Corps units can carry arms according to MCO 3574.2M, *Marine Corps Combat Marksmanship Programs (MCCMP)*. They are required to train, qualify, and be proficient with their TO&E weapon.

Religious program specialists assist chaplains in delivering RM to personnel ashore and afloat, which includes—

- Setting up for worship services.
- Conducting a unit religious needs assessment (RNA).
- Assisting in identifying, certifying, and managing lay leaders.
- Managing CRP volunteers.
- Scheduling use of facilities, training events, meetings, and counseling sessions.
- Managing the chaplain's office daily operations.
- Administering the religious offering fund.
- Coordinating community relations (COMREL) projects.
- Providing referral services to Service members and their families.

In addition to the typical duties and responsibilities of a unit RP, personnel assigned to a headquarters staff also assist the chaplain in—

- Assessing the religious needs of the forces assigned to the operating area.
- Assessing the RMT resources to determine needs.
- Ensuring resources are used efficiently to meet the religious needs of forces assigned.
- Coordinating cooperative RM in the area.
- Helping research, prepare, and integrate information relating to internal and external religious matters that might affect operations.

Chaplains and RPs need a basic understanding of Marine Corps organization if they are to carry out their duties effectively. Guidance on how the Marine Corps is organized can be found in Marine Corps Reference Publication (MCRP) 1-10.1, *Organization of the United States Marine Corps*.

Marine Chaplain Assistants

When RPs are not available for assignment to units with assigned chaplains, the commander will have an incomplete RMT. In this case, the commander assigns a Marine to serve as the chaplain assistant, who will work directly for the chaplain. Chaplain assistants are expected to perform the same duties as RPs, including adhering to confidentiality policy. Because of the trust involved in confidentiality, only Marines of the highest moral and ethical standard are selected as chaplain assistants. The commander and chaplain provide any required training. Additionally, a commander may want to assign a Marine chaplain assistant for other needs, including but not limited to, driving and tactical force protection for the RMT while traveling in high-threat environments.

Religious Lay Leaders
The authority for lay leaders is granted in Naval Personnel (NAVPERS) Publication 15560D, *Naval Military Personnel Manual*, article 1730-010, *Use of Lay Leaders in Religious Services,* and the *Marine Corps Manual* (w/changes 1-3).

> *Note:* NAVPERS Publication 15560D is referred to as military personnel manual (MILPERSMAN) followed by the article number.

The effective implementation of lay leaders is described in Navy Tactics, Techniques, and Procedures (NTTP) 1-05.1M, *Religious Lay Leader*. Marine Corps order 1730.6F states that commanders shall provide CRPs in support of religious requirements and preferences of authorized personnel. Commanders may appoint lay leaders who meet the established qualification per the MILPERSMAN and *Marine Corps Manual* in order to accommodate the diversity of religious preferences in the command. The appointment of a lay leader is in response to an identified requirement and only authorized personnel representing their own RO may be appointed. See NTTP 1-05.1M for further guidance on the responsibilities, appointment, and training of lay leaders.

Reserve Component Religious Ministry Team
Reserve Component chaplains and RPs are valuable and proven RM assets for the Marine Corps. Smooth and successful active and reserve integration requires an understanding of—

- The types of Navy reserve units.
- Personnel qualifications and responsibilities for each associated command.
- Categories of reserve training and forms of operational support available to assist the Active Component.
- Mobilization processes.
- Proper professional care of reserve personnel.

See Appendix A for additional details regarding the Reserve Component.

Contract Religious Ministry Professionals
Contract religious ministry professionals represent a specific RO and meet specific religious requirements when available chaplains or command-appointed lay leaders cannot meet such requirements. Contract religious ministry professionals are authorized by an RO. They are contracted on a non-personal services basis using competitive procedures with contracts not to exceed one year. Duties are religious and programmatic in nature, such as conducting religious services or providing religious education as the command requires.

CHAPTER 2.
CORE CAPABILITIES

Religious ministry in the Marine Corps comprises the professional duties Navy chaplains and designated personnel perform, to include facilitating and providing for religious needs, caring for all, and advising the command. In order to meet the requirements related to religion, DON policy has identified four core RM capabilities: provide, facilitate, care, and advise.

PROVIDE

Based on their professional credentials—ecclesiastically endorsed and commissioned—chaplains meet faith-group-specific needs including worship services, sacraments, rites, ordinances, religious and pastoral counsel, scripture study, and religious education. Chaplains provide the following:

- *Divine services*. Chaplains participate in cooperative ministry with other RMTs to provide for the religious needs of all authorized personnel in a defined geographical or operational area. Religious ministry teams plan, schedule, prepare, conduct, and monitor divine services in accordance with the manner and forms of the chaplain's RO. Divine services may include the following:
  - Daily, weekly, and special services.
  - Seasonal and appointed services.
  - Funerals and memorial services.
  - Sacramental acts, ordinances, and rites.
  - Dedications and life-event services.
  - Weddings, commitment rituals, and other religious acts.
- *Religious counseling and direction*. Chaplains provide faith-based counseling, mentoring, sacramental ministration, and direction based on theological truths designed to enhance, grow, and strengthen faith and guide behavior.
- *Scripture and religious study*. Chaplains conduct group and individual faith-based instruction derived from the documents and practices of their ROs, which are designed to strengthen and grow people in their faith.

- *Faith-based life skills training*. Chaplains develop and deliver training from a religious perspective concerning marriage, child rearing, relationships, ethics, personal and spiritual well-being, crisis and suicide prevention, domestic violence, values, character development, and other moral issues.

- *Sacraments, ordinances, and rites preparation*. Religious ministry teams plan, coordinate, deliver, support, record, and report faith-specific preparation as ROs require.

- *Faith-based relationship and marriage enhancement preparation*. Religious ministry teams plan and conduct relationship enhancement and marriage preparation according to faith-specific programs.

- *Command functions with religious elements*. When called upon, chaplains deliver context-appropriate, faith-specific support for command functions with religious elements (e.g., prayers, hymns, sermons).

- *Outreach (religion-based)*. Religious ministry teams develop, plan, and coordinate programs to encourage religious participation. They provide and promote personal growth programs, to include retreats. They identify and coordinate opportunities within the civilian community for the expression of religious charity by members of the military. Religious ministry teams prepare and publish outreach-oriented religious communications for the benefit of military members. They plan and provide support to chapel fellowship programs.

FACILITATE

Chaplains and RPs manage and execute CRPs that meet diverse religious requirements. Meeting individual and collective religious requirements includes, but is not limited to, scheduling, coordinating, budgeting, and contracting. Religious ministry teams assess, identify, and research command religious requirements. In facilitating religious needs for all, chaplains accomplish the following tasks:

- *Identify authorized personnel*. Religious ministry teams will identify authorized personnel whom the CRP will serve.

- *Identify religious requirements*. The process of identifying religious requirements begins with RNAs but may include other sources. Data includes personal faith group preferences of command personnel, observance practices, accommodation concerns, and support needs. Command validation and approval is part of the process, as are identifying resources within and beyond the command and coordinating services within and across command lines to meet religious needs.

- *Identify religious practices and holy day observances to be accommodated*. Account for scheduling and procurement of gear, consumable supplies aside from chaplain, clergy, and minister support, and related support. Religious ministry teams should be aware of some OCONUS holiday items that need to be ordered at least 5 months in advance. Additional requirements include preparing for and briefing the command on doctrine and policy with regard to religious accommodation in general and specific accommodation issues identified for command personnel. The chaplain also promotes an environment of understanding and respect for the various individual and group religious expressions.

- *Organize support for religious services*. Execute a religious ministry plan (RMP) for use of lay leader, other chaplain, civilian, or contractor support; facilities availability and upkeep; and supplies, publicity, and related functions. Facilitate, schedule, and monitor religious services that the chaplain cannot provide personally due to faith group regulation, including daily, weekly, special, seasonal, and appointed occasions, as well as funerals, memorial services, burials, sacramental acts, ordinances, rites, dedications, ceremonies, weddings, rituals, and other religious acts.

- *Support area-wide facilitation*. Participate in organizing cooperative ministry with other RMTs to coordinate meeting the religious needs of authorized personnel in a defined geographical or operational area.

- *Identify and publicize worship opportunities*. Identify, assess, and offer liaison with civilian religious and community organizations in order to identify a broad range of religious opportunities that will enhance life within the military community.

- *Implement the lay leader program*. Religious ministry teams recruit, train, certify, and supervise lay leaders in accordance with MILPERSMAN 1730-010 and NTTP 1-05.1M. They plan and execute lay leader support for deployments, field exercises, and other operational contingencies in response to religious needs identified within the command. They maintain a record of current and potential lay leaders by faith group.

- *Identify and train volunteers in support of the CRP*. Volunteers may include choirs, musicians, altar servers, teachers, ministry group leaders, children's activities support, and readers.

- *Consult with the command when command functions include religious elements*. Some examples of command functions with religious elements include changes of command, retirements, promotions, history/heritage events, and some memorial observances. When command functions are not divine services, chaplains consult with the command with regard to purpose, audience, and expectations in order to deliver appropriate support (e.g., invocation, benediction, remarks). In consultation with the commander, chaplains may determine that other resources should be used or that another chaplain should be found to deliver the religious elements at a particular command function in order not to violate precepts of the religion the chaplain represents.

- *Systematically monitor and report volunteer, lay leader, contractor, and outside chaplain activities in support of the CRP*. Comply with all required reporting protocols and ensure subordinate commands' CRPs are reporting compliance data in the appropriate collection systems.

- *Measure performance*. Comply with all authorized reporting requirements, to include CHC analytics and database inputs.

- *Facilitate RM to refugees and the displaced*. Chaplains will facilitate RM to refugees and displaced persons during humanitarian and civic assistance or civil affairs missions as directed, in compliance with USC, Title 10, *Armed Forces*, and in compliance with Service and joint policy and doctrine.

- *Facilitate RM to POWs and other authorized detained personnel*. Religious ministry to POWs is usually limited to facilitation. If, with the approval of the commander, chaplains are ordered to provide services, POWs receiving those services are afforded the same chaplain confidentiality as authorized under DON policy (i.e., SECNAVINST 1730.9A). Commanders should be advised of that extension of protection prior to determining that provision will occur. Ministry for POWs and detainees is primarily the responsibility of retained persons. In the event that there are no retained persons, lay leadership or civilian clergy are other options for such ministries, though such courses of action would involve significant security considerations. See Chief of Naval Operations Instruction (OPNAVINST) 3461.6, *Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees*, for more detailed information.

CARE

Chaplains deliver institutional care, counseling, and coaching that attends to personal and relational needs outside a faith-group-specific context. Religious program specialists are trained and positioned to support the delivery of care to individuals and programs. Some of the ways chaplains provide care include the following:

- *Counseling*. Chaplains deliver relational counseling, which is based on trust gained by a shared experience of military service, characterized by confidentiality and mutual respect, and designed to develop and strengthen core values and personal responsibility in people, whether or not they profess a particular faith background.

- *Crisis prevention*. Chaplains support command prevention efforts in areas such as suicide, domestic violence, combat operational stress control (COSC), substance abuse, sexual assault, and health-of-force matters. Support methods may include lectures, classes, talks, training, or other forms of communication. See Chapter 5 for further discussion on COSC.

- *Crisis response*. Chaplains provide crisis response, which is intervention in any disruptive event in the lives of command personnel, singularly or collectively (to include personal, family, or other crises), for the purpose of offering support, advice, comfort, and referrals as needed. This includes pre-existing plans that respond to mass casualties, natural disasters, and command emergencies. Also, it includes participation in unit, force, or regional chaplain and RP duty watch bills.

- *Ministry to the wounded and dying*. Chaplains minister to wounded and dying Marines, Sailors, and their family members, a responsibility that requires great care and wisdom. In such times, people tend to seek comfort from religion at a greater level of intensity. This requires RMTs to have an especially heightened sensitivity to the unique circumstances and possible vulnerabilities of those who find themselves under medical care.

- *Casualty assistance calls officer (CACO) support*. Extensive materials exist to help prepare CACOs for their duties; however, many are not prepared for the emotional aspects of a

notification. The chaplain is prepared to offer support not only to the next of kin, but also to the CACO. Thus, a general knowledge of the casualty notification process, the terminology, the benefits, as well as spiritual and emotional preparedness to minister to the bereaved is essential. The CACO, not the chaplain, is responsible to notify the next of kin. Complete information on the process can be found in MCO 3040.4, *Marine Corps Casualty Assistance Program (Short Title: MARCORCASASTPRO)*.

- *"Deck plate" ministry or ministry in the workplace*. The RMT participates in the daily life of the command, to include visitation to and presence in workspaces, training evolutions, field exercises, and other such command activities. This ministry includes visitations to remote sites where command personnel may be located.

- *Family support*. Counseling, training, advice, comfort, and support programs are delivered programmatically to spouses, children, and family members individually, as families, or in larger groups. This includes support for command organizations focused on spouse/child/family support.

- *Life skills training*. Chaplains develop and provide training and programs designed to address the stressors of military service by strengthening core values; developing character, morals, personal responsibility, community solidarity, and resiliency; addressing cross-cultural issues; and developing stress management, coping skills, and grief processing skills of individuals and groups.

- *Deployment support*. Chaplains provide deployment support (e.g., pre-deployment, deployment, post-deployment) to meet the needs associated with separation. This would include advice, comfort, and referrals provided to individuals and to groups.

- *Core values education and training*. Chaplains assist the command in the development and delivery of training and/or classes specifically designed to familiarize and strengthen commitment to Marine Corps core values.

- *Marriage preparation and relationship enhancement*. Chaplains deliver marriage preparation and relationship enhancement counseling and programs (e.g., Prevention Relationship Enhancement Program).

- *Chaplains Religious Enrichment Development Operation (CREDO) programs*. Chaplains provide support for the full range of CREDO programs to include planning, facilitation, publicity, and any other support as required. The Navy Chief of Chaplains sponsors CREDO. The program supports the commander's mission by equipping Marines, Sailors, and their families with practical tools to enhance readiness and build resilience on the home front and during deployments. Chaplain-led retreats and workshops are available at all three Marine expeditionary forces (MEFs) and Marine Forces Reserve (MARFORRES) and are funded via Marine Corps Community Services. Chaplains Religious Enrichment Development Operation is not faith-group specific. United States Code, Title 10, *Armed Forces*, subtitle A, part II, chap. 88, sec. 1789, *Chaplain-led programs: authorized support*, states that authorized users of this program are Active and Reserve Component members and their immediate family members.

- *Measuring performance for the care capability*. Within the bounds of confidentiality, RMTs track usage of care services. They comply with all recording and reporting protocols, inspection regimes, data collection, management, and reporting requirements, customer and command satisfaction surveys, and any other approved data calls.

- *Spiritual Fitness.* Chaplains serve as subject-matter experts and are uniquely equipped to optimize spiritual fitness. They contribute to the personal and professional character development of Marines and Sailors. They provide confidential counsel to the maximum extent permitted by law, care for all individuals regardless of belief or background, and provide advisement on moral and ethical decisions that align to the core values of honor, courage, and commitment.

ADVISE

Chaplains advise commanders and other leaders about the CRP and on issues relating to morals, ethics, spiritual well-being, morale, and command climate. Within the boundaries of their noncombatant status, chaplains advise on the affect internal and external religion may have on military operations. Also, chaplains advise leaders at all levels of the chain of command in moral and ethical decision making, cultural awareness, conflict resolution, and cross-cultural communications. Religious program specialists are integral to the effort and support chaplains in their work. Chaplains advise the command on issues to include, but not limited to, the following:

- *Command religious program's impact on readiness*. Chaplains assess the command and advise the commander and other leaders in the chain of command on issues related to free exercise and religious accommodation. These include personal and family spiritual readiness, and cooperative ministry across units.
- *Spiritual Fitness (within the command)*. Chaplains serve as subject matter experts on the domain of spiritual fitness and advise commanders on the overall spiritual health and readiness of the command.
- *Conflict resolution (within the command)*. Chaplains offer advice to leaders that enhances cooperation, defuses personality conflicts, and contributes to leadership effectiveness.
- *Moral advice*. Chaplains advise Marines on issues of right and wrong while fostering a climate of fairness, mutual respect, accountability, and trust.
- *Ethical advice*. Chaplains advise the commander and chain of command on the ethical implications of command policies, decisions, trends, and situations. They also provide advice to leaders on the ethical implication of leadership styles and strategies up and down the chain of command on ethical decision-making. Chaplains are not legal, ethics counselors as defined by the Joint Ethics Regulation and 5 C. F. R. Part 3601.
- *Morale*. When and where appropriate, chaplains offer observations and suggest improvements regarding issues related to command climate, quality of life, human factors, unit cohesion, retention, and personnel and family issues.
- *Religious and cultural affects on operations*. Within the bounds of noncombatant status, chaplains advise on religious and cultural issues (external to the command) as they relate to unit operations.
- *Community relations projects (as part of theater security cooperation plan [TSCP])*. Chaplains advise the commander, as directed, as they assist the combatant commander in the development of COMREL projects, which are components of the TSCP. Religious ministry teams will

coordinate with civil affairs or higher echelon RMTs for guidance on COMREL projects before execution.

- *Religious key-leader engagement*. As part of the TSCP, chaplains assist the command, as directed, in engagement with local religious leaders to enhance communication and understanding (without violating noncombatant status by serving in an intelligence collection role). Anyone can conduct a key-leader engagement, but only a chaplain can conduct a religious key-leader engagement.

- *Interagency cooperation*. As directed, chaplains assist the command in liaison with outside agencies (governmental and nongovernmental organizations), host nation, and civilian-military operations support.

- *Capability compliance and performance*. Chaplains comply with all recording and reporting protocols; inspection regimes; data collection, management, and reporting requirements; customer and command satisfaction surveys; and any other approved data calls.

CHAPTER 3.
COMMAND RELIGIOUS PROGRAM ADMINISTRATION

Religious ministry teams manage the CRP on behalf of the commander. This responsibility requires the RMT to garner a working knowledge of institutional processes and engage in deliberate planning. As the RMT becomes more proficient in these matters, its ability to deliver RM to the Marine Corps will effectively increase.

STAFF OFFICERS

Chaplains also seek to develop their own staff officer skills in order to serve more effectively and efficiently in the institution. Chaplains carry some responsibilities that are identical to those of other officers, including the following:

- *Provide leadership through training and education*. For chaplains, this is accomplished by presenting applicable professional military education and classes on topics such as—
  - Ethics.
  - Character development.
  - Relational and life skills.
  - Personal and spiritual well-being.
  - Crisis and suicide awareness.
  - Domestic violence.
  - Grief and loss.
  - Values.
  - Cultural issues.
  - Warrior transition programs.

  Also, chaplains may contribute to the moral and ethical leadership aspects of the Marine Corps Physical Fitness Program.

- *Supervise and manage the professional development of subordinates*. Senior chaplains within the command structure provide direct supervision of RMTs executing CRPs (e.g., a division chaplain, on the staff of the division commander, supervising all subordinate command levels). Marine Corps commanders support a training program for chaplains, RPs, and Marine Corps chaplain assistants assigned to their commands (see NAVMC 3500.85C, *Religious Ministry Training and Readiness Manual*). Proper management of this program is under the cognizance

of the senior supervisory chaplain to whose commander subordinate commands report. Additionally, supervisory chaplains support the commanding general's inspection program to ensure an appropriate regimen of inspections, to include assisting in inspections of the CRP at subordinate commands, ensuring deficiencies are properly documented and CRP personnel are held accountable for performance and training in proper procedures.

PROGRAM ADMINISTRATION

Religious ministry teams manage CRPs through accomplishing the administrative tasks described in the following subparagraphs.

Aboard and Turnover Reports

The outgoing chaplain prepares a turnover file for the incoming chaplain. During the turnover, the outgoing chaplain passes along helpful information to set up the incoming chaplain for success. If the incoming chaplain will be responsible for property, all such property should be physically sighted and property-custody cards signed indicating formal transfer of responsibility. A letter of relief should be executed as part of the turnover, or at a minimum, a formal hand-off of responsibility should be made before the commander or executive officer. Additionally, the incoming chaplain will call on and encourage force and installation chaplains. Close cooperation and coordination with these chaplains improve the quality of the CRP. The installation chaplain provides information on worship and special ministries that the base chapel offers. Since family members often contact base chaplains, a close working relationship with the RMTs ashore is recommended.

Programming

As part of the support for CRPs, commands develop programs and strategies to facilitate individual and group religious expression and promote an environment of understanding and respect for the various individual and group religions. Integral parts of the programming function include, but are not limited to—

- Allocating command fiscal resources and spaces.
- Directing appropriate employment of RMT personnel.
- Prioritizing requirements.
- Assessing risk to the command and individuals when the command can only partially meet the identified RM requirements.
- Preparing written plans for accommodating religious practices and special holy day observances, scheduling, procuring consumable supplies, identifying outside chaplain support, and related support activities.
- Reporting requirements generated by forces and fleets.

Facilities Maintenance and Equipment

Identifying, procuring, and maintaining facilities, equipment, and supplies needed to support the CRPs is an essential element of institutional ministry, as is managing property repair. Religious ministry gear is included in the equipment lists of each unit. In addition to that gear, every deploying unit carries an RM mount-out box that includes consumable materials necessary to meet identified religious needs. See Appendix B for a notional list of materials included in the mount-out box.

Religious and Divine Services Support and Organization

Religious ministry teams exercise oversight of lay leaders, other chaplains, civilians, and contractor support. They oversee facilities availability, maintenance, supplies, publicity and related functions, scheduling, and monitoring of religious services.

Personnel Manning

Religious ministry teams must have sufficient familiarity with force structure to identify and fill CRP staffing requirements. Knowledge of contracts is an important tool in CRP management ashore.

Watch Bills

Religious program specialists are available to stand watches like any other member of the unit. However, assignment of RPs to watches should take into consideration that the primary mission of the rating is to support the CRP and the work of the chaplain. Scheduling conflicts regarding duty and watch standing should be resolved in favor of the needs of the CRP. Any assignment that would hinder the CRP or the work of the chaplain would be considered inappropriate. Problems in this area should be discussed with the executive officer.

Chaplains stand RMT duty. As noncombatants, chaplains cannot stand duty such as officer of the deck, but can be part of a duty section in which they are required to be available to conduct RM.

Endorser Requirements

Each chaplain is responsible for preparing reports; attending and participating in classes, conferences, and meetings; religious actions; and other actions in support of endorser requirements. Maintenance of ecclesiastical endorsement is the chaplain's responsibility, overseen by the supervisory chaplain and supported by the commander through funding.

Community Training

Participation in RM training and education opportunities (e.g., professional development training courses, professional development training workshops, local area-wide training) is an important and funded aspect of ongoing RM process improvement efforts. Such opportunities are the venues in which community standards are clarified, case studies accomplished, and good work habits reinforced. They are also important opportunities for giving and receiving mentoring. Participation is expected and required for PNC.

Command Religious Program Performance and Effectiveness

To account for personnel and financial resources, RM must be conducted according to measurable, reportable standards. While some aspects of ministry may not be quantifiable in terms of outcome (e.g., how much a counseling session, act of conscience, or sacrament of confession has changed a Marine's life, or how many suicides the chaplain's efforts prevented), some aspects of ministry are

measurable. Every CRP includes systematic monitoring and reporting with regard to the chaplain, volunteers, lay leaders, contractors, and outside chaplain activities in support of all command RM efforts. Chaplains deliver performance statistics to command leadership, taking that opportunity to advise commanders on the CRP, as well as the morale and welfare of the crew.

Possible Collateral Duties
While not staffed, trained, or equipped to execute collateral duties, sometimes chaplains are ordered to fulfill responsibilities outside the CRP. The work hours and resources collateral duties consume are accounted for and are used to advise the commander as to the RM's affect on Marines, Sailors, and their families. Limitations on chaplains' collateral duties are detailed in MCO 1730.6F and related regulations.

Physical Fitness and Grooming Standards
Compliance with physical fitness and grooming standards is essential for RMTs serving with Marines. A rigorous physical fitness program ensures RMTs are fully capable of performing the demanding physical requirements associated with delivering ministry in an expeditionary environment. Religious ministry teams that practice a disciplined regimen of physical fitness are better physically qualified to do their jobs and gain the respect of Marines. For guidelines on physical fitness, see OPNAVINST 6110.1K, *Physical Readiness Program*.

Administrative Matters
Religious ministry teams conduct and advise the commander on administrative matters, including—

- *Fitness reports*. Preparing fitness reports and evaluations required for officers and enlisted members is a skill that individuals must learn and exercise in order to execute their duty properly. Supervisory chaplains assist and advise unit commanders in preparation and appropriate submission of these reports, per MCO 1730.6F. Further guidance on the preparation of reporting procedures is provided in Bureau of Naval Personnel Instruction (BUPERSINST) 1610.10F, *Navy Performance Evaluation System*.

- *Conscientious objector and humanitarian transfers*. Processing conscientious objector and humanitarian transfer applications is a staff officer task required by policy. Conscientious objector interviews directed by the commander are administrative functions and are not considered counseling relationships. They are not confidential communication and the chaplain must inform the interviewee of this fact. A chaplain who has a prior counseling relationship with a Service member requesting designation as a conscientious objector should not be appointed to evaluate that Service member for conscientious objector status, per MCO 1306.16F, *Conscientious Objectors*. The command should appoint another chaplain to conduct the interview. Humanitarian transfer procedures are found in MILPERSMAN 1300-500, *Reassignments for Humanitarian Reasons (HUMS)*, and MCO 1000.6, *Assignment, Classification, and Travel System Manual (ACTSMAN)*.

- *After action reports (AARs) and lessons learned*. Deployed RMTs and augmentee personnel file AARs and lessons learned immediately upon return from deployment. These reports and lessons are filed through or with the command lesson manager in the unit and submitted to the Marine Corps Center for Lessons Learned. Lessons learned and AARs serve to record specific RM experiences gained or issues noted during an exercise or operation. The AARs should reflect

value added to existing policy; doctrine; tactics, techniques, and procedures; organization; training; education; and systems or equipment.

- *Measures of performance*. Religious ministry teams will conduct measures of performance, to include collecting and analyzing data as required and reporting required information to higher headquarters.

- *Standing Operating Procedures*. Religious ministry teams will develop SOPs to define program requirements and tasks, watch standing procedures, plans for response to disasters, support of the Casualty Assistance Calls Program (referred to as CACP), and coordination of area ministry. For further information, see MILPERSMAN 1770-160, *Casualty Assistance Calls Program (CACP)*, and MCO 3040.4.

- *Logistic requirements of the RMT*. The CRP is an official and integral part of Marine Corps units, as established by United States Code, Title 10, *Armed Forces*; SECNAVINSTs; and MCOs. Each commander bears responsibility for logistical support for RM. The MCO 1730.6F directs every commander to have a CRP and SECNAVINST 1730.7E requires that it be funded commensurate with other personnel programs. Logistic support includes, but is not limited to, provision of adequate office space, furniture, equipment, support services, transportation, and supplies, to include consumable and nonconsumable ecclesiastical supplies. Due to the sensitive nature of pastoral counseling, office spaces for chaplains are made accessible to Marines, Sailors, and their families, while providing sufficient privacy. A separate but adjacent administrative space for the RP provides space for triage and an adequate waiting area. The chaplain's office door should have a window to safeguard the counselee and chaplain as required by United Facilities Criteria 4-730-02, revised 16 Jan 2004, paragraph 5c.

- *Basic requirements of the CRP*. Transportation, radio communication (field and deployed), direct phone lines (garrison), adequate office furniture, up-to-date information technology, and connectivity are basic requirements to support the CRP. Commands are accountable for all nonconsumable items. Unit commanders ensure that a responsible officer from the CRP is assigned in writing. The responsible officer maintains an inventory of nonconsumable items purchased with operation and maintenance (O&M) funds.

COMMAND RELIGIOUS PROGRAM APPROPRIATED FUNDS MANAGEMENT PRINCIPLES

Religious ministry funding is derived from command appropriated O&M funds and operates within the planning, programming, budgeting, and execution process. Adequate planning requires the CRP be included in the development of the command's budget. The command's design for ministry relies on the RMT's management of budget and procurement resources, RNAs, and the command's supply system.

Budget and Procurement Resources
The O&M funding, planning, programming, and budgeting reflect current and anticipated religious requirements of the CRP. Commands prepare and submit annual O&M budget estimates.

When submitting CRP budgets, RMTs ensure that requirements are accurate, detailed, and prioritized. The following steps are crucial to the design of the CRP budget:

1. *Plan the program*. Develop a comprehensive RMP based on identified needs, the commander's priorities, command mission, planned training and operations schedule, available assets, and possible contingencies.

2. *Match the goals with the funds*. Translate the planned programs into dollar amounts.

3. *Submit the plan*. The RMP is submitted with the CRP budget for command approval.

4. *Implement the funding*. Put the funded programs into operation.

5. *Record the process*. Religious ministry teams describe the programs, record actual expenses, and document effectiveness to assist in future religious ministry planning and validating budget requirements.

6. *Study the results*. By evaluating the effectiveness of the programs, the RMT develops a clear understanding of requirements and direction for future planning and programming.

Religious Needs Assessments
A comprehensive needs analysis or assessment is conducted to identify the religious requirements of assigned personnel and serves as the basis for determining the commander's priorities for the CRP (see Appendix C).

Command's Supply System
Religious ministry teams need a functional understanding of the command's supply system and working relationships with the S-4. Many items that a CRP uses are assigned a National Stock Number, which allows the RMT to use the standard supply system to purchase them. The unit S-4 is the point of contact for all supply related matters.

RELIGIOUS OFFERING FUND

The command's religious offering fund provides a means for religious expression. Units with religious offering funds will establish and follow an SOP for planning, coordinating, training, implementing, and maintaining the funds. Where authorized, religious fund managers will adhere to SECNAVINST 7010.6B, *Religious Offering Fund*. A Navy chaplain must be the leader of the service in which an offering is made. Lay-led services cannot collect religious offerings made within the context of worship. The commander administers Marine Corps chapels pursuant to SECNAVINST 7010.6B.

MATERIAL READINESS AND ACCOUNTABILITY

Marine Corps commands and units maintain prescribed TO&E that include the essentials for RM. Religious ministry teams advise the commander and assist the supply officer to ensure that command or unit inventories include all authorized RM TO&E items. Generally, the commander designates in writing the senior chaplain or the senior RP of the RMT as the responsible officer for RMT equipment. That person assumes responsibility for the care, safekeeping, and maintenance of RMT property. The command or higher headquarters conduct periodic inspections and assist in visits to evaluate command readiness, to include the status of authorized TO&E equipment and materials. The unit supply officer controls property, furniture, and equipment essential to RM, in addition to the TO&E. They are listed on the command property account. Sub-custody (i.e., signed custody cards) and care of RM equipment generally are assigned to the command's senior chaplain or RP.

COMMUNITY RELATIONS PROJECTS

When the commander directs, RMTs can identify and coordinate opportunities within the civilian community for the expression of the unit's beneficence, per MCO 1730.6F. Conducting community relations (COMREL) projects, also called community service (referred to as COMSERV) projects, should not be undertaken at the expense of other vital CRP tasks. Commands choosing to initiate a community service outreach partnership or project with a local school, youth support group, or other community service organization should inform the appropriate regional and local area and base coordinators.

Community relations outside the continental United States are integral to the combatant commander's TSCP. In some cases, the chaplain may be called upon to serve as project officer, conduct planning, provide coordination, and serve as liaison to the local authorities with whom the unit will interact. Religious ministry team personnel should be familiar with the content of applicable TSCPs and be in communication with cognizant component chaplains in advance of deployment.

> *Note:* In some commands and especially joint operations, COMREL is known as "command relationships." To correctly interpret intent, Chaplains should verify the context any time the term COMREL is used. Chaplains who conduct service projects while deployed can expect to use the term COMREL rather than COMSERV because the service project goal is to foster "community relations" between the United States and a foreign country. SECNAV 1730.7E employs both terms, "community relations projects" and "community service projects."

CHAPTER 4.
EXPEDITIONARY RELIGIOUS MINISTRY

Religious ministry teams use expeditionary RM to deliver ministry to Marines in the fight. Effective expeditionary RM begins with an understanding of the maneuver warfare philosophy of warfighting. In Marine Corps Doctrinal Publication (MCDP) 1, *Warfighting*, maneuver warfare is described as "a warfighting philosophy that seeks to shatter the enemy's cohesion through a variety of rapid, focused, and unexpected actions, which create a turbulent and rapidly deteriorating situation with which the enemy cannot cope." Expeditionary RM in a combat environment must therefore be focused, agile, resilient, well-planned, and well-prepared for contingencies, and closely connected to the immediate needs of Marines.

Religious ministry teams serve within each type of Marine air-ground task force (MAGTF) (i.e., MEF, Marine expeditionary brigade [MEB], Marine expeditionary unit [MEU], and special purpose MAGTF). Marine air-ground task forces are a combination of air, ground, and support assets. They are established for specific missions or in anticipation of a range of possible missions. The command element (CE) of a MAGTF provides the overall command and control. The ground combat element is built around an infantry battalion. The aviation combat element is a composite squadron composed of various aviation platforms. The logistics combat element provides combat support such as supply, maintenance, and transportation.

COOPERATIVE EMPHASIS

Cooperative ministry across each type of MAGTF and command lines can deliver responsive services to those either not directly supported by an RMT or whose RMT has deployed. Thus, Marines, Sailors, and their families have a chaplain available to them at all times. This cooperative approach to ministry is the same approach used when deploying to a fleet area of operations, a combatant area of responsibility, or as part of a joint task force. No one element will have the necessary resources to meet every religious need. Cooperation across command lines can enhance significantly the breadth of service that can be delivered by managing scarce resources effectively. The cooperative approach enhances RM.

WORKUP PHASE

In the workup phase of deployment, the RMT is trained to accomplish the tasks enumerated in MCO 1730.6F and force instructions described in Chapter 2 of this publication, (core capabilities: provide, facilitate, care, and advise), and those tasks associated with administration (as listed in

Chapter 3). Religious ministry teams are evaluated on their ability to accomplish those tasks. Religious ministry teams will learn, train, and become qualified in different aspects of their jobs according to the type of workup phase (e.g., special purpose MAGTF, MEUs). Typically, RMTs focus solely on their battalion or squadron, but during the workup, they will learn how to work with other RMTs to provide religious ministry to the entire MAGTF.

During the workup phase, chaplains should advise their commanders as they develop their CRPs, which includes SOPs on casualty assistance, funerals and memorial services, religious services, and unit level training for pre-deployment, deployment, and post-deployment. In preparation for deployment, force RMTs conduct training for all subordinate RMTs to the standards the force commander establishes for RM in the units of the force. That standard, derived from the NAVMC 3500.85C, defines tactical RM in the force and is spelled out in force regulations and instructions. Commands are inspected at the culmination of workup phase training for purposes of certifying the RMT's mastery of tactical RM. Inspections include observation of, and interaction with, the RMT, the chain of command, and the unit. Religious ministry team familiarity with and adherence to SOPs, standards, and practices as described and endorsed in force RM regulations and instructions, as well as MCOs, are evaluated. Religious ministry team actions in fulfillment of the tasks enumerated in MCO 1730.6F are associated with each of the four core RM capabilities (provide, facilitate, care, and advise), as described in Chapter 2, are subject to inspection.

LEVELS OF MARINE AIR-GROUND TASK FORCE RELIGIOUS MINISTRY

Religious ministry in the Marine Corps is conducted differently at the three levels of a MAGTF (i.e., MEF, MEB, and MEU). These three levels are mirrored in the levels of supervision introduced in MCO 1730.6F. At the battalion or squadron level, or tactically, RMTs deliver the tasks associated with the four RM core capabilities to the personnel of their units and cooperatively to those beyond their units based on the tactical situation. Examples of the second level (supervisory) are regiments, groups, and CEs of a MEU or MEB, where the senior chaplain is responsible, not only for ministry to the regiment, group, or CE, but also for the coordination of ministry to several units on deployment, as well as advice to the commander about religion in the forward operating area. The third-level (senior supervisory) refers to the major subordinate command, MEF (in garrison or supporting a force level MAGTF), Marine Corps Combat Development Command (MCCDC), and Marine Corps Installations Command (MCICOM). At this level, chaplains advise commanders concerning manpower, training, policy, and future operations.

Battalion- and Squadron-Level Religious Ministry

Religious ministry teams at the battalion and squadron level are principally involved in carrying out the RM tasks enumerated in MCO 1730.6F and as described in Chapter 2 of this publication.

During the workup phase, battalion or squadron commanders develop their CRPs with the assistance of chaplains either organic to the unit or ones designated by higher headquarters. The RNA, along with training and certification of appropriate lay leaders, helps commands facilitate meeting religious needs when a unit is without a staff chaplain during deployment. The training and certification process is facilitated by a higher-echelon chaplain, who may or may not participate in

the workups. The commander, advised by a chaplain, develops plans to use available chaplains and lay leaders in the forward operating area as they become available. Particular attention is given to scheduling such support on major religious holidays.

Sometimes battalions or squadrons are assigned to operate independently from the rest of the MAGTF. For such independent deployments, RMTs are trained in the workup phase according to the established standards and certified for deployment by the force. If a chaplain does not deploy with a unit, then a careful RNA, the training and certification of appropriate lay leaders, and familiarity with procedures for seeking RM support become crucial for the CRP. Religious ministry teams assigned to independent deployers deliver robust CRPs that fill as many religious needs as possible given the limited resources available.

Aviation units often deploy detachments without organic RMT support. Lay leader training and certification and coordination with RMTs in the deployed area are essential elements of cooperative ministry. Aviation chaplains are also called upon to coordinate RM to personnel ashore when operational RMTs are deployed with their units. By the nature of their assignments, aviation chaplains often work closely with installation RMTs to coordinate support for families.

The RMTs have additional functions and responsibilities that include the following:

- *Logistic engagement*. Religious ministry teams become familiar with the basics of logistics in the Marine Corps from establishing a budget, to unit embarkation, to tactical vehicle mobility multipurpose vehicle licensing and weapons qualification for the RP (refer to MCO 3574.2M for guidance). The RMT members must understand their responsibilities regarding logistics. Refer to Marine Corps Tactical Publication (MCTP) 3-40H, *MAGTF Supply Operations*, and MCTP 13-10C, *Unit Embarkation Handbook*, for further guidance. Additionally, RMTs do not rely solely on electronic means and websites to retrieve information while deployed. Hardcopy documents are invaluable as operations shift and RMTs move to areas where computer and internet access is limited or nonexistent. Documents may include policies, doctrinal publications, command and unit SOPs, and ceremonial and public worship materials (e.g., sermons, memorial services and ceremonies, prayers, emergency ministrations, burial practices).

- *Mobility and tactical force protection*. Mobility is a key enabler that allows the RMT to deliver ministry across the expeditionary environment. The RMT may move by foot patrol, amphibious vessels, and tactical aircraft or vehicle. Although the RP may qualify to operate civilian and tactical government vehicles, the RMT does not have its own designated tactical vehicle during combat operations and arranges movement with the unit's S-4. Only the commander or designated representative, approves RMT movement within the battlespace. Once the RMT is approved to travel, it follows all required safety procedures, briefs, and in-transit instructions. When traveling within a convoy, the RP serving as a tactical defensive combatant is responsible for knowing his or her sector of fire, particularly if the convoy has to dismount due to enemy contact. For this reason, the RP should never be the driver. The RP's focus is on protecting the chaplain. Thus, members of the RMT should be placed in the same vehicle at all times.

- *Communication with command and supervisory chaplain*. Expeditionary ministry is delivered in a fluid environment. Accurate and timely communication is critical. The keys to communication in operational RM are information, location, accessibility, and reporting.

Commanders require precise and useful information in order to make informed decisions regarding the levels of operational RM required. During any operation, RMTs must be positioned where they are able to provide the best responsive ministry to emergent needs and remain aware of the command's current status, without unnecessarily endangering those responsible for their safety. Religious ministry teams participate in the command communication loop by keeping commanders, supervisory RMTs, and unit leaders informed of their movements and locations. This may be accomplished through staff meetings and unclassified and secure means of communication.

- *Coordination and collaboration with command support structure*. Religious ministry teams work with various personnel, including medical and health care providers, family readiness officers, and Marine Corps community services personnel, to develop and offer the command's pre-deployment, deployment, and post-deployment programs. A range of topics are prepared and delivered during the various cycles of deployment to include workup cycle stressors, separation adjustments within the home, and reintegration matters. The RMT's primary focus during these transitional times is to provide ministry and make necessary referrals.

Supervisory Religious Ministry

The RMT of a MEU or MEB CE is a supervisory position. Some similarities exist between the functions and responsibilities of RMTs at the battalion or squadron level and those at the regimental, group, and CE level. For the *battalion- or squadron*-level chaplain, the primary focus is on providing RM to their assigned unit. However, the *supervisory*-level chaplain's main focus is on coordinating RM coverage for subordinate RMTs. Supervisory-level ministry is wider in scope and requires the RMT to shift primary focus from the direct delivery of ministry to supervising and supporting subordinate units. In addition to the functions and responsibilities previously listed, supervisory RMTs execute force RMT training requirements. Regimental, group, and CE RMTs train and prepare battalion or squadron-level RMTs for expeditionary ministry according to the force and CHC standards. It is the CE RMT's responsibility to prepare the ground combat element, logistics combat element, and aviation combat element RMTs in the MAGTF for expeditionary ministry. Preparation for deployment includes:

- *Care in response to trauma*. Religious ministry teams care for Marines. Prior to deployment, supervisory RMTs conduct training on combat and operational stress, post-traumatic stress disorder (referred to as PTSD), and the RM role when trauma occurs. The National Center for Post-Traumatic Stress Disorder can provide resources for the RMTs, affected personnel, and family members. Marine air-ground task force training includes mass casualty drills in which RMTs train and provide care to victims and support personnel.

- *Combat stress and fatigue*. Prior to going into combat, supervisory RMTs train battalion and squadron-level RMTs to recognize signs of combat stress and fatigue. As part of the training process, RMTs are familiarized with MCTP 3-30E, *Combat and Operational Stress Control*; particularly the stress continuum, stress decision matrix, and core leader functions. If possible, the RMT should be trained as Operational Stress Control and Readiness (OSCAR) extenders. Extenders work with OSCAR mentors and team members to provide prevention services and formal counseling. Religious ministry teams trained in OSCAR examine and review Marines referred to them by mentors or team members and assist within the scope of their practice and expertise. They make further referrals to an OSCAR-trained medical health provider when necessary. See Chapter 5 for further discussion on OSCAR extenders.

- *Standard mass casualty procedure*. The RMT's teamwork and coordination are essential during mass casualty situations, thus RMTs must coordinate their ministry efforts with medical personnel. Corpsmen and medical officers use a system of prioritizing care for casualties. These medical categories can be used to prioritize ministry. Chaplains and RPs work together identifying the most critical ministry requirements to ensure the most effective ministry is provided. Chaplains focus on providing ministry to one casualty at a time. A wounded or dying Marine or Sailor deserves the complete attention of their chaplain during this critical time. The RPs focus on identifying the next casualty for their chaplain by recording the ministry provided by the RMT (see appendix D), identifying any unique needs the casualty may have and helping make the casualties as comfortable as possible, all the while, ensuring that the RMT, in no way, hinders the medical personnel in their work. Religious ministry team priorities during mass casualties are as follows:

  - Ministry Priority I (Medical Category IV, Expectant). These are casualties with very serious injuries and low chance of survival. Expectant casualties are given supportive medical treatment until immediate and delayed categories have been treated and evacuated. Ministry and sacraments for the dying are provided appropriate to the casualty's faith group, when possible.

  - Ministry Priority II (Medical Category III, Delayed). These are casualties in need of time-consuming major surgery, but with a general medical condition, which permits a delay in surgical treatment without unduly endangering life. Ministry appropriate to the casualty's physical condition and faith group is provided.

  - Ministry Priority III (Medical Category II, Minimal). These are casualties with relatively minor injuries that can be effectively treated with self-care. Ministry and support are provided.

  - Ministry Priority IV (Medical Category I, Immediate). These are casualties with a high chance of survival, if medical measures are accomplished quickly. Religious ministry is provided after medical personnel have completed their treatments and the casualty has reverted to another category.

- *Defense support of civil authorities*. In the event that Marine Corps forces are called upon to provide support to US civilian authorities, RM efforts continue to remain aimed primarily at military personnel. Legal constraints prohibit Navy chaplains from delivering robust, ongoing ministry to civilians, though civilians employed through the military and non-appropriated fund personnel are eligible for service. Should the commander determine that emergency ministry is to be delivered to civilians, that ministry should be within the boundaries established by the four-pronged test described in Joint Publication (JP) 1-05, *Religious Affairs in Joint Operations*. Emergency RM should not prevent the continuing support for Marines who are delivering assistance to the civilian authorities. Religious ministry teams should be prepared to bring the full range of services to bear as required by the situation and articulated by contingency managers. Religious ministry teams should make every effort to understand their role in contingencies and adhere to designated reporting and coordination regimens.

- *Mortuary affairs*. Beliefs and practices concerning the death of individuals and how their remains are to be treated differ between religious faiths and may differ between regions and subcultures within a country (or operational area). Chaplains support those processing individual remains by advising commanders about specific religious practices associated with handling of the deceased and internment, counseling those who are affected emotionally by dealing with the deceased, and on other religious and morale aspects of mortuary affairs. Implementation of the various DON responsibilities are contained in the Department of Defense

instruction (DoDI) 1300.18, *Department of Defense (DODI) Personnel Casualty Matters, Policies, and Procedures*; MILPERSMAN 1770-160; and MCO 3040.4. Details for joint mortuary services are contained in JP 4-06, *Mortuary Affairs*. Religious ministry teams should keep careful records of ministry offered in honoring the dead. See Appendix D for guidance.

- *Field memorial ceremonies*. In the event of a combat-related death, RMTs are prepared to offer assistance and, if able, provide memorial ceremonies. These ceremonies are a command responsibility and are conducted according to command SOPs. Prior to conducting services, RMTs review all applicable unit SOPs and higher headquarters commander's operational orders.

- *Humanitarian and civic assistance*. In humanitarian and civic assistance operations, RMTs focus their ministry on the unit they serve to provide for and meet religious needs, care for the morale and welfare of personnel, and offer advice on RM. One aspect of advice to the commander may involve the host-nation religious landscape. Rarely, and on a temporary basis, a commander may direct chaplains to offer comfort to the distressed or honors to the dead among the host-nation population.

- *Disaster response operations*. Disaster response seeks to relieve or mitigate human suffering. During disaster response missions, RMTs support Marines, particularly those exposed to human suffering. Some commanders leverage chaplains as subject matter experts on religion and culture to engage with overseas religious leaders and religion-based organizations. Religious affairs, as set forth in JP 1-05, is identified as both religious support and religious advisement. SECNAVINST 1730.10A sets the boundaries and defines the terms of religious advisement and liaison for Navy personnel. Typically, RMTs focus on their primary responsibility of supporting the religious requirements of the personnel in their units.

- *Enemy prisoners of war (EPWs) and other detainees*. Enemy prisoners of war and detained persons are allowed freedom of religious observance, including possession of religious objects and attendance at worship services of respective faith groups within the place of internment or detention. Commanders must provide adequate premises for EPW where religious services may be held in accordance with The Geneva Convention of 1949. Religious ministry to EPW is usually restricted to facilitation as defined in SECNAVINST 1730.7E. The commander may approve for chaplains to deliver ministry to EPWs and detainees, who, receiving those services, are afforded the same confidentiality and other protections as authorized users under DON policy, per SECNAVINST 1730.9A. Commanders should be advised of this confidentiality extension prior to determining that such support will occur. Ministry to EPWs and detainees is primarily the responsibility of retained persons. In the event that there are no retained persons, lay leadership, or civilian clergy, there might be other options to consider to meet RM needs although it may require significant security considerations.

- *Refugees and internally displaced persons (IDPs)*. Religious ministry to civilians, evacuees, or IDPs is not the primary mission of RMTs and usually will not occur. If RM is authorized by the commander, it will be on a short-term basis due to the lack of local RM resources and will end once the IDPs pass through the US Department of State or as soon as local RM services are available. The commander is not obligated to meet the religious needs of refugees or IDPs. The chaplain can assist in the facilitation effort if the commander determines there are humanitarian reasons. The commander should carefully weigh the decision whether to use the chaplain to deliver RM to these populations directly. In doing so, the commander is conveying the same protections enjoyed by recipients under Navy policy, including confidentiality and advocacy. The commander must be advised by either the commander's chaplain or the supervisory

chaplain as to the ramifications of such a decision. Any attempt to seek advantage in terms of information or intelligence cannot involve the chaplains. Such use violates the chaplain's noncombatant status.

- *Suicide awareness and prevention*. Individuals in pain or experiencing hopelessness may resort to suicide. Any threat of suicide must be taken seriously. Persons making such statements must not be left alone. Reassurance that someone cares and is willing to help is extremely important. The RMT's goal is to get the individual the help needed while preserving confidentiality. The chaplain cannot make a medical diagnosis, that is, label a person as suicidal. Other professional resources exist that can provide additional support for those who are suicidal, to include mental health personnel and the National Suicide Prevention Lifeline at 1-800-273-8255.

- *Annex E, Appendix 6, Chaplain Activities*. To deliver RM effectively, RMTs are fully integrated into the planning and order-writing processes. To integrate RM into the operational plans, the chaplain will use Annex E, Appendix 6, Chaplain Activities, as a guide. An important part of RMT training is to develop a thorough awareness of Appendix 6 for use in planning ministry and meeting reporting requirements for the deployment (see Appendix E of this publication).

- *Develop Religious Ministry Personnel*. Effective delivery of RM requires professionally competent chaplains and RPs of good moral character. As RM personnel move up in rank and are assigned to greater levels of responsibility, they must be able to handle the increasing complexity of leadership. It is essential for chaplains and RPs to continue developing knowledge, skills, and abilities to provide RM that is responsive to domain requirements and operational realities.

Senior Supervisory Religious Ministry

Religious ministry teams at the force level, whether as part of the Fleet Marine Forces or supporting establishment, are senior supervisory RMTs. Their primary focus is to advise, assist, and support the force commander in manning, training, and equipping the units of the force for RM. This involves—

- Identifying force RM requirements and develop force-level orders to comply with policy.

- Advising commanders on CHC community performance expectations and the necessary reporting requirements to provide meaningful metrics.

- Evaluating unit-level RMT knowledge, skills, and abilities.

- Training and certifying unit-level RM requirements according to the commanding general's inspection program.

- Establishing routines for leading and supervising subordinate RMTs.

- Identifying manning issues and leveraging CHC sources for solutions.

- Developing future RM leaders. This is done through in-depth, active, thorough leadership and supervision, which communicates standards, trains to the standards, and holds subordinates accountable to those standards.

MARINE AIR-GROUND TASK FORCE MINISTRY ON AMPHIBIOUS SHIPS

Marine air-ground task force RMTs who deploy on amphibious ships offer a unique kind of ministry to the Marines. Aboard an amphibious assault ship - multipurpose (referred to as LHD) or an amphibious assault ship–general purpose (referred to as LHA), the senior ship's chaplain, supported by the embarked RMT personnel, coordinates the management of spaces, chapel use, operation of the library resource media center, and referrals of those in need of counseling. While embarked, the MEU and the amphibious ready group (ARG) commanders agree to host one CRP, covering all personnel in the ARG and MAGTF. Religious ministry teams serving with Marines execute some ministry activities differently than RMTs assigned to Navy commanders. One example is the differences in how American Red Cross messages are handled; the Marine Corps processes messages through the S-1, while the Navy processes them through the command religious ministries department. Coordination is necessary in order to ensure that Marine Corps and Navy procedures are followed where they apply. The ARG RMT manages and operates the library multimedia resource center. Marine air-ground task force RMTs support the operation of the library multimedia resource center through RPs, temporarily assigned personnel, and volunteer work hours to support usage by all aboard. The senior ARG and MAGTF RPs collaborate to develop the library multimedia resource center work schedule.

When an ARG is constituted, the senior chaplain on an LHD or LHA has additional duty as the ARG chaplain. In that capacity, the chaplain coordinates ministry throughout the ARG at the direction of the commander, amphibious task force (CATF), after consultation of the commander, landing force (CLF). Such coordination involves both Navy and Marine Corps RM assets. While onboard, the relationship between the ARG chaplain and the command chaplain for the embarked Marine Corps unit mirrors the supported-supporting relationship that exists between the CATF and the CLF. That is, the CE chaplain for the embarked MEB or MEU is in a supporting role for shipboard religious programs while embarked. Similarly, the ARG chaplain is in a supporting role for MAGTF operational ministry ashore. The collaborative, supported-supporting relationship establishes clear priorities in operational ministry afloat and ashore. The embarked MEU chaplain and the ARG chaplain support one another in an atmosphere of mutual collaboration. In this supported-supporting relationship, it is understood that the ARG and MEU chaplains will coordinate their activities with their respective commanders, who retain ultimate supervisory responsibility for their chaplain. This coordination of effort includes the following:

- *Memorandum of understanding (MOU)*. Chaplains balance their efforts to provide quality ministry to the personnel of their own command while enhancing the CRP of the ARG and MEU through cooperative ministry. Prior to embarkation, the CLF and the CATF commanders sign an MOU that defines the specifics of RM collaboration between the ARG and MEU RMTs. It reflects the specific circumstances of the ARG and MEU on a given deployment. The ARG and MEU command chaplains advise their commanders on the content of the MOU to anticipate possible points of friction and maximize the effectiveness of the CRP. The MOU should discuss—
    - Issues as responsibility for spaces and tasks.
    - Placement of RMTs.
    - Sunday activities of chaplains.

- In-port and underway watch bill participation.
- Staffing the library multimedia resource center.
- Coordinating COMREL projects.
- Best use of scarce RM personnel assets, to include cross-decking.
- Protocols for handling Service member counseling requests from all units.
- Promotion of the CRP.

  The CLF and CATF are also advised regarding the major religious observances occurring during deployment, whether or not to request faith-specific assistance, and plans for how to best use scarce RM resources.

- *COMREL*. The driving factor in COMREL coordination is the component commander's SOP, as communicated by the chaplain, regarding the nesting of COMREL projects in the TSCP. The ARG chaplain is responsible for the scheduling, coordination, and subsequent reporting on COMREL executed by personnel in any way associated with the ARG, including MEU personnel. The ARG RMT coordinates all transportation, food, and equipment requirements. The ARG RMT, supported by the MEU RMTs, track volunteer participation. Volunteer opportunities are managed so that they are equitably divided between Sailors and Marines. The AAR is routed to the appropriate numbered fleet chaplain via the ARG and MEU chaplains.

- *United Through Reading program*. The United Through Reading program is sometimes assigned to RMTs as a collateral duty. When assigned, each RMT manages the program for its respective personnel. Generally, the senior ARG and MEU RPs coordinate the use of resources and space via posted weekly schedules.

- *Reports*. Various numbered fleets generate reporting requirements. Unit RMTs contribute to the reports the ARG and MEU chaplains provide to the numbered fleet chaplains in a timely fashion. Weekly reports are routed through the ARG chaplain. Both ARG and MEU chaplains receive a courtesy copy of all official correspondence among RMTs. After action reports for a COMREL project are routed through the ARG chaplain, with a courtesy copy to the MEU chaplain. When RMTs participate in exercises or operations, the AAR is routed to the appropriate senior chaplain with a courtesy copy to the commander and other senior chaplains. Reports to the cognizant numbered fleet chaplain and the ARG commander are routed through the ARG chaplain with a courtesy copy to the MEU commander and chaplain. Reports to the CLF and the MEF chaplain are routed through the MEU chaplain with a courtesy copy to the ARG commander and chaplain. The report routing described in this section only applies to Marine Corps RMTs while they are embarked.

CHAPTER 5.
TRAINING AND RESOURCE SUPPORT

Chaplains and RPs serving in the Marine Corps train to multiple aspects of Navy and Marine Corps standards. The modes of delivery for the required training include residential courses, online courses, and fleet instruction. Continued training equips RMTs for greater responsibility and leadership roles in the Marine Corps.

RELIGIOUS PROGRAM SPECIALIST TRAINING

Training is essential so that RPs become and remain proficient in their skills and knowledge. In addition to qualifying to the unit's TO&E specifications, the command may require the RP to complete additional administrative and computer training as needed. Religious program specialists may attend the following schools:

- *Religious Program Specialist "A" school*. "A" school is automated, computer-based, and traditional instruction from schoolhouse personnel. It is approximately 30 days and covers topics such as logistics, rigging for religious services, the religious offering fund, and Secretary of the Navy Manual (SECNAV M) 5216.5 w/change 1, *Department of the Navy Correspondence Manual*.

- *Religious Program Specialist Manager's course*. This course is a 3-week, in-residence, mid-level manager (E-5 and E-6) course that prepares RPs to conduct briefings, manage manpower, religious education, personnel and facilities, and how to write correspondence.

- *Navy leadership continuum courses*. Navy leadership continuum courses are required for advancement in rate.

- *Marine Corps Expeditionary Combat Skills Training*. This 45-day course provides Marine Corps-focused expeditionary training. Marine Corps Expeditionary Combat Skills Training is mandatory for RPs assigned to the FMF.

TRAINING AND READINESS MANUAL

The NAVMC 3500.85C, *Religious Ministry Training and Readiness Manual*, is an essential tool for RMTs. The purpose of the training and readiness (T&R) program is to provide the commander with training standards for all RMT personnel. The goal is to develop RMT knowledge, skills, and abilities for ministry in expeditionary environments. Performance standards are designed to

ensure proficiency in core capabilities. An effective T&R program is the first step in providing a commander with an RMT capable of delivering RM in support of a unit's mission. The T&R program provides the fundamental tools for commanders to build and maintain RMT readiness. Using these tools, training managers construct and execute an effective training plan that supports both unit and RMT mission-essential tasks.

Guidance for all training and evaluation in the Marine Corps, from entry level training at formal schools (e.g., Marine Corps Expeditionary Combat Skills Training) to advanced professional military education for senior enlisted and officers, is found in what are called the "cornerstone orders." All training and evaluation programs throughout the Marine Corps are designed and based on the guidance provided in the following cornerstone orders: MCO 1553.1B, *The Marine Corps Training and Education System*; MCO 1553.2D, *Marine Corps Formal School Management Policy*; MCO 1553.3B, *Unit Training Management (UTM) Program*; and MCO 1553.4B, *Professional Military Education (PME)*.

MARINE CORPS EXPEDITIONARY COMBAT SKILLS TRAINING

Marine Corps Expeditionary Combat Skills Training provides accession-level training in combat survivability, mobility, and field operations to meet the increasing demands placed on RMTs serving with the FMF.

The mission of Marine Corps Expeditionary Combat Skills Training is to train RPs on how to support providing effective RM to Marines and Sailors in an expeditionary environment. The Marine Corps Expeditionary Combat Skills Training program emphasizes Marine Corps orientation, common combat skills, physical training and conditioning, field ministry support, RM expeditionary logistics, and RM support for Marine Corps combat operations. Navy RPs also receive Marine Corps Martial Arts Program training and weapons familiarization.

The Marine Corps Expeditionary Combat Skills Training program is located at Camp Johnson, North Carolina, under Field Medical Training Battalion (East), from which it receives administrative, logistic, and instructional support. As a formal Marine Corps program of instruction, the curriculum of Marine Corps Expeditionary Combat Skills Training is developed and approved by Training Command in accordance with the requirements established in NAVMC 3500.85C. Upon successful completion of Marine Corps Expeditionary Combat Skills Training, RPs earn the Navy enlisted classification (NEC) A17A. Additionally, the NEC A17A may be awarded to RPs who execute an inter-Service transfer from the Marine Corps (for additional information see NAVPERS Publication 18068F, *Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards, Vol. II, Navy Enlisted Classifications [NECs]*).

COMMAND RELIGIOUS PROGRAM VOLUNTEER TRAINING

Trained volunteers can enhance many CRPs. Local training prepares CRP volunteers for specific roles. Chaplains and RPs are the primary coordinators for local CRP volunteer training. Volunteer training programs are developed with the same intentions as prescribed military training for chaplains and RPs. Training requirements, standards, and conditions for volunteer training programs are defined to meet the identified needs within the command for all personnel who serve the CRP. Similarly, volunteers must meet annual Navy general military training, Marine Corps RM training requirements, and Marine Corps training requirements.

ECCLESIASTICAL/RELIGIOUS QUALIFICATIONS

Religious organizations require clergy to maintain professional standards, competencies, and other qualifications that relate to their position as religious ministry professionals. Chaplains meet these ecclesiastical and religious standards through continuing education units, annual conferences and meetings, and professional retreats and seminars. As religious ministry professionals, chaplains have the following ecclesiastical and religious development needs and requirements:

- Spiritual growth and renewal (retreats and religious conferences).
- Intellectual growth (courses and continuing education programs).
- Preaching and teaching aspects of RM (study and preparation as a part of the daily or weekly routine).

Individual chaplains proactively pursue their own ecclesiastical and religious development. Chaplains are authorized official travel orders to maintain their ecclesiastical and religious credentials when such travel complies with the current DON travel requirements and restrictions.

FLEET MARINE FORCE QUALIFIED OFFICER PROGRAM

SECNAVINST 1412.10A, *Fleet Marine Force Warfare Officer Program*, identifies the requirements for the personnel qualification standard for the Fleet Marine Force Qualified Officer Program. Navy chaplains assigned to operational Marine Corps forces and MEF components may earn the Fleet Marine Force Qualified Officer Program designation upon meeting all requirements prescribed in the cited instruction. Attainment of the Fleet Marine Force Qualified Officer Program designation for a chaplain signifies an achieved level of excellence and proficiency in Marine Corps operations, indicating a fundamental understanding of a MAGTF and its components. The

Fleet Marine Force Qualified Officer Program insignia signifies additional general knowledge that enhances a chaplain's understanding and role in support of warfighters. The absence of the crossed rifles distinguishes the chaplain's badge from the badge worn by the medical community.

NAVY ENLISTED FLEET MARINE FORCE WARFARE SPECIALIST PROGRAM

All RPs serving with FMF units are required to qualify as enlisted FMF warfare specialists. Specific requirements of this designator are outlined in OPNAVINST 1414.4E, *Navy Enlisted Fleet Marine Force Warfare Specialist Qualification Program*. The FMF insignia designates that Sailors have acquired knowledge that enhances their understanding of warfighting and mission effectiveness when serving with Marines in an operational setting. The FMF designator is mandatory for all active duty E-1 and above personnel permanently assigned to an operational Marine Corps command and who meet the eligibility requirements set forth in the instruction. Other enlisted active duty personnel and Selected Reservists may qualify for the FMF designator if they meet eligibility requirement.

NAVY CHAPLAIN CORPS ONLINE COMMUNITY

The Navy Chaplain Corps online community is currently situated on milBook and accessed through the milSuite website. This group provides a professional platform for open discussion between the Chief of Chaplains office, domain leadership, and RMTs in the field. This group provides updated information and discussion on matters pertaining to the CHC and RP community.

MARINE CORPS COMBAT OPERATIONAL STRESS CONTROL PROGRAM

Department of Defense instruction 6490.05, *Maintenance of Psychological Health in Military Operations*, mandates the COSC program for all Services and combatant commands. The Marine Corps has a comprehensive program to prevent, identify, treat, and reintegrate those who have completed treatment to manage stress problems effectively. The goals of COSC are to maintain force readiness, contribute to combat and operational effectiveness, and preserve and restore the mental health of Marines and their family members.

Chaplains and RPs are concerned with the whole person. In helping Marines grow in their faith, chaplains offer religious guidance, instruction, and support that strengthens the individual to cope with the challenges of life. Religious ministry teams also offer nonfaith specific care and advice to encourage Marines to live according to the Marine Corps' core values and build strong character.

One specific program RMTs participate in is OSCAR. Within OSCAR, chaplains can be trained as extenders. Extenders offer professional support within their respective scopes of practice. Examples include religious concerns, moral and ethical dilemmas, matters of conscience, anxiety, depression, counseling for marital problems, anger management, burnout, loss, and other non-medical issues. Religious program specialists have limited specialty skills as extenders, but function as peer mentors alongside their Marines, being similar in age and rank.

Chaplains offer a safe place where Marines can discuss their problems and seek constructive solutions before a problem becomes a crisis. However, at some point in every life, stress becomes an emergency and the Marine often turns to a chaplain. As with all emergent personal issues, the chaplain attempts to determine whether the Marine seeks to self-harm or is a danger to others. If so, appropriate action is taken to safeguard the Marine and minimize the danger to everyone involved. This may require the assistance of a medical health professional. If so, the RMT cooperates with the medical professionals, not jeopardizing confidential communications, to ensure the Marine is safe and receives the appropriate level of care.

Two additional components of the Headquarters, United States Marine Corps COSC program are warrior transition and return and reunion briefs. These programs offer end-of-deployment normalization and education briefs for Marines, Sailors, and their families to prepare them for reunion and reintegration. Commanders of deployed units often task the RMT to offer these briefs. Additional information on COSC programs is found in MCO 5351.1, *Combat and Operational Stress Control Program*, and MCTP 3-30E.

APPENDIX A.
RESERVE COMPONENT
RELIGIOUS MINISTRY TEAM INTEGRATION

Reserve Component chaplains and RPs are valuable and proven RM assets for the Marine Corps. Timely and effective reserve integration support enhances the delivery of RM to the Active Component.

UNIT BILLET CATEGORIES

There are two major categories of Reserve Component chaplain and RP billets that support the Marine Corps; these are commissioned units and augmentation units.

Commissioned Units

Chaplain and RP billets are organized within Navy reserve units that support Selected Marine Corps Reserve (SMCR) commands of MARFORRES. The SMCR units closely mirror similar Active Component units in mission and composition of RMT billets. These Navy Reserve units are also composed of medical personnel and may include naval gunfire personnel. The commander of the Navy Reserve unit is usually a medical officer. Personnel assigned to these units ordinarily do their monthly inactive duty training (IDT) drills on location with their SMCR command. They are integral to the unit and are expected to mobilize and operate with their assigned unit.

Augmentation Units

Chaplain and RP billets are organized into religious support units; Navy Reserve units that augment the TO&E of Active Component Marine Corps commands. Reserve RMTs assigned to Active Component augmentation units are trained and supported as similarly as possible to their active duty counterparts. These Navy Reserve units are composed entirely of chaplains and RPs, with a chaplain serving as the officer-in-charge. Officers-in-charge make every effort to facilitate frequent on-site IDT drills with the supported Active Component command to accommodate active and reserve integration at the unit-level. At a minimum, annual training with the supported command is required and expected. Coordination of on-site drills and annual trainings require close interface between the Active Component command chaplain of the supported command; the officer-in-charge of the supporting religious support unit; the Navy Reserve Center (NRC) where the religious support unit is located; Commander, Naval Reserve Forces Command; and MARFORRES RM.

QUALIFICATIONS

Upon assignment to a Marine Corps support billet and prior to mobilization, all Reserve Component chaplains and RPs attain adequate training and experience commensurate with their position. Newly reported RPs use their first annual training period in the reporting year to attend Marine Corps Expeditionary Combat Skills Training. Religious program specialists must either hold the NEC A17A upon assignment to a billet or attain it within one year of assignment. Religious program specialists receive the NEC A17A upon successful completion of Marine Corps Expeditionary Combat Skills Training.

RESPONSIBILITIES

Commander, Naval Reserve Forces Command is responsible for detailing chaplains and RPs to valid billets. All senior grade chaplains (O-5 and O-6) are board-selected for billets via the annual National Command and Senior Officer (O-5 through O-6)/Non-Command and Command Billet Screening and Assignment Board. Junior officers (O-4 and below) are detailed to billets via the quarterly junior officer on-line application process. Commander, Naval Reserve Forces Command details RPs to reserve billets via the My Navy Assignment web interface.

Some inactive duty training travel (IDTT), additional training period, readiness management period (RMP), and active duty for training (ADT) funding (see categories of reserve training in the next section) may be available to reserve chaplains and RPs for additional training.

The NRCs provide administrative support and IDT and AT funding. All Navy Reserve units have a designated supporting NRC, which monitors participation and provides administrative and professional assistance. Some IDTT, additional training period, readiness management period, additional annual training, and ADT funding also may be available through a supporting NRC.

Marine Forces Reserve religious ministry provides strategic and operational oversight, as well as IDTT, additional training period, readiness management period, and ADT funding for all MARFORRES units and personnel. Some of these funds are also available for religious support units' chaplains and RPs to support on-site reserve drilling with their supported command, other forms of training, and contributory support. Marine Forces Reserve units issue field gear for practical training and supply organizational clothing for MARFORRES and religious support unit enlisted personnel.

Religious support units are aligned to the Active Component at Headquarters Marine Corps, Fleet Marine Forces, and supporting establishment units (I, II, and III MEFs; Marine Forces Command; Marine Forces Pacific; Marine Forces Reserve; TECOM; and MCICOM). Supported Marine Corps commands of each religious support unit provide operational oversight. Both the Service component and operational units provide necessary support and unit-specific training.

CATEGORIES OF RESERVE TRAINING

The following are the six categories of reserve training and funding:

- *Inactive duty for training*. Commonly called a drill period, IDT is an authorized 4-hour training period conducted to enhance the participating reservist's readiness for mobilization. Inactive duty training may be performed either with or without pay at the local NRC or other previously authorized site.
- *Inactive duty training travel*. Inactive duty training travel includes funding for the reservist to travel to a location other than the individual's normal drill site.
- *Additional training period*. Additional training periods are additional funded drill periods beyond the 48 annual drill periods. They are used for training, administrative matters, and some field evolutions.
- *Readiness management period*. Additional paid drills used to support day-to-day unit operations and accomplish unit administration, training preparation, and maintenance functions.
- *Annual training*. Annual training is for contributory support of a gaining command's mission, for training, and for attending Service schools. Reservists must complete at least 12 days active duty with one day of travel annually. A maximum of 17 days annual training and 2 days of travel may be authorized if travel outside the continental United States is involved.
- *Additional duty for training*. Funding for ADT may be available for additional active duty days. Specific ADT funds (e.g., ADT schools) are set aside each year for reservists training in Navy schools.

For more information regarding annual training, ADT, IDT, IDTT, additional training period, readiness management period, and reserve drills, refer to the BUPERSINST 1001.39F w/change-1, *Administrative Procedures for Navy Reserve Personnel*.

OPERATIONAL SUPPORT

The active duty for operational support (ADOS) program supports short-term mission requirements for which no permanent duty billet or position is programmed or where Active Component personnel with the required skills are unavailable. Active duty for operational support is not for training and may not be used to fill gapped Active Component billets. Commands requiring long-term solutions should consider general recalls or mobilization. Typically, ADOS is 90 to 179 days in duration. OPNAVINST 1001.20D, *Standardized Policy and Procedures for the Active Duty for Operational Support (ADSW) Programs*, spells out ADOS requirements.

MOBILIZATION PROCESS

When personnel requirements for military operations exceed the shape or availability of the Active Component TO&E, the appropriate Marine Corps component commander may mobilize MARFORRES commissioned units that include augmentee RMTs to support Active Component RM capabilities. For augmentee personnel, Active Component MEFs and Marine Corps forces look to their respective religious support units for personnel assets and collaborate with MARFORRES as requirements are developed. Orders may be issued to a reservist for up to 365 days for forward deployment outside the continental United States. The rotation is determined by the Active Component unit. See DODI 1235.12, *Accessing the Reserve Component (RC)*, for more information.

In the case of mobilization of an RMT prior to the RP attaining the required NEC, the RP may be mobilized to Marine Corps Expeditionary Combat Skills Training with follow-on orders to active duty within a year of completion.

Reserve members may be mobilized for more than 365 days if command employment is still valid and the member agrees in writing by signing a volunteer waiver agreement. The command may send the member on temporary additional duty to another requirement if the original requirement is no longer valid. A member may also be reassigned to a different mobilization requirement. For joint doctrine instruction on the mobilization process, see JP 4-05, *Joint Mobilization Planning*.

CARE OF RESERVE RELIGIOUS MINISTRY TEAMS

Proper preparations for the arrival and utilization of reserve RMTs ensure that the following areas are adequately addressed:

- Supervisory chaplains maximize religious support unit asset time at their supported command through use of annual training, ADT, and IDTT funding.
- The supported command ensures each reserve chaplain and RP is supplied with the required military equipment (the same standards as their Active Component counterparts).
- Supervisory chaplains communicate the value of the religious support unit RMT as an asset to the supported command.
- Supervisory chaplains learn and understand the administrative needs of the Reserve Component RMTs, including proper usage and preparation of fitness and evaluation reports and awards.

Commands requesting the mobilization of reserve RMTs should seek to understand the mobilization process and to mobilize reserve RMTs only if absolutely necessary.

APPENDIX B.
STANDARD RELIGIOUS
MINISTRY TEAM MOUNT-OUT BOX

Religious needs assessment surveys should reflect specific needs of a unit, and an RMT's mount-out box can then be bolstered as required. Table 1-1 lists expeditionary religious ministry equipment and can be used as a reference to support CRPs. However, each operational RMT is also required to maintain an inspection-ready, multi-faith chaplain's kit (see Table 1-2) for the commanding general's readiness inspection. The supply source for all items listed in Tables 1-1 and 1-2 is DoD FedMall.

Table 1-1. Expeditionary Religious Ministry Equipment.

ITEM	Unit of Measure	Quantity	National Stock Number
Trunk, Locker (Mount-Out Box)	box	1	8460-01-471-1035
Medical Assault Pack ("Faith Pack")	each	1	8465-01-612-4152
Medical Assault Pack Large Pouch	each	2	8465-01-612-4174
Medical Sustainment Bag ("Faith Pack")	each	1	8465-01-612-4157
Medical Sustainment Bag Medium Pouch	each	3	8465-01-612-4181
Chaplain's Kit [1]			
Christian	kit	1	9925-01-305-3411
Jewish	kit	1	9925-01-326-2856
Christian Orthodox	kit	1	9925-01-463-8428
Muslim	kit	1	9925-01-464-8618
Chaplain's Kit, Consumable, Multi-Faith	kit	1	9925-01-326-2855
1. Each RMT can substitute the type of chaplain kit purchased based on the faith background of the unit chaplain. (i.e., Christian, Catholic, Jewish, Christian Orthodox, or Muslim).			

Expeditionary religious ministry consumable items are found in the chaplain's multi-faith kit, also referred to as the resupply kit. The following table identifies items contained in the chaplain's multi-faith kit.

Table 1-2. Chaplain's Multi-faith Kit.

ITEM	Unit of Measure	Quantity	National Stock Number
Host, Large (50 to a package)	pack	1	9925-01-353-9312
Host, Small (1,000 to a package)	pack	1	9925-01-459-7518
Grape Juice, non-refrigerated	carton	8	9925-01-451-4908
Wine, White, 187 ml[1]	bottle	4	9925-01-462-5988
Bible, New International Version (Woodland)	book	15	9925-01-353-8785
Bible, King James Version	book	3	9925-01-353-8784
Prayer Book for Jewish Personnel	book	1	9925-01-367-4252
Bible, Tanakh	book	1	9925-01-465-9359
Book of Mormon	book	1	9925-01-353-8790
Holy Koran	book	1	9925-01-353-8791
Bible, New International Version, Spanish	book	5	9925-01-450-7158
Cross, Celtic	each	20	9925-01-353-8788
Rosary, Black, Plastic	each	10	9925-01-353-9310
Cross, Triple Bar	each	10	9925-01-451-2315
Icon of Christ cards	package	10	9925-01-451-2316
Field Immersion Baptismal Liner	each	1	9925-01-450-0085
Kimar, Black	each	1	9925-01-452-7567
Armed Forces Prayer Book	book	4	9925-01-448-6064
Bible, Good News with Deuterocanonical Today's English Version for Catholics	book	10	9925-01-384-1323
1. Each RMT can substitute grape juice for wine depending on the faith tradition of that unit's chaplain, accompanied by justification provided by the unit's supervisory chaplain indicating so. When a unit's chaplain requires wine, a wine log must be kept in accordance with reference COCINST 1730.3.			

APPENDIX C.
RELIGIOUS NEEDS ASSESSMENT SURVEY

The following information is collected to provide a CRP that meets the specific needs of a command. The command is required to offer this survey to each member. Participation is important, as it will provide the responsible officer a means to assure that the command is providing for every member's religious freedom.

> *Note:* Individuals are not required to disclose religious information; however, if they wish to participate in the CRP, filling out this survey is recommended.

Religious Needs Survey

1. Contact information: (This information is necessary for accountability purposes):

Name (Last, First, M.I.):	Grade:
E-mail or Phone (required if you desire to serve as lay leader):	Section:

2. Faith group affiliation (please specify particular tradition in the space provided below):

[ ] Buddhist   [ ] Christian   [ ] Other (please specify below)

[ ] Hindu   [ ] Jewish

[ ] Muslim   [ ] Pagan/Neo-pagan   [ ] No religious preference

Specific tradition (Roman Catholic, Baptist, Sufi, Reformed, Wiccan, etc.): _____

3. Faith group participation:

   [ ] I participate in faith group activities often (i.e. services, rituals, gatherings, social events).

   [ ] I participate in faith group activities occasionally.

   [ ] I do not participate in faith group activities.

4. With regard to my faith group, I am:

   [ ] Interested in increasing my growth or involvement in my tradition.

   [ ] Content with my spirituality or world view.

5. I would like to participate in the following (please check all that apply):

    [ ] Faith-specific holiday celebrations and observances.

    [ ] Faith-specific studies or discussion groups.

    [ ] Trips to religious or historic sites.

    [ ] Community service projects.

    [ ] Classes and discussions about different religious traditions.

    [ ] Musical accompaniment for services or events.

    [ ] Other: _____

6. I intend to participate in worship services or other faith group activities during deployment:

    [ ] Yes.

    [ ] No.

    [ ] Maybe.

7. I would like to request the following religious accommodation(s):

    [ ] Dietary.

    [ ] Uniform.

    [ ] Grooming.

    [ ] Other.

    [ ] None at this time (I understand that I retain the right to request one later)

8. I am interested in representing my faith group as a command lay leader:

    [ ] Yes (please include contact information above).

    [ ] Not at this time.

9. On the back of this page, please offer any questions or special concerns you have with regard to religious accommodation at this command. A representative of the command religious program will contact you confidentially. Thank you for completing this survey!

APPENDIX D.
SAMPLE RELIGIOUS MINISTRY TEAM PASTORAL CARE RECORD SHEET FOR MINISTRY TO THE WOUNDED AND DYING

Pastoral Care and Administration of Sacraments for Injured, Wounded, or Deceased		
Time:	Date:	Location:
Personal Information		
Name, Last:	First: MI:	EDIPI or DOD ID Number:
Religious Preference:	Unit/Command:	Department/Division:
Sacraments and Pastoral Care		
Sacraments Provided: [ ] Reconciliation [ ] Holy Communion [ ] Anointing the Sick [ ] Baptism [ ] Other:	Scripture, Prayer, Pastoral Acts, Chaplain's Notes:	
Last Words or Wishes:		
Attending Chaplain Name, Rank, and Command:		

APPENDIX E.
SAMPLE ANNEX E, APPENDIX 6, CHAPLAIN ACTIVITIES

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APPENDIX 6 TO ANNEX E TO OPERATION ORDER OR PLAN (Number)
(Operation CODEWORD)(U)
CHAPLAIN ACTIVITIES (U)

(U) REFERENCES:

(a) SECNAVINST l730.7E, *Religious Ministry Within the Department of the Navy*
(b) MCO 1730.6F W/ADMIN CH, *Religious Ministry in the Marine Corps*
(c) MCTP 3-30.D, *Religious Ministry in the United States Marine Corps*
(d) Command orders addressing the standing RMP

1. (U) <u>Situation</u>

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

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

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

   d. (U) <u>Assumptions</u>. State realistic assumptions that could impact the command 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.

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2. (U) <u>Mission</u>. State the basic RM mission in the operation/exercise as follows: "The RM mission is to provide operational religious ministry directly to assigned Marines and Sailors and other authorized personnel by conducting and accommodating 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 RMTs will provide RM in combat and across the range of military operations as noted in all references above and detailed in reference (d) in support of Operation (name)."

Reference (d) is the command's standing RMP that details the overall plan for RM across the range of military operations.

3. (U) <u>Execution</u>

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

   b. (U) <u>General</u>. 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.

      (1) (U) <u>Employment</u>. Describe how and where the RMTs are to be employed with combat and combat support forces.

      (2) (U) <u>Deployment</u>. Summarize requirements to deploy the RMTs 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 planning guidance for the deployment of RMT personnel to ensure they do not violate operations security.

   c. (U) <u>Religious Ministry Planning</u>. State general planning considerations that will impact RM delivery by the RMTs during the operation.

   d. (U) <u>Tasks</u>. State the RM tasks and responsibilities for each RMT included in the operation.

   e. (U) <u>Coordinating Instructions</u>. State any coordinating instructions that are important to the RMTs for the implementation of the RMP. This may include instructions for specific faith group coverage and defining responsibilities for RM coordination between command RMTs.

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4. (U) <u>Administration and Logistics</u>

    a. (U) <u>Logistics</u>. State any RMT logistic planning considerations in support of the overall operational plan.

    b. (U) <u>Personnel</u>. Identify any particular RMT personnel requirements or augmentation.

    c. (U) <u>Reports</u>. The RMT will maintain a record of the RM provided during the operation. Establish any additional necessary administrative reporting requirements or information required for the completion of a report of RM that will be included in the commander's AAR.

5. (U) <u>Command and Control</u>. Identify commander and chaplain functional relationship at each level of command. Identify where the RMTs will maintain their base of operations during the operation. Identify the primary and secondary means of communication chaplains will use to maintain communication with the commanders or designated point of contact.

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Name
Rank and Service
Title
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TABs:

A–Inter-Service Chaplain Support
B–Host-Nation Religious Support
C–Commander-Staff Chaplain Relationships

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TAB A TO APPENDIX 6 TO ANNEX E TO OPERATION ORDEROR PLAN
(Number) (Operation CODEWORD) (U)
INTER-SERVICE CHAPLAIN SUPPORT (U)

(U) REFERENCES:

1. (U) <u>Information</u>. This tab pertains only to agreements between or among chaplain elements assigned to US forces for pastoral care and ministry across the range of military operations and wartime contingencies. Planning for inter-Service chaplain support is reflected in the supporting exhibits.

ACKNOWLEDGE RECEIPT

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Title

EXHIBITS:

l–List of Inter-Service Chaplain Support Agreements
2–Inter-Service Chaplain Support Reliability
3–Presumed Inter-Service Chaplain Support

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LIST OF INTER-SERVICE CHAPLAIN SUPPORT AGREEMENTS (U)

(U) REFERENCES:

1. (U) Information.

Agreement	ID Title	Resources Provided

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EXHIBIT 2 TO TAB A TO APPENDIX 6 TO ANNEX E TO OPERATION ORDER
OR PLAN (Number) (Operation CODEWORD) (U)
INTER-SERVICE CHAPLAIN SUPPORT RELIABILITY (U)

(U) REFERENCES:

1. (U) Information

Agreement	ID Title	Resources Provided

Combatant Commander's Assessment	Operational Impact
Rationale for doubt regarding reliability of support	

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EXHIBIT 3 TO TAB A TO APPENDIX 6 TO ANNEX E TO OPERATION ORDER OR PLAN (Number) (Operation CODEWORD) (U)
PRESUMED INTER-SERVICE CHAPLAIN SUPPORT (U)

(U) REFERENCES:

1. (U) Information

Resources Presumed	Combatant Commander's Rationale	Operational Impact
Available from/provided to others	Supporting presumption	
Service forces		

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TAB B TO APPENDIX 6 TO ANNEX E TO OPERATION ORDER OR PLAN
(Number) (Operation CODEWORD) (U)
HOST-NATION RELIGIOUS SUPPORT (U)

(U) REFERENCES:

1. (U) <u>Information</u>. This tab pertains only to agreements between the host-nation chaplain and religious support resources and US forces chaplain elements for pastoral care and ministry across the range of military operations and wartime contingencies. Planning for host-nation religious support is reflected in the supporting exhibits.

ACKNOWLEDGE RECEIPT

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EXHIBITS:

1–List of Host-Nation Religious Support Agreements
2–List of Host-Nation Religious Support Reliability
3–Presumed Host-Nation Religious Support

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EXHIBIT 1 TO TAB B TO APPENDIX 6 TO ANNEX E TO OPERATION ORDER OR PLAN (Number) (Operation CODEWORD) (U)
LIST OF HOST-NATION RELIGIOUS SUPPORT AGREEMENTS (U)

(U) REFERENCES:

1. (U) Information

Agreement	ID Title	Resources Provided
		From and to host-nation forces

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EXHIBIT 2 TO TAB B TO APPENDIX 6 TO ANNEX E TO OPERATION ORDER OR PLAN (Number) (Operation CODEWORD) (U)
LIST OF HOST-NATION RELIGIOUS SUPPORT REALIABILITY (U)

(U) REFERENCES:

1. (U) Information

Agreement	ID Title	Resources Provided
		From and to host-nation forces

Combatant Commander's Assessment		Operational Impact
Rationale for doubt regarding reliability of support		

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EXHIBIT 3 TO TAB B TO APPENDIX 6 TO ANNEX E TO OPERATION ORDER OR PLAN (Number) (Operation CODEWORD) (U)
PRESUMED HOST-NATION RELIGIOUS SUPPORT (U)

(U) REFERENCES:

1. (U) Information

Resources Presumed	Combatant Commander's Rationale	Operational Impact
Available from/provided to others	Supporting presumption	
Service forces		

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TAB C TO APPENDIX 6 TO ANNEX E TO OPERATION ORDER OR PLAN (Number) (Operation CODEWORD) (U)
COMMANDER-STAFF CHAPLAIN RELATIONSHIPS (U)

(U) REFERENCES:

1. (U) Information. This tab provides a wire diagrams depicting commander-staff-chaplain relationships at each level of command, above and below, to clarify lines of authority and communications.

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Title

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GLOSSARY

Section I: Abbreviations and Acronyms

AAR	after action report
ADOS	active duty for operational support
ADT	active duty for training
ARG	amphibious ready group
BUPERSINST	Bureau of Naval Personnel instruction
CACO	casualty assistance calls officer
CATF	commander, amphibious task force
CE	command element
CHC	Navy Chaplain Corps
CLF	commander, landing force
CoMC	Chaplain of the Marine Corps
COMREL	community relations
COSC	combat operational stress control
CREDO	Chaplains Religious Enrichment Development Operation
CRP	command religious program
DOD	Department of Defense
DODI	Department of Defense instruction
DON	Department of the Navy
EPW	enemy prisoner of war
FMF	Fleet Marine Force
IDP	internally displaced person
IDT	inactive duty training
IDTT	inactive duty training travel
JP	joint publication
MAGTF	Marine air-ground task force
MARFORRES	Marine Forces Reserve
MCCDC	Marine Corps Combat Development Command
MCDP	Marine Corps doctrinal publication

MCICOM	Marine Corps Installations Command
MCO	Marine Corps order
MCRP	Marine Corps reference publication
MCTP	Marine Corps tactical publication
MEB	Marine expeditionary brigade
MEF	Marine expeditionary force
MEU	Marine expeditionary unit
MILPERSMAN	military personnel manual
ml	milimeter
MOU	memorandum of understanding
NAVPERS	naval personnel
NEC	Navy enlisted classification
NRC	Navy reserve center
NTTP	Navy tactics, techniques, and procedures
O&M	operation and maintenance
OPNAVINST	Chief of Naval Operations instruction
OSCAR	Operational Stress Control and Readiness
PNC	Professional Naval Chaplaincy
POW	prisoner of war
RNA	religious needs assessment
RM	religious ministry
RMP	religious ministry plan
RMT	religious ministry team
RO	religious organization
RP	religious program specialist
S-4	logistics office
SECNAVINST	Secretary of the Navy instruction
SMCR	Selected Marine Corps Reserve
SOP	standing operating procedure
T&R	training and readiness
TO&E	table of organization and equipment
TSCP	theater security cooperation plan
US	United States
USC	United States Code

Section II: Terms and Definitions

command chaplain

> The senior chaplain assigned to or designated by a commander of a staff, command, or unit. See also religious support. (DOD Dictionary)

commander's intent

> (See DOD Dictionary for core definition. Marine Corps amplification follows.) A commander's clear, concise articulation of the purpose(s) behind one or more tasks assigned to a subordinate. It is one of two parts of every mission statement that guides the exercise of initiative in the absence of instructions. (USMC Dictionary)

command religious program

> The comprehensive program of religious ministry that is planned, programmed, budgeted, and implemented to meet identified religious ministry requirements of a command. Also called **CRP**. (USMC Dictionary)

contract religious ministry professional

> A civilian religious ministry professional endorsed by a specific Department of Defense-listed religious organization and contracted on a non-personal services basis using competitive procedures. Also called **CRMP**. (USMC Dictionary)

divine services

> Public worship conducted afloat, in the field, or on military bases and installations by a military chaplain pursuant to the chaplain's official duties in accordance with Section 6031 of Title 10, United States Code, and Article 0817 of US Navy Regulations, 1990. (USMC Dictionary)

lay leader

> A volunteer appointed by the commanding officer and supervised and trained by the command chaplain to serve for a period of time to meet the needs of a particular religious organization when their military chaplains are not available. The lay leader may conduct services, but may not exercise any other activities usually reserved for chaplains. (USMC Dictionary)

noncombatant

> 1. An individual in an area of combat operations who is not armed and is not participating in any activity in support of any of the factions or forces involved in combat. 2. An individual, such as chaplain or medical personnel, whose duties do not involve combat. (USMC Dictionary)

operation order

> A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called **OPORD**. (DOD Dictionary)

operational religious ministry

> Those tasks and professional services performed by the religious ministry team in direct support of the Marines, Sailors, family members, and other authorized personnel of the command to which they are assigned. It includes, but is not limited to, such religious ministry activities and programs as divine services, sacraments, rites, ordinances, pastoral counseling, visitation, religious and morals education, ethics education, critical incident debriefings, and advising the commander on religion, ethics, morals, morale, and indigenous religions and customs. (USMC Dictionary)

religious accommodation

> The reasonable and good faith effort to support religious requirements within the boundaries of good order and discipline.

religious ministry

> Professional duties performed by Navy chaplains and designated personnel, to include facilitating and/or providing for religious needs, caring for all, and advising the command. Also called **RM**. (USMC Dictionary)

religious ministry professional

An individual endorsed by a Department of Defense-listed religious organization to represent the religious organization and to conduct its religious observances or ceremonies in the institutional settings of the naval Services. Each religious ministry professional is a fully qualified member of the clergy for those religious organizations that have a tradition of professional clergy or the equivalent. Also called **RMP**. (USMC Dictionary)

religious ministry team

1. A team that is composed of one or more chaplain(s) and one or more religious program specialist(s), and other designated members (e.g., appointed lay leaders and military volunteer personnel) to provide religious ministry. The team works together in designing, implementing, and conducting the command religious program. 2. A basic religious ministry team consists of one chaplain and one religious program specialist. Other team members could include lay leaders, command religious program volunteers, contract religious ministry professionals, chaplain office federal employees, and other command religious program contracted professionals. Also called **RMT**. (USMC Dictionary)

religious offering fund

The system by which monetary collections offered by religious service participants in the context of worship are managed. Also called **ROF**. (USMC Dictionary)

religious organization

An entity that is organized and functions primarily to perform religious ministries to a non-military constituency and that has met the religious purposes test of Section 501 (c) (3) of Title 26, United States Code (2000), and holds current status as a Section 501 (c) (3) Schedule A organization. Religious organizations possess ecclesiastical authority to endorse and withdraw endorsement for religious ministry professionals serving under their authority. Also called **RO**. (USMC Dictionary)

religious program specialist

A Navy enlisted assistant who supports a chaplain in planning, programming, administering, and coordinating the command religious program. A religious program specialist is a combatant who provides force protection and physical security for a chaplain in operational environments. Also called **RP**. (USMC Dictionary)

religious services

Worship events, other than divine services, conducted as part of the command religious program and in the manner and forms of religious organizations and led by lay leaders, contract religious ministry professionals, or other authorized non-uniformed personnel. Participation in religious services shall be voluntary, with the exception of personnel present in a support activity. (USMC Dictionary)

religious support

Chaplain-facilitated free exercise of religion through worship, religious and pastoral counseling services, ceremonial honors for the fallen, crisis intervention, and advice to the commander on ethical and moral issues, and morale as affected by religion. Also called **RS**. See also command chaplain. (DOD Dictionary)

REFERENCES AND RELATED PUBLICATIONS

Geneva Convention

Convention (III) relative to the Treatment of Prisoners of War. Geneva, 12 August 1949

Federal Issuances

United States Code
Title 10, Armed Forces
    Subtitle A, part II, chap. 88, sec. 1789, "Chaplain-led programs: authorized support"
    Subtitle C, part II, chap. 555, sec. 8221, "Chaplains: divine services"

Miscellaneous
Supplemental Standards of Ethical Conduct for Employment of the Department of Defense, 5 C.F.R. part 3601 (2011)

Secretary of the Navy Manual (SECNAV-M)

5216.5 w/change 1   Department of the Navy Correspondence Manual

Department of the Navy Strategic Guidance on Religious Ministry

Department of the Navy Strategic Plan for Religious Ministry 2.0.

Department of Defense

Department of Defense Instructions (DODIs)

1235.12   Accessing the Reserve Components (RC)

1300.18   Personnel Casualty Matters, Policies, and Procedures

1304.28   The Appointment and Service of Chaplains

6490.05   Maintenance of Psychological Health in Military Operations

Joint Issuances

Joint Publications (JPs)

1-05	Religious Affairs in Joint Operations
4-05	Joint Mobilization Planning
4-06	Mortuary Affairs in Joint Operations

Miscellaneous
DOD Dictionary of Military and Associated Terms

Secretary of the Navy Instructions (SECNAVINSTs)

1412.10A	Fleet Marine Force Warfare Officer Program
1730.7E	Religious Ministry Within the Department of the Navy
1730.8B	Accommodation of Religious Practices
1730.9A	Confidential Communications to Chaplains
1730.10A	Chaplain Advisement and Liaison
7010.6B	Religious Offering Fund

Chief of Naval Operations Instructions (OPNAVINSTs)

1001.20D	Standardized Policy and Procedures for the Active Duty Operational Support (ADOS) Programs
1414.4E	Navy Enlisted Fleet Marine Force Warfare Specialist Qualification Program
3461.6	Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees
6110.1K	Physical Readiness Program

Bureau of Naval Personnel Instructions (BUPERSINSTs)

1001.39_	Administrative Procedures for Navy Reserve Personnel
1610.10_	Navy Performance Evaluation System

Navy Publications

Navy Warfare Publication (NWP)

1-05	Religious Ministry in the Fleet

<u>Navy Tactics, Techniques, and Procedures (NTTP)</u>
1-05.1M   Religious Lay Leader

<u>Naval Personnel (NAVPERS) Publications</u>
15560D_   Naval Military Personnel Manual (MILPERSMAN)
1300-500   Reassignments for Humanitarian Reasons (HUMS)
1730-010   Use of Lay Leaders in Religious Services
1730-020   Immunization Exemptions for Religious Beliefs
1770-160   Casualty Assistance Calls Program (CACP)
18068F_   Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational
                 Standards, Vol. II, Navy Enlisted Classifications (NECs)

<u>Miscellaneous</u>
United States Navy Regulations, 1990
Chapter 8, Section 1, Article 0820, "Welfare of Personnel."
Chapter 10, Section 3, Article 1063, "Detail of Persons Performing Medical or Religious Services."

Navy and Marine Corps Publication (NAVMC)

3500.85_   Religious Ministry Training and Readiness Manual

Marine Corps Publications

<u>Marine Corps Doctrinal Publication (MCDP)</u>
1   Warfighting

<u>Marine Corps Tactical Publications (MCTPs)</u>
3-30E   Combat and Operational Stress Control

3-40H   MAGTF Supply Operations

13-10C   Unit Embarkation Handbook

<u>Marine Corps Reference Publications (MCRPs)</u>
1-10.1   Organization of the United States Marine Corps

3-30D.2   Devotional Field Book

<u>Marine Corps Orders (MCOs)</u>
1000.6   Assignment, Classification, and Travel System Manual (ACTSMAN)

1306.16F   Conscientious Objectors

1553.1B   The Marine Corps Training and Education System

1553.2D   Marine Corps Formal School Management Policy

1553.3B   Unit Training Management (UTM) Program

1553.4B   Professional Military Education (PME)

1730.6F w/administrative change 1   Religious Ministry in the Marine Corps

3040.4   Marine Corps Casualty Assistance Program (Short Title: MARCORCASASTPRO)

3461.1   Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees

3574.2M   Marine Corps Combat Marksmanship Programs (MCCMP)

5351.1   Combat and Operational Stress Control Program

Miscellaneous
Marine Corps Manual, w/changes 1-3

Marine Corps Supplement to the DOD Dictionary of Military and Associated Terms