Doctrine Lesson

Capabilities Development Integration Directorate (CDID)
December 2018
**Action:** Demonstrate familiarity and understanding of Army/Joint doctrine as it impacts religious support at the brigade level and below.


**Standard:** Demonstration includes
- Understanding how to navigate doctrine libraries
- Defining a problem
- Identifying appropriate doctrine for a problem
Scenario Requirements

Answer the Following:

1. What is the identified problem?
2. What is the desired end state?
3. What doctrinal publications address the issue?
4. What other publications would you consult?
5. What are your three COAs?
6. What is your recommended COA?
7. What risk remains?
8. What support/guidance is required from the CDR?
Agenda

- Introduction
- Definitions: Concepts and Doctrine
- Joint Doctrine
- Army Doctrine
- Religious Support (RS) Doctrine
- RS Advise Capability
- RS and Interactive Media Instructions (IMIs)
- Lessons Learned Program
- Resources
- Tips
- PE Walk Through
- Comments/Feedback
1. What is doctrine?

2. What is the purpose of doctrine?

3. What doctrine (Army & Joint) is specific for the Chaplain Corps?

4. What doctrine is relevant for the Chaplain Corps and why?

5. How is doctrine developed/updated/changed/etc.?
Capabilities Development and Integration Directorate (CDID)

What We Do (*IAW AR 5-22 and other directives*)

- Force Design
- Doctrine/Concept Writing-Review for CH Corps (Joint, Multinational, and Army)
- AARs/Lessons Learned for the Corps
- Incorporate/Develop New Capabilities Futures
Definitions: DOTMLPF-P

AR 5-22, para. 1: “The Army approaches solutions to problems through changes to broad, general categories of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF)… “ ADP 1-01
“The Army approaches solutions to problems through changes to broad, general categories of DOTMLPF-P... Concepts are ideas for a significant change based on proposed new approaches to the conduct of operations or technology. The Army incorporates validated concepts into DOTMLPF solutions... Concepts are proposals and the basis for experiments on conducting future operations whereas doctrine authoritatively addresses how Army forces actually operate today.” ADP 1-01
“Fundamental principles, with supporting tactics, techniques, procedures, and terms and symbols, **used for the conduct of operations** and which the operating force, and elements of the institutional Army that directly support operations, guide their actions in support of national objectives. **It is authoritative** but requires judgment in application.”

ADP 1-01, *Doctrine Primer* (2 Sep 14)
Doctrine Provides You…

Power (of authority)

Place (at the table)

Professionalism
• Four types of doctrine exist in a hierarchy. Higher doctrine generally drives lower levels of doctrine in the following order (note Joint is before other types):

1) Joint,
2) Multinational,
3) Multi-service, and
4) Service (e.g., Army).

• Joint doctrine applies to all Services at all echelons (not limited to joint ops).
• Army doctrine mirrors joint doctrine wherever possible. Army doctrine variance exists in some instances “to account for the unique nature of land operations”.
- In all operations at all echelons, JG 1-05 is applicable.

- All chaplains and assistants should be familiar with JG 1-05, which contains important provisions that do not appear in Army doctrine, e.g. explaining the *appropriate* role of religious support personnel in targeting “Advisement will focus on the ethical, moral, and religious dimensions of the targeting process.” JG 1-05, paragraph I-4.
**Doctrine Hierarchy: Army**

- True Hierarchy under Doctrine 2015 initiative
- Easy to track needed information
- Easier to update
- Separates out fundamentals and TTPs
- Use of technology

### Army Doctrine Publications (ADP)
**Fundamental principles**

### Army Doctrine Reference Publications (ADRP)
**Detailed information on fundamentals**

### Field Manuals (FM)
**Tactics and Procedures**

### Army Techniques Publications (ATP)
**Techniques**

MERGING WITH ADPs
Army Doctrine: ADPs/ADRPs

1. ADP/ADRP 1: The Army/The Army Profession
2. ADP 1-01: Doctrine Primer
3. ADP/ADRP 3-0: Operations
4. ADP 1-02: Terms and Military Symbols
5. ADP/ADRP 2-0: Intelligence
6. ADP/ADRP 3-05: Special Operations
7. ADP/ADRP 3-07: Stability
8. ADP/ADRP 3-09: Fires
9. ADP/ADRP 3-28: Defense Support of Civil Authorities
10. ADP/ADRP 3-37: Protection
11. ADP/ADRP 3-90: Offense and Defense
12. ADP/ADRP 4-0: Sustainment
13. ADP/ADRP 5-0: The Operations Process
14. ADP/ADRP 6-0: Mission Command
15. ADP/ADRP 6-22: Army Leadership
16. ADP/ADRP 7-0: Training
• Limited to 50 Field Manuals (FMs).

• Army Doctrine that lays out tactics and procedures.

• Describes how the Army executes operations described in ADP.

• Main body (maximum of 200 pages) contains tactics - “The employment and ordered arrangement of forces in relation to each other (JP 1-02).”

• Appendices contain procedures - “standard, detailed steps that prescribe how to perform specific tasks (JP 1-02”). Procedures are PRESCRIPTIVE - they require stringent adherence to steps without variance.

• FMs are approved by the CAC CG as the TRADOC proponent for Army Doctrine.
FM 1-05 Religious Support

ATP 1-05.01 Religious Support and the Operations Process

ATP 1-05.02 Religious Support to Funerals and Memorial Events

ATP 1-05.03 Religious Support and External Advisement

ATP 1-05.04 Religious Support and Internal Advisement

ATP 1-05.05 Religious Support and Casualty Care
The Chaplaincies of the Military... are established to advise and assist commanders in the discharge of their responsibilities to provide for the free exercise of religion in the context of military service as guaranteed by the Constitution, to assist commanders in managing Religious Affairs... and to serve as the principal advisors to commanders for all issues regarding the impact of religion on military operations.

The Army requires the capability to provide religious support and the capability to advise commanders on the impact of religion.
The Army requires of religious support two **capabilities**: Provide and Advise

We do this through three **core competencies**: Nurture, Care, Honor
Religious Support

The mission of the Army Chaplain Corps is to provide religious support to the Army across unified land operations by assisting the commander in providing for the free exercise of religion and providing religious, moral, and ethical leadership.

By supporting...
- Commanders

Executed through...
- Required Capabilities
  - Provide
  - Advise

By means of...
- Core Competencies
  - Nurture
  - Care
  - Honor

Guided by...
- Mission Command

Operational Environment

The operational environment will be complex and uncertain, marked by rapid change and a wide range of threats.

Operationally adaptive and cohesive teams of resilient Soldiers and ethical leaders are required at all echelons to meet psychological and moral challenges of combat.

Train to execute RS across the range of military operations. The Chaplain Corps trains and educates (institutional, leader development, self development and home station) IOT provide RS that supports unified land operations and develops chaplains and religious affairs specialists.

Develop religious support IAW sustainment principles:
- Integration
- Anticipation
- Responsiveness
- Simplicity
- Economy
- Survivability
- Continuity
- Improvisation

Synchronize efforts across a commonly understood construct...

Operations Structure

Operations Process
- Plan
- Prepare
- Execute
- Assess

Operational Framework
- Decisive-Shaping-Sustaining
- Deep-Close-Security
- Main and Supporting Efforts

All Warfighting Functions
**Leveraging Confidentiality**

Chaplains and religious affairs specialists provide Army leaders the security and trust offered by complete confidentiality in one-on-one ethical and moral decision making discussions. This no-exceptions policy is backed up by force of federal law (Mil. Rule of Evid. 503) *for “matters of conscience”*. Chaplain advisors do well to encourage use of this privilege.

Awareness of full legal confidentiality *promotes trust and free candid discussion* to achieve what is morally and ethically best.
TO ACCESS IMIs: Go to https://usachcstraining.army.mil
Army Doctrine Resources

Army Publishing Directorate

http://www.apd.army.mil includes all Army publications in html or e-book format to include all Army doctrine, regulations, training circulars, technical manuals, DA Pams, DA Directives/Policies; html downloads generally require CAC login.

US Army Chaplain Corps Doctrine Page:


Includes among other items:
• Easy access/download to all religious support doctrine publications
• Access to all RS IMIs
• Quarterly Army Doctrine updates
• Updated Army doctrine terms & definitions (ABC order, including rescinded terms)
• These doctrine briefing slides
• Ability to comment/ask questions on all these items with CDID personnel

Army Concepts
(e.g. Army Operating Concept, Sustainment Concept, Human Dimension Concept, etc.)

World Religions and External Advisement

Joint Doctrine Resources

**Joint, Multi-Service, and other Service Doctrine Publications** (*requires a CAC*)


*Air Force: [https://doctrine.af.mil/](https://doctrine.af.mil/)

**DOD Issuances** (DoD Directives, Instructions, Publications, Memorandums)


**Chairman of the Joint Chiefs of Staff Directives:**


**Department of Defense Law of War Manual** (June 2015)

1. **Know why authoritative doctrine matters:** Power, Place, Professionalism

2. **Completely read and understand all religious support doctrine:**
   All joint/Army RS doctrine amounts to less than 150 pages of text!
   Your commands expect this of you as professionals.

3. **Know where to find all references:** Be able to quickly access resources (preceding two slides); be known as the one with the *right* answers.

4. **Be familiar with doctrine hierarchy structure and essentials:** Know the limited categories of APDs/ADRP s; FM 6-0 will help you in all contexts.

5. **Read/review particular doctrine for your particular type of unit/echelon/operation upon assignment!**
We accept and invite doctrine RFIs from all echelons, and can provide answers on behalf of the Chaplain Corps or will obtain answers from other Army branch proponents as needed.

Arrangements can be made to assist with confidential and classified RFIs from the field.

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Practical Exercise:
- Rotate around by question

Answer the Following:
1. What is the identified problem?
2. What is the desired end state?
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Scenario 1 – CBRNE and Casualties

A chemical and biological weapons storage site was compromised during artillery strikes and both persistent and non-persistent agents were released. A subordinate unit experienced CBRNE casualties which resulted in 75% assigned personnel KIA and the remainder severely injured. The unit was operating in large scale ground combat operations against a peer adversary conducting offensive operations 60 Km to the east of the higher HQ’s location. It is unclear whose munitions breached the facility. What is your religious support response recommendation to the commander?
Scenario 5 – Mass Casualty/Fatal Incident
Upon returning from a LOGPAC run, a squad of FSC personnel discovered their supported Battalion destroyed by precision fires (95% KIA, only a handful of severely wounded survivors). Adversary forces have created anti-access and area denial conditions throughout the area of operations. There are indications the enemy paused for resupply operations and plans to seize the area formerly occupied by the US Battalion within the next 12-18 hours. Intelligence suggests enemy scouts are present and Lines of Communication will be unsecure in 8-10 hours. The FSC LOGPAC run secured Class I, III, IV, V, and VIII supplies along with two “Bobcats” for berm construction with two LMTVs, one HEMTT with the palletized handling system, and two up-armored HMMWVs. What is your recommendation regarding the religious support response to the commander?
Scenario 6 – UMT Training Plan
It is July and you just signed in as a BDE Chaplain for a unit (ABCT or IBCT) scheduled for a CTC rotation in 9 months. Your predecessor provided no UMT training plan. It is anticipated that the unit will receive an assigned mission immediately after the CTC rotation and deploy within 60 days of receipt of mission. You currently have an assigned UMT strength of 4/8/0 and are authorized 8/8/0 (O/E/WO). In the winter move cycle, you will receive 4 CHBOLC graduates. You will lose one Chaplain in the winter move cycle. Three of the religious affairs specialists are currently non-deployable for the next 6-15 months, to include field exercises. BNs have BN level exercises scheduled for September and the BDE will deploy the TOC in order to work on staff processes and communication. The BDE has a BDE-wide exercise scheduled for November. The BDE is scheduled for 20 days winter holiday block leave. What is your UMT training plan? (Garrison conducts monthly UMT training on garrison related training; CTOF, counseling, NCOERs, DACH-PER slides, etc.)
Questions/ Comments/ Discussion