# UMT Battle Drills Index

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## Overview
[\text{SOP 41\]
Religious Support Plan

Conduct Mission Analysis

Generate Religious Support Staff Estimate

Generate Commander’s Religious Support Plan (RSP)
By Operation
By Phase
Annual

Plan Elements (by operation, phase)
- Scheduled Services
- Coverage
- Pastoral Care
- Moral Leadership Training
- UMT Training
- Contingencies
- Communication

Generate Religious Support
Annexes/Matrices for OpOrds
Generate Religious Support TACSOPs
Generate Religious Support Programs

Publish RSP to units
1. MISSION: 864th BN UMT will provide comprehensive Religious Support (RS) during all phases of Operation XXXXXXXX

3. EXECUTION: (intent)

3a. Concept of Operations

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<td>Day 1 Movement to base</td>
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UMT Priority of Effort

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<th>Location</th>
<th>Units</th>
<th>Time Frame</th>
<th>UMT Priority of Effort</th>
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<td>Priority of Support</td>
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5b. SIGNAL

(1) Primary communication will be by XXXXXXXX
(2) Messages may be left with S1 shop
(3) Local contact of BN UMT on Motorola freq 21.1
Chaplain Shriver: “Viper 37”
Sgt McCullah: “Viper 37A”

5c. SAFETY

BN UMT will perform Risk Assessment at least daily and before leaving the base.
Catholic Representatives

Senior priest on installation trains CRs

Unit is responsible for Catholic lay-led service supplies

Depending on METT-TC, installation priest designates when a CR may conduct a Lay led Worship Service (not a Mass)

Catholic chaplain coordinates with battalion chaplain for time and location of Mass

Military Diocese Bishop does not allow the use of lay representatives to give Eucharist. Lay led services (without Eucharist) may be used when a priest is unable to get to a FOB each week.
Communications

Confidential Communication

Privileged Communication

Sensitive Information

Basically, be slow to speak and quick to listen. Keep the confidences that people bestow unto you. If you really need assistance, talk in general terms to a more senior chaplain or a behavioral health specialist at your FOB to receive guidance for difficult situations.

Chaplain Assistants need to understand the serious nature of keeping tight-lipped regards such communication. It can be helpful for several senior NCO’s to mentor the 56M regarding this important role with a younger chaplain assistant.

Army Chief of Chaplains Policy Memorandum “Confidential Communications between Unit Ministry Team Members and Military Constituents”
25 September 2007

Navy SECNAVYINST 1730.9 (Confidential Communications to Chaplains)

Air Force AFI 152-101 (Chaplain: Planning and Organizing)
Conscientious Objection

- Soldier and commander fill out DA Form 4187
- Advised by commander Of Privacy Act, Section 3103, Title 38
- Reassignment orders are cancelled
- Soldier assigned to company duties the cause minimal impact on beliefs
- Chaplain prepares memorandum describing genuineness of belief
- Mental evaluation by psychiatrist or medical doctor
- Case to Court-Martial Convening Authority
- Court-Martial Convening Authority appoints investigation officer
- Soldier prepares Statement of Understanding
- SJA reviews packet
- JAG interviews soldier

Have soldier fill out DA Form 3881, “Rights Warning Procedure,”
Religious Accommodation

Request for accommodation written, submitted to commander
Commander must respond in writing within 10 days

Claims examined according to regulations:
- Medical, Dietary: AR 600-20
- Appearance: AR 670-1
- Worship: AR 165-1

Approval, in writing
Commander must begin implementation of accommodation or change in duty status

Disapproval, in writing
Appeal through chain of command, to include MACOM, Deputy Chief of Staff (Washington), reconsideration by commander
Chaplain interview (basis and sincerity of claim)

Approval, in writing
Legal Review
Disapproval, in writing

Request
Reassignment,
Reclassification,
Separation

Other resource: RELIGIOUS REQUIREMENTS AND PRACTICES Of Certain Selected Groups A HANDBOOK FOR CHAPLAINS AND COMMANDERS 2002 Edition

Soldier may seek redress under Article 138, UCMJ, or petition the ABCMR for correction of appropriate records
Chaplain Assistant Duties

- **Force protection**
  - Provide security for chaplain and chapel events
  - **Battle track**
  - Maintain proficiency with weapons
  - Coordinate tactical movement
- **Staff duties**
  - Update unit and UMT rosters
  - Police office work area
  - Record keeping and reporting
  - Maintain office and ecclesiastical supplies
  - Order Supplies from DLA Chaplain Corner via Unit Supply/S4
  - Represent the chaplain at meetings
    - LRP
    - BUBs or staff Syncs as necessary
- **PMCS vehicle and equipment (5988E, car wash and “detail” weekly or as needed)**
- **Conduct PCC/PCI before each mission**
- **Advise chaplain on uniform, military customs and military courtesies**
- **Arrange rides (in convoys or by aircraft) for UMT to ministry locations where unit is located**
- **Chapel duties**
  - Set up, take down for classes, services, ceremonies, special events
  - Prepare for services (location, advertising, bulletins, etc.)
  - Clean the chapel and the Sacred Shelter Tent each week
  - Oversee reservations for the Chapel
- **Soldier care**
  - Morale visits
  - Stress evaluation
  - Suicide prevention
  - Religious material distribution
  - Counseling screening
  - Referrals to chaplain
  - Maintain Combat Life Saver skills
  - Assist in preparing the Commander’s Master Religious Plan (gathering information)
Chaplain Assistant Reports & Records

Records
- DA 1594 “Daily Staff Journal”
- Sensitive items list
- UMT inventory
- Chaplain Assistant ministry log
- PCC/PCI check lists
  - Standard mission
  - Specific missions (services, visitations, etc)
- Vehicle load plans
- Unit Religious Profiles

Reports
- Unit Ministry Team action reports
  - Chaplain, weekly statistical summary of assistant’s activity
  - Chapel, Daily Status
  - Brigade EN 6, weekly
  - Corps, 15th and 31st
- DA 5988-E PMCS
- DA 2404 on equipment
- Risk assessment
  - Daily
  - Mission

See “Risk Assessment”
Contacting UMT

Come in, UMT is working inside

UMT is in the Chapel for a service

UMT is eating in the DFAC or working out exercising

Knock loudly, Chaplain is sleeping in the back but always willing to offer assistance at anytime

UMT is travelling right now so feel free to call:

Chaplain Alpha at DSN:

Chaplain Bravo at DSN:

Notify the TOC for other UMT assets at DSN:
UMT, as subject expert, determines tasks, limits, and requirements for religious support. How UMT can support the mission at hand. Test and task COAs.

**Orders Process**

1. **Brigade OPORD** → **Mission Received** → **Mission Analysis** → **COA Development & Analysis** → **COA Approval** → **Battalion OPORD**
   - **Cdr’s Intent, CCIR**
   - **Warning Order**
   - **Staff Analysis** → **Staff estimates** → **Cdr’s Intent, CCIR**
   - **TACSOP**
   - **METL**
   - **Doctrine (FMGs, Regs)**

**Key Points**:
- Stated/implied tasks
- Constraints/limits
- Requirements
- COAs
- Pros/cons
- Recommendations

**Generate “Religious Support Appendix”**
Battle Tracking

- Friendlies
- Enemy

Rate and order of march

(More for High Intensity Conflict)

Tracking the Battle

What
- What enemy has done
- What enemy is doing
- What enemy will do

Situational Awareness
- What we have done
- What we are doing
- What we will do

How
- Monitor TOC
- Situation Map
- Monitor Radio (A&L Net)
- Read TOC Status Boards
- Update UMT's Tactical Map

S-3
- Pattern Analysis
- METT-TC

S-2
- Spies
- Patrols

(Important for SOSO)
Tactical Movement

56M makes reservation with Battle Captain for seat(s) on a convoy or aircraft several days before movement

Confirm at least the day before

Inform BDE Chaplain of plans via SIPR

Give convoy leader or MCT staff trip ticket info

Report at least forty minutes before SP

Rehearse reaction to contact with the crew

Watch for IEDs, snipers, wires on the road

React to contact

Report safe arrival back to FOB

There may be two convoys or aircraft involved, one that drops the UMT off, and one that picks it up

Info includes battle roster number, serial numbers of sensitive items taken on the trip (weapon, night vision goggles). Often, you only have to do this once. The patrol leader should keep it in his book.

Care for the wounded and honor the fallen as needed.

Make sure to bring “Battle Rattle” and pack containing ministry items and food

Go over as a UMT how you will react as a team if a tactical situation develops
Trip Ticket

1. Obtain Trip Ticket from S-3 or battle captain
2. Obtain “Blue 13” UXO Report from S-3 or battle captain
3. Do initial checks
4. Fill out trip ticket
5. Take ticket to battle captain
6. Get current ops update from battle captain
7. Check route conditions with battle captain
8. Get threat brief from S-2
9. Return form to battle captain before leaving
10. Upon return, report to battle captain and debrief

Sensitive items list:
- NVG
- Weapons
- Commo
- Class I, food, water
- Class III, POL
- Class V, ammo
- PCC/PCI
- Mission Brief
- Risk Assessment
- Map/PLGR

Vehicle bumper numbers
- Total number of vehicles
- Number of Pax in each vehicle
- Mission/Task/Purpose
- Planned Routes
- Estimate Time of Return
- Sensitive items list

Return UXO report
React to Contact While in Convoy

Small Arms

Explosion

UMT SOP

React to Contact While in Convoy

Log the incident to the best of your remembrance and send up to Command and Supervisory Chaplain via SIPR

Small Arms

Explosion

UMT stays in the truck unless the injury is life threatening or serious enough to require evacuation. Chaplain should ask for cover so he can minister to the wounded at the casualty collection point at the scene.

Stay in truck

Do not dismount unless the vehicle is disabled, or on fire

Do ministry based on severity. Assistant stands guard

Serious?

Injuries?

Yes

No

Yes

No

Yes

No
## Risk Assessment

<table>
<thead>
<tr>
<th>Effect</th>
<th>Probability</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
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<tbody>
<tr>
<td>Catastrophic</td>
<td>Frequent</td>
<td>E</td>
<td>E</td>
<td>H</td>
<td>H</td>
<td>M</td>
</tr>
<tr>
<td>Critical</td>
<td>Likely</td>
<td>E</td>
<td>H</td>
<td>H</td>
<td>M</td>
<td>L</td>
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<tr>
<td>Marginal</td>
<td>Occasional</td>
<td>H</td>
<td>M</td>
<td>M</td>
<td>L</td>
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<tr>
<td>Negligible</td>
<td>Seldom</td>
<td>M</td>
<td>L</td>
<td>L</td>
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<tr>
<td></td>
<td>Unlikely</td>
<td></td>
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</table>

**Effect**
- I  Death, total disability or loss
- II Permanent partial disability, major damage
- III Minor injury, loss or damage
- IV Negligible

**Probability**
- A Experience continuously
- B Experienced often
- C Experienced occasionally
- D Experienced once in a while
- E Unlikely to happen
MEDEVAC

LINE 1: Location (6 Digit Grid) of Pick Up
LINE 2: Your Radio Frequency, Call Sign, and Suffix
LINE 3: Number of Patients by Precedence
   1-Urgent 2-Priority 3-Routine
LINE 4: Special Equipment Required (i.e. Jungle Penetrater, Hoist)
LINE 5: Number of Patients by type (Litter / Ambulatory)
LINE 6: Number and type of wounded, injury, or illness
LINE 7: Method of Marking Pick UP Site (Red Smoke, VS – 17 Panel)
LINE 8: Patient’s Nationality and Status: (Military / Civilian)
LINE 9: Terrain Description

When Air to Ground Communications are established, the pilot will require additional information from the unit calling for the MEDEVAC:
   1. Size of LZ
   2. Obstacles Present (Natural and Man Made)
   3. Wind Direction and Approximate Velocity
   4. Slope of Terrain

RADIO CONTACT MUST BE MAINTAINED WITH THE DUSTOFF AIRCRAFT AT ALL TIMES DURING THE MEDEVAC MISSION
24 Hour Nationwide Service Center
Red Cross Service to the Armed Forces
877-272-7337

When calling the Red Cross, be prepared to provide as much of the following information about the service member as is known:

- Full legal name
- Rank/rating
- Branch of service (Army, Navy, Air Force, Marines, Coast Guard)
- Social Security number
- Date of birth
- Military unit address
- Information about the deployed unit and home base unit (for deployed service members only)

Red Cross Messages

BN S1 or TOC Staff notifies the Chaplain of a Red Cross message.

The Chaplain will assist the Commander, Leader or Senior NCO with the notification process. Or find a local Chaplain at the Soldier’s location. Or standby on DSN phone to talk to Soldier if no Chaplain is on site.

The Chaplain or Chaplain Assistant will follow up on the soldier as needed.

If the soldier has not received the message, the Chaplain will not deliver it. The Chaplain will be there to support the soldier, but the commander or the first sergeant will deliver the message.
Chaplain Notification Criteria

General Principles

• If **something bad happens** to a **soldier** and you need to
  – inform the **Commander**, then also
  – inform the **Chaplain**, at the same time, or **ASAP**

• If a **soldier** gets a **Red Cross message**, then also
  – inform the **Chaplain** **ASAP**
  – If you are going to **wake up the soldier** to give him the
    message, **wake up the Chaplain** also

• If you are **going to the Hospital** to visit a **soldier**, please
  **invite the Chaplain** to go along.

Chaplain Office: BLDG.
CH Office Number: 015208665819
CH Cell Phone: 015208665819
Trauma Event Management (TEM)

TEM involves various kinds of interventions for use before, during, and after an incident.

- UMT receives notification of stressful event
- UMT offers SAFERR intervention to personnel involved
- UMT offers Trauma Risk Management 3 days after an incident for personnel involved
- UMT offers Crisis Management Briefings to large groups as needed
- UMT offers Group Grief Intervention
Trauma Risk Management Resources

- Other ARMY Unit Ministry Teams
- Other Services Religious Support Teams
- ARMY - Combat Operational Stress Control Units
- AIR FORCE - Stress Response Teams
- MARINE CORPS - Organizational Stress Control and Readiness (OSCAR) Teams
- NAVY - Special Psychiatric Rapid Intervention Team (SPRINT)
- U.S. Public Health Service Professionals
- U.S. Veterans Administration
- Local and State Government Agencies
The “SAFERR” method of crisis intervention

SAFERR Method

- **S**tabilize
- **A**cknowledge event
- **F**acilitate understanding (normalize)
- **E**ncourage proper coping behavior
- **R**ecovery Plan or **R**efer to Specialists

- Get facts
- Get reactions

- Teach proper coping skills, such as proper food, drink, rest, exercise, breathing
- Warn against poor coping techniques, such as drinking alcohol, caffeine, laying around
Traumatic Risk Management

Movement:
Cognitive

Introduction
- Team members
  - Rules
  - Goals

Fact Phase
- Who are you?
  - What happened?
  - No shaming or blaming types of questions

Teaching Phase
- Normalize symptoms
  - (describe physiology of stress reactions)
  - Describe good coping behavior

Thought Phase
- Prominent thoughts
  - Recurring images
  - Omit if LOD death

Re-entry
- Questions?
  - New Issues?
  - Look to the future

Symptoms Phase
- “Worst thing about this was:”

Reaction Phase
- “How has this affected you?”
  - (eating, sleeping, etc.)
  - “Describe symptoms now or at the scene”
  - Omit if LOD death

CISM
A Crisis Management Briefing is for large groups. It follows a “town meeting” pattern. The goal is to eliminate rumor, fill in “gaps” of information, and facilitate emotional recovery.

- **Address homogenous groups**
  - Introduce team
  - Describe goals

- **Provide information**
  - List common reactions
  - Give out approved information

- **Facilitate Understanding**
  - Teach proper coping skills, such as proper food, drink, rest, exercise, breathing
  - Warn against poor coping techniques, such as drinking alcohol, caffeine, laying around

- **Encourage Proper Coping**

Beware addressing audiences that have vastly different connections to the event (such as families vs. soldiers).
Group Grief Intervention

Describe the Grief Process

Discuss Coping with Grief

Give Structure to Remembering

Plan Memorial

Teach Self Care

- Reaction: describe impact of the loss
- Action: tell stories

Healthy Methods
- Unhealthy Methods

Collect letters of memories to send to family
- Name something (a room, building) in honor of the person
- Prepare a plaque with his picture and biography to hang in the orderly room or some other place of honor
- Submit to the battalion historian a packet of brief tributes or stories about the person

Sleep
- Simplify
- Social support
- Stress reduction
- Silliness

4 Tasks to the Grief Process, People will work on them in their own way and manner

UMT SOP 24
Ministry to Attempted Suicide

Attempt to visit soldier

Notify:
BDE UMT
COSC Team
PAO
Receiving Medical Unit UMT

Coordinate TEM with medical or Behavioral Health personnel

Chaplain cares for all who are affected
Base Attacked/Incoming Casualties

**Attack on FOB or incoming casualties**

If an attack occurs on the FOB or if there are incoming casualties:

- **ASAP**
  - Report to S1, Battle Captain
  - Call Chapel
  - Monitor radio

- **On PAD?**
  - Yes
    - Report to unit BAS/TMC
  - No

- **Report to unit BAS/TMC**
  - **Needed?**
    - Yes
      - Deploy?
        - Yes
          - UMT Casualty Care
        - No
          - Care for Medics
    - No
      - Report to Chapel

- **Deploy?**
  - Yes
    - UMT Casualty Care
  - No
    - End

The attack could be a rocket or a mortar landing within earshot, but especially on the PAD.

S1 phone: 242-4364
Chapel phone: 539-2055
Battalion Aid Station Operations

- Soldier wounded
  - Buddy Aid
    - Combat Life Saver
    - Medics treat soldier
      - Medics alert BAS by radio
        - BAS prepares for triage
          - BAS triages patients
            - BAS treats patients
              - BAS evacuates or RTD each Soldier

- 1st Sergeant calls S1 with info. (BAS Monitors A/L Net)
  - S1 alerts BAS, UMT
    - Each soldier is “logged in,” capturing name, battle roster, unit, basic injuries, etc.
      - Medics fill DA 1388, Casualty Field Card

- UMT ministers to wounded or dying soldiers
Unit UMT Casualty Care

UMT responds to BAS/FAS/TMC for incoming wounded

**Triage Priority of Care:**
- **Expectant** (low chance of survival)
- **Immediate** (high chance of survival with proper intervention)
- **Delayed** (needs surgery, but can tolerate delay)
- **Minimal** (minor injuries, RTD after treatment)

**Chaplain**
Sacramental, medical, comfort

**Chaplain Assistant**
Medical, comfort

If deaths occur, then do "Death of a Soldier"

For expectant, do "Ministry to Dying Soldier"

For Delayed, Minimal, do "Ministry to Wounded Soldier"

Have Assistant monitor for new Arrivals

Concentrate on victims in outside holding areas

Name, rank, unit, **nature of religious ministry**, last words

Fill out DA 1156 for each soldier (Optional)

Or
Fill out info on a blank card to give to the S-1 (Optional)
Ministry to Wounded Soldiers

UMT receives notice of wounded soldiers

UMT responds to BAS
Redeploy to FAS?

See BAS Operations

Priority of Care
Expectant (low chance of survival)
Immediate (high chance of survival with proper intervention)
Delayed (needs surgery, but can tolerate delay)
Minimal (minor injuries, RTD after treatment)

Priority of Ministry
Sacramental, medical, comfort

UMT initiates TEM for unit affected and medics

UMT notifies BDE UMT of event via SIPR

UMT should stay out of exam and treatment area unless there is room near a patient waiting or need for their help

Coordinate with Army COSC or other Behavioral Health Assets like Navy Sprint Teams or AF Traumatic Stress Response Teams for better TEM coverage plan.

UMT fills out “Remarks” block of DA form 1156, Casualty Feeder Report, which ends up with the S1, or write it on a card with the soldier’s name, and submit it to S-1 later. Try also putting the info on the DA 1380 that goes with the patient.
Ministry to Dying Soldiers

Make every effort to find a chaplain of the dying soldier’s faith. Prayers, when a chaplain of the soldier’s faith is unavailable, may be offered by anyone, including: chaplain assistant, commanding officer, platoon leader, or another soldier in order to comfort the dying soldier.

Prayers, Last Requests:
- **Catholic**
  - Hail Mary
  - Act of Contrition
  - Sign of the Cross

- **Protestant**
  - The Lord’s Prayer
  - The Apostle’s Creed
  - Prayer for the Sick and Wounded

- **Jewish**
  - The Shema
  - The Confession Of The Critically Ill
  - The 23rd Psalm

- **Moslem**
  - The Shahada
  - Prayers for the Dying

**Emergency Baptisms:**
Respect the different forms of baptism and the desires of the person being baptized.

UMT is alerted to incoming wounded

UMT reports to where wounded are collected

UMT performs ministry to expectant category before others

UMT initiates TEM for unit affected and medics

UMT notifies BDE UMT of event

UMT should stay out of exam and treatment area unless there is room near a patient waiting for treatment or need for their help

Prayers, Last Requests:
- **Protestant**
  - The Lord’s Prayer
  - The Apostle’s Creed
  - Prayer for the Sick and Wounded

- **Moslem**
  - The Shahada
  - Prayers for the Dying

UMT fills out “Remarks” block of DA form 1156, Casualty Feeder Report, which ends up with the S1, or write it on a card with the soldier’s name, and submit it to S-1 later. Try also putting the info on the DA 1380 that goes with the patient.

UMT Casualty Care
Death of a Soldier or DoD Civilian

- Initiate TEM for personnel involved
- Notify BDE UMT of event
- Care for all affected by this loss
- Assist commander and others who write letters to the family of the fallen Soldier
- If appropriate, prepare a letter of condolence
- Assist in plans for a Memorial Ceremony

*Letter of Sympathy:* Includes circumstances, facts, and chronology of the death designed to answer questions about how the soldier died.

*Letter of Condolence:* Does not include circumstances surrounding death of soldier. This format is used when the NOK is well informed of what happened.

Coordinate with local or newly arrived Behavioral health assets.
Memorial Ceremony

Upon verification of death of soldier, Battalion Commander convenes a planning cell

S-1, CSM, BN XO, BN S3, company commander, chaplain (minimum). May also include 1SG, platoon SGT/Leader

During planning cell, BN Commander determines nature of honors, locations, timing, back planning, taskings, responsibilities

Follow “Responsibilities Checklist,” a troop to task matrix

Command handles logistics, provides data for use in bulletin production, manages rehearsals, provides firing squad and bugler, approves bulletin no later than a day prior

Rehearsals are held the day before and the day of the ceremony, directed by CSM

Boots, helmet, rifle display, as well as Taps, and firing squad are standard. Last Roll Call is optional

PAO manages media support and control

Unit Ministry Team handles ceremony (order of service, bulletin, messages, music)

See “Memorial Ceremonies (UMT Role)”

Battalion CSM inspects displays, uniforms, colors at least half hour before ceremony

Ceremony is held at a time and place determined by Command

UMT SOP 32
### Memorial Ceremony Troop to Task

<table>
<thead>
<tr>
<th>Task Assigned</th>
<th>Completed</th>
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<tbody>
<tr>
<td>Commander</td>
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<tr>
<td>1 Coordinate with the command Group (SGS) prior to determining time and date of the Ceremony.</td>
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<tr>
<td>2 Designate speakers; prepare comments.</td>
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<tr>
<td>3 Coordinate location, date and time of event with chaplain</td>
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<tr>
<td>4 Schedule rehearsals.</td>
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<td>5 Coordinate with family members to ensure they are present at least 15 minutes prior to the ceremony if they plan to attend.</td>
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<tr>
<td>6 Prepare information memo on deceased soldier (if required if required by command group).</td>
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<td>7 Bugler requested</td>
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<tr>
<td>8 Program/bulletin prepared and proofread.</td>
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<tr>
<td>9 PAO contacted (if required).</td>
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<td>10 General Officer flags requested (if required).</td>
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<tr>
<td>11 Traffic control and parking requirements coordinated (if required).</td>
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<tr>
<td>12 Detail provided to chapel NCOIC.</td>
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<tr>
<td>13 Conduct pre-inspection of participants.</td>
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<tr>
<td>14 Conduct final site inspection.</td>
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<td>15 Provide battalion colors.</td>
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<tr>
<td>16 Coordinate the arrival of the proper equipment (M16 w/bayonet w/ Sling, empty magazine, Kevlar helmet and boots) at the chapel for the rehearsal prior to the ceremony.</td>
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<tr>
<td>17 Arrange audio-visual taping (optional).</td>
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<td>18 Recover memorial boot/kevlar helmet display.</td>
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<tr>
<td>19 Designate and brief ushers, escorts and GO flag bearer details.</td>
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<tr>
<td>20 Assess unit morale and impact of soldier's death.</td>
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<tr>
<td>21 Coordinate delivery and return of unit guidons</td>
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<tr>
<td>22 Ensure proper positioning of firing party, bugler and GO flag bearers.</td>
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<td>23 Appoint Honors NCO.</td>
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<tr>
<td>MP</td>
<td></td>
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<tr>
<td>1 Traffic control and parking</td>
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<tr>
<td>CDR, Band</td>
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<tr>
<td>1 Bugler provided.</td>
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<tr>
<td>PAO</td>
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<tr>
<td>1 Coordinate news media support &amp; control.</td>
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<td>2 Escort/brief media representatives as appropriate.</td>
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<td>3 Coordinate approval for media interview requests.</td>
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<tr>
<td>Battalion Chaplain</td>
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<tr>
<td>1 Provide pastoral care to unit.</td>
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<td>2 Advise commander on honors.</td>
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<td>3 Support commander in program preparation.</td>
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<td>4 Coordinate vocalists/musicians; supervise musical aspects.</td>
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<td>5 Coach and encourage participants.</td>
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<td>6 Coordinate chapel staff support of unit.</td>
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<td>7 Prepare remarks, as appropriate.</td>
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<td>8 Supervise preparation of chapel.</td>
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<td>9 Coordinate on placement of firing party, bugler, and GO flag bearers.</td>
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<tr>
<td>10 Review Chapel SOP and advise unit leaders, as appropriate.</td>
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<tr>
<td>11 Rehearse back up tape of Taps; coordinate on order back-up plan.</td>
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<tr>
<td>12 Final chapel inspection.</td>
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<tr>
<td>13 Maintain contact with supervisory chaplain</td>
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Memorial Ceremonies (UMT Role)

Memorial ceremonies are a command responsibility. The UMT has a role in, but not responsibility for, the planning of the ceremonies. All duties not spelled out in this SOP are the responsibility of command. A memorial Ceremony is a military function. Content should be patriotic, non-sectarian.

1. Chaplain serves on Battalion Commander’s ceremony planning cell
2. UMT notifies BDE UMT
3. UMT provides “Ministry of Presence” among troops affected
4. UMT prepares the Memorial Ceremony service bulletin with command approval
5. UMT manages music (except TAPS)
6. UMT coordinates scheduling, location, rehearsals with command
7. UMT coordinates with PAO media support and control
8. Conduct Service according to RB 16-100, FM 22-5, TC 16-2

Leaders should read and approve all soldier tributes

Boots, helmet, rifle display, as well as Taps, and firing squad are standard. Last Roll Call is optional

This includes any higher echelon SOPs

See “Field Memorial Ceremony Program”

Coordinates with chapel staff for use of chapel

UMT SOP 34

Memorial Ceremony
Memorial Ceremony Program

Example of an Order of Ceremony

Prelude
Patriotic Song
Invocation *(Stand)*
Special Music
‡ Commander’s Remarks
‡ Memorial Tribute
‡ (Biographical Sketch/Service Record/Silent Tribute)
‡ Personal Reflections from a friend
Scripture Reading
Chaplain’s Remarks
Benediction *(Stand until official party leaves)*
Last Roll Call (optional, use discretion)
Firing of Volleys
Taps
Postlude

*(Items in Red are required)*
*(Items in Black are optional)*
‡ More than one commander may speak or tribute may be given, but less time for each results.

See “Memorial Ceremony Speeches” for guidance and ideas

Ceremonial etiquette

- Uniform: ACU for attendees, Class A’s for participants
- Chaplain’s stole: No
- News Media: **No**
- Video taping: Unit only, for family
- Rehearsal: day before a minimum
- Chaplain’s message: patriotic, non-sectarian, religiously neutral
- Tributes, remarks: Brief, screened by chaplain 48 hours before ceremony
- Assembly area: plain, no religious decorations
- Bulletin: may include biographical data
- If ceremony is for multiple casualties, names may be listed by unit in place of biographical data.
- The more activities or people involved, the less time for each. **Time is limited to between 20 to 30 minutes.**
Memorial Ceremony Speeches

- Introduce Self: Rank, position, connection to soldier(s)
- Figure 140 words per minute
  (Five minute speech = 700 words max!)
- Commander’s Address, talking points
  - Patriotic tribute:
    - Sacrifice
    - Loyalty
    - Mission
    - Benefits of sacrifice
    - Personal reflections on death in battle (for instance: necessity of sacrifice to stem the tide of evil, role of military in providing safety and security for those back home)
    - Honor the memory of the fallen
- Personal Reflections (Be brief, limit the number of remembrances)
  - Some ideas
    - Describe impact of soldier on speaker, unit
    - Talk about the courage, integrity, honor, responsibility, or loyalty of the soldier

“I am LTC John Smith, TF commander for 864th EN BN. SGT Mike Brown belonged to 585th EN CO, attached to the TF for this mission”
Arrangement of Stage

If unit also desires that Unit Colors be displayed, consult protocol or unit CSM.

Make sure you run seating chart through protocol.
Kevlar/Weapon Display

M-16 or M-4 (barrel down) with fixed bayonet and empty magazine in magazine well. Magazine side is toward congregation.

- Kevlar with deceased soldier’s name on camo band and rank
- I.D. tags suspended from magazine
- Pair of boots.

Memorial Ceremony
Memorial Services

Memorial services are religious services conducted as a funeral. The chaplain should represent the faith group of the deceased and should consult with the family of the deceased, if possible, for service plans.

1. UMT notified of soldier’s death
2. UMT contacts family to learn family desires and faith tradition
3. UMT provides “Ministry of Presence” among troops affected
4. UMT prepares for the Memorial service
   - Manages scheduling, location, rehearsals
   - Provides order of service, bulletin
   - Coordinates with chapel, Commander and S1
5. Command provides logistical support: data for use in bulletin production, firing squad and bugler

See “Sample Memorial Service”

Boots, helmet, rifle display, as well as Taps, and firing squad are standard. Last Roll Call is optional.
Sample Memorial Service

Service Elements

Invocation  Eulogy  Hymn  Scripture  Prayer  Tributes  Hymn  Meditation  Prayer  Last Roll Call  Firing of Volleys (at attention)  Taps (present arms)

Elements are traditional. They may be changed to reflect individual faith group of family.

Etiquette

• Uniform: Dress
• Stole: Yes
• News Media: If family permits
• Video taping: If family permits
• Chaplain’s message: faith based, consistent with deceased or family’s faith group
• Chapel: full religious decoration
• Bulletin: may include biographical data
• Liturgy: may follow faith group tradition
Overview

• What we have here is something like a stack of battle drill cards tailored for a battalion level Unit Ministry Team.
  – Each card outlines basic steps to take during certain contingencies.
  – Each card is hyperlinked to the master index card. Many cards contain hyperlinks to other cards in the stack.
  – Steps filled in with yellow are processes hyperlinked to a card that gives further sub steps.
  – Blue call-out boxes give additional information about a particular step.

• To use the hyperlinks, run the presentation in slide show view.
  – Clicking on an index entry will take you to the card that contains a flow chart of action.
    You can return to the index by clicking on the Home button.
    If you click on the return button, it will take you to the last card viewed.