



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
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FORT LIBERTY, NC 28310-5000

AFCS-CH

18 October 2023

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

1. References: See Annex A.

2. Purpose and Scope: This supersedes FY2022-23 Battle-Focused Training Memorandum of Instruction (21 March 2022), supplements the FY24 FORSCOM Chaplain's Annual Training Strategy, and clarifies the FORSCOM Chaplain's intent to concentrate operational training on specified Battle-Focused Training (BFT) Tasks for FY24 and beyond. This memorandum directs the training efforts of Chaplain Sections (CS) and Unit Ministry Teams (UMT) reporting to the FORSCOM CS. Additionally, this memorandum informs the collective efforts of the Army Service Component Commands (ASCC), the US Army National Guard (ARNG), the Mission Command Training Program (MCTP) CS and Observer-Coach/Trainers (OC/T).

3. Command Chaplain's Assessment: People, Building Trust and Empowering Leaders is the FORSCOM Commanding General's (CG) Priority #1. CSs and UMTs must be trained and ready to perform essential and critical Religious Support (RS) skills required in Large Scale Combat Operations (LSCO).

a. BFT supplements individual and collective tasks; defines, measures, and quantifies RS training, and leader development in support of the FORSCOM CG's Priority #1.

b. This BFT memorandum of instruction provides supplemental training guidance for Active Army, the U.S. Army Reserve (USARC) CS/UMT, Chaplain Detachments (CD) and CS/UMT whom the FORSCOM Chaplain has direct technical supervision or for whom the FORSCOM CG has Training and Readiness Authority.

c. Corps, Division (DIV) and Major Subordinate Command (MSC) CS must nest BFT into their CS/UMT training plans, aligned with the FORSCOM Priorities and RS Training Crosswalk (see Annex B), CDR's training guidance and identified training gaps, IOT effectively prepare subordinate CS/UMT to provide RS in LSCO.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

d. The BFT Assessment Tool (BFT-AT) will provide CS/UMT awareness of their training gaps/needs IOT effectively and efficiently develop CS/UMT training.

e. BFT builds upon the training Chaplains and Religious Affairs Specialists receive in the Initial Institutional Training domain (CH-BOLC and AIT). BFT does so by supplementing the competencies and capabilities developed at the institutional domain with the enduring capabilities required to provide RS in LSCO (See Annex C).

f. DIV CS must ensure BDE and BN UMT are assessed with the BFT-AT and trained in BFT enduring capabilities prior to a Combat Training Center (CTC) rotation. Senior UMT OC/T at the Joint Readiness Training Center (JRTC), and National Training Center (NTC) will evaluate all BDE/BN UMT with BFT Tasks. BFT will serve as standardized training for all BDE/BN UMT scheduled for a CTC rotation.

g. BFT must nest with Regionally Aligned Readiness and Modernization Model (ReARMM). Corps and DIV CS must ensure that UMT training is continuous, while simultaneously ensuring that BFT training during the "Training" cycle of ReARMM is focused on successfully preparing BDE/BN UMT for their "Mission" cycle.

4. BFT End-state: The FORSCOM CS implements BFT throughout FORSCOM CS/UMT. Corps and DIV CSs conduct self-assessment with the BFT-AT; ensure subordinate CS/UMTs conduct self-assessment with BFT-AT; align training plans with FORSCOM CGs priorities, CDRs Priorities, and BFT identified gaps/needs. DIV CSs prepare BDE/BN UMTs for CTC rotation with BFT; Corps and DIV CS nest BFT training within ReARMM model; IOT provide RS in the context of LSCO.

5. BFT Fundamentals: Training is foundational to prepare for the difficulties of LSCO. BFT enables CS/UMTs to effectively provide RS in any operational environment.

a. Training is the cornerstone of readiness. Supervisory CS/UMT leaders must create realistic training that challenges Chaplains and Religious Affairs Specialists while developing trust and building cohesive teams.

b. Training must be operations focused, hands-on, experiential, performance-oriented and led by trained Chaplains and Religious Affairs Non-Commissioned Officers. PowerPoint presentations are often insufficient to develop readiness and are poorly suited to support the flexibility and adaptability required during LSCO.

c. BFT has a central role in shaping and training the operational force for current and future operations. BFT will be used as standardized training by DIV CS to prepare BDE/BN UMTs for CTC rotations.

d. BFT is not focused on one theater or threat but captures a core set of RS capabilities common to any operational environment.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

e. Corps and DIV CS must integrate CDR's intent and technical guidance into training guidance and training plans that focus on developing subordinate CS/UMT for CTC rotations as they prepare for LSCO. CS/UMT leaders at all echelons train, mentor and coordinate resources for the successful execution of BFT.

f. Successful BFT will train and develop subordinates, build cohesive and effective teams, and enhance technical proficiency and expertise.

6. Essential Tasks and Enduring RS Capabilities: Achieving the mission of providing ready CS/UMTs requires the FORSCOM CS to partner with key and essential stakeholders. Key stakeholders support BFT by:

a. FORSCOM CS.

(1) The FORSCOM CS Chief Religious Affairs Non-Commissioned Officer will establish a BFT Senior Leader Forum and will direct the enlisted membership. The BFT Senior Leader forum will define roles and responsibilities. FORSCOM CS Senior Enlisted Leaders will participate in this forum.

(2) The FORSCOM Operations and Training Chaplain will provide opportunities for forums, discussion groups, and shared learning venues that highlight capability, success, and gaps. These forums can influence future enduring capabilities decisions. He/She will lead the FORSCOM CS routine review and revisions of enduring capabilities in accordance with Command Intent and CCH Guidance.

(3) The FORSCOM Chaplain will identify and invite to participate in a BFT working group members who may include the Corps, DIV, MSC CS, UMT OC/Ts (MCTP, 1A, JRTC, NTC, JMRC, USARC), and US Army Institute for Religious Leadership (USA-IRL) personnel.

b. Theater/ASCC Chaplain Sections.

(1) (REQUEST) Produce and disseminate through the FORSCOM Chaplain's Office theater-specific RS guidance IOT synchronize religious support and theater-entry requirements (see Annex E).

c. Corps CS.

(1) Integrate CDR's intent, unit mission, technical guidance, and BFT into DIV, ESC and Corps-Separates CS/UMT BFT training/execution.

(2) Attend Mission Command Training (MCT), Operational Planning Teams (OPT), and/or Initial Planning Conferences (IPC) IOT provide RS planning inputs to subordinates.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

(3) Prior to Warfighter Exercises (WFX) provide self-assessment of Corps CS RS capabilities to MCTP using the BFT-AT (See Annex K).

(4) Assist DIV CS in preparing a definitive training plan nested within ReARMM cycle, to achieve BFT proficiency when developing mission focused training.

d. DIV CS.

(1) Integrate CDR's intent, unit mission, technical guidance, and BFT into DIV CS training.

(2) Participate in WFX/Command Post Exercises (CPX).

(3) Assess subordinate BDE/BN UMT's BFT.

(4) Prior to WFX/CPX provide self-assessment of DIV CS RS capabilities to MCTP using the BFT-AT (See Annex K).

(5) Ensure BDE/BN UMTs are trained in BFT tasks prior to CTC rotation.

(6) Integrate any task organized units into the DIV-specific BFT plan.

(7) Assist BDE UMT in preparing a definitive training strategy nested within ReARMM cycle, to achieve BFT proficiency when developing mission focused training plans.

e. BDE UMT.

(1) Integrate CDR's intent, unit mission, technical guidance, and BFT into BDE UMT training.

(2) Execute BDE/BN BFT IOT provide the CDR with standardized, technically proficient UMT.

(3) Attend CTC Leadership Training Program.

(4) Using the BFT-AT, provide self-assessment of BDE RS capabilities to DIV CS, and CTC Senior UMT OC/T IOT enhance training proficiency (See Annex K).

f. FORSCOM MSCs (if applicable).

(1) Integrate CDR's intent, unit mission and technical guidance IOT shape assigned UMT BFT execution.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

(2) Participate in WFX/CPX.

(3) Assess subordinate BDE/BN UMT's BFT.

(4) Prior to WFX/CPX provide self-assessment of Command CS RS capabilities to MCTP using the BFT-AT (See Annex K).

(5) Integrate any task organized units into the command's BFT plan.

(6) Assist BDE UMT in preparing a definitive training plan nested within ReARMM cycle, to achieve BFT proficiency when developing mission focused training.

g. Installation RS Office (RSO).

(1) (REQUEST) In accordance with the Senior Command Chaplain's guidance at each installation/State, integrate the Installation RSO into the operational process to support and synchronize operational (Home Station) and garrison RSO common efforts to include mobilization and rear detachment operations.

(2) (REQUEST) Plan support to large-scale deployment operations in preparation for persistent large scale casualty operations (notifications, memorials, etc..).

(3) (REQUEST) If applicable, coordinate with the First Army CS IOT support Mobilization Force Generation Installation (MFGI) operations.

7. Reporting: Leaders will synchronize proposed training with higher headquarters to ensure nesting (using both command and technical channels) and capture successes in writing, conduct AARs and submit to the U.S. Army Chaplain Corps Capabilities Development and Integration Directorate (CDID). At the completion of each BFT training event, CS/UMT will complete these requirements IOT facilitate shared learning and benefit others across the Chaplain Corps.

8. Foundational Terms: See Annex D.

9. POC: The point of contact for this memorandum of instruction is the FORSCOM Chief of Operations & Sustainment Chaplain, Chaplain (LTC-P) Bryant, office: 910-570-7801 or email: steven.d.bryant4.mil@army.mil.

11 Encls

1. Annex A – References

2. Annex B – FORSCOM Priorities and RS Training Crosswalk

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AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

3. Annex C – FORSCOM RS Training Model
4. Annex D – Foundational Terms
5. Annex E – Theater/ASCC Battle-Focused Enduring Capabilities List
6. Annex F – Corps CS Enduring Core Capabilities List
7. Annex G – DIV CS Enduring Core Capabilities List
8. Annex H – BDE UMT Enduring Core Capabilities List
9. Annex I – MSC CS Enduring Core Capabilities List
10. Annex J – Garrison RSO Capabilities List
11. Annex K – BFT Assessment Tool

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FORSCOM CS and Unit Ministry Teams

CF:

U.S. Army Chief of Chaplains

U.S. Army National Guard

U.S. Army Reserve Command

Command Chaplain:

U.S. Army Training and Doctrine Command

U.S. Army Materiel Command

U.S. Army Pacific

U.S. Army Europe and Africa

U.S. Army Central

U.S. Army North

U.S. Army South

U.S. Army Africa/Southern European Task Force

U.S. Army Special Operations Command

U.S. Army Space & Missile Defense Command/Army Forces Strategic Command

U.S. Army Cyber Command

U.S. Army Medical Command

U.S. Army Intelligence and Security Command

U.S. Army Installation Management Command

U.S. Army Criminal Investigation Command

U.S. Army Corps of Engineers

U.S. Army Military District of Washington

U.S. Army Test and Evaluation Command

U.S. Eighth Army U.S. Military Academy Chaplain

U.S. Army Acquisition Support Center Chaplain

U.S. Army Chaplain Center and School, Director of Training


AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

ANNEX A. REFERENCES.

- a. JP 3-0 (Joint Operations), 18 June 2022.
- b. JP 3-83 (Religious Affairs in Joint Operations), 19 December 2022.
- c. AR 165-1 (Army Chaplain Corps Activities), 23 June 2015.
- d. ADP 1 (The Army), 31 July 2019.
- e. ADP 6-0 (Mission Command), 31 July 2019.
- f. ADP 6-22 (Army Leadership), 31 July 2019, Change No.1, 25 November 2019.
- g. FM 1-05 (Religious Support), 21 January 2019.
- h. FM 3-0 (Operations), 1 October 2022.
- i. FM 7-0 (Train to Win in a Complex World), 14 June 2021.
- j. ATP 1-05.01 (RS and the Operations Process), 31 July 2018.
- k. ATP 1-05.02 (RS to Funerals and Memorial Ceremonies & Services), 27 November 2018.
- l. ATP 1-05.03 (RS and External Advisement), 31 January 2019.
- m. ATP 1-05.04 (RS and Internal Advisement), 23 March 2017.
- n. ATP 1-05.05 (RS and Casualty Care), 28 August 2019.
- o. Memorandum, FORSCOM Command Readiness Guidance, Fiscal Year 2023.
- p. Memorandum, Office of the Chief of Chaplains, Training and Leader Development Directive, Fiscal Year 2023 and 2024.
- q. Memorandum, FORSCOM Command Chaplain Priorities and Annual Training Guidance, Fiscal Year 2024.
- r. USA-IRL Training Website: <https://usarlatraining.army.mil/forscom>.

ANNEX B. FORSCOM PRIORITIES AND RS CROSSWALK



UNCLASSIFIED

Freedom 6— Four Wins



Winning Matters: Operationalizing Army Priorities

U.S. Army Forces Command trains and prepares a combat ready, globally responsive Total Force in order to build and sustain readiness to meet Combatant Command requirements.

Win Trust & Empower Leaders

- Instill a Holistic "People First" Culture
- Set Conditions for Engaged Leadership
- Stabilize Leaders Through Unit Employment
- Build Mission-Focused Quality of Life

Win the First Fight

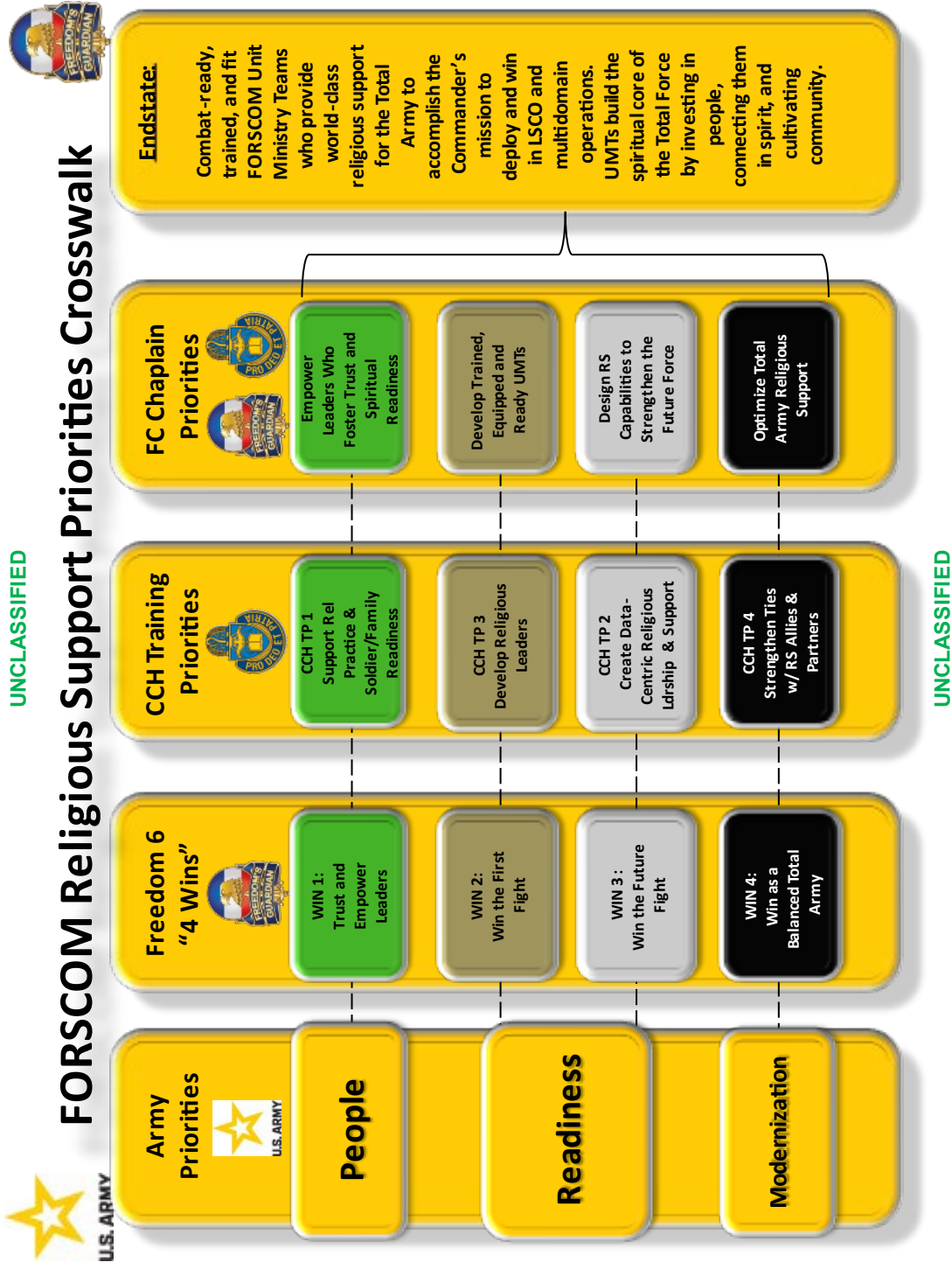
- Position DIVs as Principal Tactical Warfighting Formations
- Train BNs/BDEs to Synchronize WFFs in LSCO
- Maintain Mastery and Reinforce Army Standards
- Build and Employ Readiness for Purpose

Win as a Balanced Total Army

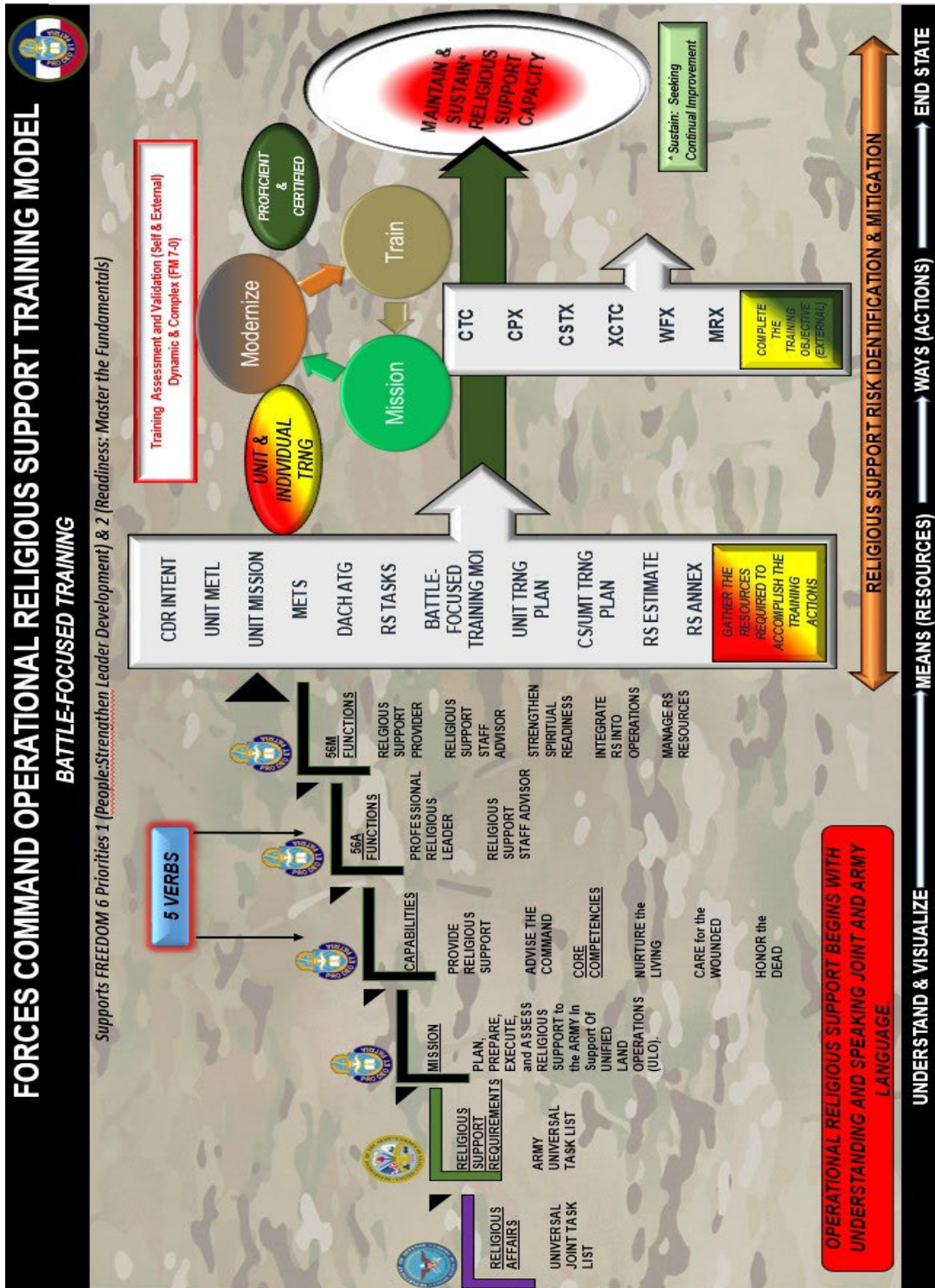
- Build Multi-COMPO Interoperability
- Rebalance AC/RC Force Structure for LSCO
- Capitalize on ARNG & USAR Strategic Depth and Operational Capability



Vision: Combat ready and globally responsive Total Army Forces are well-led, disciplined, trained, and expeditionary ... ready now to deploy and win in Large Scale Combat Operations against near-peer threats.



ANNEX C. FORSCOM RS TRAINING MODEL



ANNEX D. FOUNDATIONAL TERMS.

a. **Battle-Focused Training (BFT)** are those enduring capabilities CS/UMT need IOT successfully provide RS in the context of LSCO. BFT focuses on the tasks to train, based on command and technical guidance, takes into account that time and resources are limited, and centers on the CS/UMT wartime mission.

b. **Battle-Focused RS Planning** is executed when the CS/UMT actively integrates into the Operations Process (Plan, Prepare, Execute, and Assess). Religious support planning must be detailed and integrated in order to support diverse Soldier religious requirements in an operational environment. To effectively deliver RS to Soldiers, the CS or UMT is responsible for planning the RS functions within the command that support the operational mission and coordinating the support necessary for mission success.

c. **Large-Scale Combat Operations (LSCO)** Extensive joint combat operations in terms of scope and size of forces committed, conducted as a campaign aimed at achieving operational and strategic objectives.

d. **Mission-Essential Task (MET)** is a collective task on which an organization trains to be proficient in its designed capabilities or assigned mission. Religious advisement also includes advising the CDR on the impact of religion within the unit and how religion impacts the unit's mission throughout its area of operations (internal and external advisement).

e. **Mission-Essential Task List (METL)** is a tailored group of mission-essential tasks.

f. **ReARMM** (Regionally-Aligned Readiness and Modernization Model). HQDA approved concept of Unit Life Cycle that aligns units regionally, with predictable, habitual relationships to specific missions/theaters. Consists of three phases: Modernize, Train, Mission.

g. **Religious Advisement (RA)** is advising CDRs on the religious, moral, and ethical nature of command policies, programs, actions, and the impact of such policies as well as external factors in an OE of a religious, ethical or moral nature.

h. **Religious Affairs** is a joint term describing the combination of RS and religious advisement.

i. **Religious Support** consists of religious services, rites, sacraments, ordinances, and other religious ministrations. RS includes providing those aspects of religious education, clergy counsel, pastoral care, faith group specific worship, and faith group expression that would otherwise be denied as a practical matter to Soldiers under the

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

varied circumstances of military contingencies. At higher levels of command, it includes supervising and synchronizing the RS functions of multiple subordinate Chaplains and Religious Affairs Specialists across the larger area of operations.

j. **Warfighting Functions** (WfF) are a group of tasks and systems united by a common purpose that CDRs use to accomplish missions and training objectives.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

ANNEX E: THEATER/ASCC BATTLE-FOCUSED ENDURING CAPABILITIES LIST

(REQUEST) Theater/ASCC CS Provide Theater-Specific RS Guidance.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

ANNEX F: CORPS CS ENDURING CORE CAPABILITIES LIST

- a. Conduct Command Post Operations.
- b. Coordinate/Direct Religious Affairs (as required as part of the Joint Force).
- c. Coordinate/Direct RS.
- d. Analyze the Strategic Situation.
- e. Assess Subordinates' RS/Train Gaps.
- f. Coordinate/Direct/Conduct Religious Liaison.
- g. Liaise w/Political Advisor (POLAD) IOT Advice CDR on the Strategic Impact of Religion in the Area of Operations (AO).
- h. Plan and Integrate RS.
- i. Analyze and Synchronize Force Flow (Technical Channels).
- j. Supervise and Support (Mentor, Develop, Strengthen) Subordinate CS/UMT/RST.
- k. Ensure DIV CS are training subordinate UMT in BFT prior to CTC rotation and ReARMM Mission execution.
- l. Advise the CDR and Staff.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

ANNEX G: DIV CS ENDURING CORE CAPABILITIES LIST

- a. Conduct Command Post Operations.
- b. Coordinate/Direct Religious Affairs (as required as part of the Joint Force).
- c. Coordinate/Direct RS.
- d. Analyze the Strategic Situation.
- e. Assess Subordinates' RS/Train Gaps.
- f. Coordinate/Direct/Conduct Religious Liaison.
- g. Liaise w/POLAD IOT Advice CDR on the Strategic Impact of Religion in the Area of Operations (AO).
- h. Plan and Integrate RS.
- i. Analyze and Synchronize Force Flow (Technical Channels).
- j. Supervise and Support (Mentor, Develop, Strengthen) Subordinate CS/UMT/RST.
- k. Train subordinate UMT in BFT prior to CTC rotation and ReARMM Mission execution.
- l. Advise the CDR and Staff.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

ANNEX H: BDE UMT ENDURING CORE CAPABILITIES LIST

- a. Conduct Command Post Operations.
- b. Integrate RS Plan (Unit, Area & Denominational) with Higher and Adjacent Units.
- c. Plan and Integrate Comprehensive RS to Mass Casualties (Hasty Burials, Mass Interment, Hasty Memorials, Mass Memorial, Mass Notification, Care to Survivors, Joint, Interagency, Intergovernmental, and Multinational (JIIM)).
- d. Assess and Synchronize RS Requirements during Sustained LSCO (Multi-Domain Battle).
- e. Supervise (Lead) and Support (Mentor, Develop) Subordinate UMTs.
- f. Integrate Force Protection (56M lead).
- g. Integrate Religious Logistics into Sustainment Operations.
- h. Train subordinate UMTs in BFT prior to CTC rotation and ReARMM Mission execution.
- i. Advise the CDR and Staff.
- j. Inform the CMD on religion, morals, morale, and ethical issues both within the command and throughout the OE.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

ANNEX I: MSC CS ENDURING CORE CAPABILITIES LIST (If applicable)

- a. Conduct Command Post Operations.
- b. Coordinate/Direct Religious Affairs (as required as part of the Joint Force).
- c. Coordinate/Direct RS.
- d. Analyze the Strategic Situation.
- e. Assess Subordinates' RS/Train Gaps.
- f. Coordinate/Direct/Conduct Religious Liaison.
- g. Liaise w/POLAD IOT Advise CDR on the Strategic Impact of Religion in the Area of Operations (AO).
- h. Plan and Integrate RS.
- i. Analyze and Synchronize Force Flow (Technical Channels).
- j. Supervise and Support (Mentor, Develop, Strengthen) Subordinate CS/UMT/RST.
- k. Advise the CDR and Staff.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

ANNEX J: GARRISON RSO ENDURING CAPABILITIES LIST

a. Coordinate with Casualty Affairs to Determine Sustainability of Large Scale Casualty Notifications.

b. Coordinate RS to Wounded Warrior Families.

c. Plan for Reduced Chapel Services/Increased Demand.

d. Revise OC/DC Roster Policies and Procedures.

e. Nest RS Large-Scale Casualty SOP W/Casualty Agencies.

f. Plan to Mitigate Low-Density Coverage.

g. Plan for Home Station (Families) RS.

h. Support Large-Scale Deployment Cycle Support (MFGI).

i. Plan to Synchronize Pastoral Care with Off-Post Faith Communities.

j. Advise the CDR and Staff.

AFCS-CH

SUBJECT: FY24 Battle-Focused Training Memorandum of Instruction for Chaplain Sections and Unit Ministry Teams

ANNEX K: BFT ASSESSMENT TOOL (BFT-AT)

a. BFT-AT Purpose:

- (1) To assess CS/UMT understanding and practice of the BFT Enduring Capabilities.
- (2) To be utilized as a self-assessment tool.
- (3) To provide counseling, coaching, mentoring, and development methodologies IOT strengthen the professional capabilities of the Chaplain Corps.
- (4) To help Senior CS Leaders develop and implement unit training and leader development plans that strengthen BFT.
- (5) To enable supervisory CS to leverage home station training IOT develop proficiency.

b. BFT-AT Process. To utilize BFT-AT CS/UMT at all echelons will:

- (1) Initiate the BFT-AT as a self-assessment and use it in conjunction with home station, WFX/CPX and CTC rotational training in accordance with the timeline below.

UNIT	MCT/WFX	CTC
Corps	8 Months Prior	6 Months Prior
DIV	8 Months Prior	6 Months Prior
SEP/ESC	8 Months Prior	6 Months Prior
BCT/BDE		NTC: 3 Months Prior
		JRTC: 2 Months Prior

- (2) Determine individual and collective tasks that support each enduring capability. The unit's METL and CDR's priorities drive those tasks. (see <https://usarlatraining.army.mil/forscom>, for list of tasks).

- (3) Review BFT-AT with supervisory CS/UMT.

- (4) Submit BFT-AT to Sr. UMT OC/T and supervisory CS/UMT.

- (5) Within 30 days of completing WFX/CPX/CTC rotation, Senior UMT OC/T will provide feedback to the CS/UMT and supervisory CS/UMT IOT facilitate mentoring/coaching and refine training guidance and plans.