

Joint Publication 1-05



Religious Support in Joint Operations



09 June 2004



PREFACE

1. Scope

This publication establishes doctrine and guidance for the Armed Forces of the United States regarding religious support in joint force settings and operations. It describes the major tasks of the joint force chaplain regarding religious support in joint force settings and operations.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth doctrine to govern the joint activities and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for interagency coordination and US military involvement in multinational operations. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs) and prescribes doctrine for joint operations and training. It provides military guidance for use by the Armed Forces in preparing their appropriate plans. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of the overall mission.

3. Application

a. Doctrine and guidance established in this publication apply to the commanders of combatant commands, subunified commands, joint task forces, and subordinate components of these commands. These principles and guidance also may apply when significant forces of one Service are attached to forces of another Service or when significant forces of one Service support forces of another Service.

b. The guidance in this publication is authoritative; as such, this doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence for the activities of joint forces unless the Chairman of the Joint Chiefs of Staff, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine

and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with US law, regulations, and doctrine.

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read 'T. J. Keating', written in a cursive style.

T. J. KEATING
Vice Admiral, USN
Director, Joint Staff

SUMMARY OF CHANGES
REVISION OF JOINT PUBLICATION 1-05, DATED 26 AUGUST 1996

- **Changes the term “religious ministry support” to the broader concept of “religious support.”**
- **Introduces the concept of a “joint force chaplain (JFCH)” and discusses the JFCH’s tasks. The JFCH is responsible for providing direct personal religious support and advising the commander regarding religion and religious support.**
- **Discusses the JFCH’s responsibilities as a staff officer in a joint billet.**
- **Changes the term “religious ministry support team” to “religious support team.”**
- **Adds a discussion on the influence of religion in wars and conflicts.**
- **Discusses the responsibilities of commanders to recognize the significance of religion in the operational area.**
- **Covers the responsibilities of the JFCH for the preparation of the religious support plan.**

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EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- Provides an Overview of Religious Support Functions
 - Covers Specific Details Pertaining to Religious Support in Joint Operations
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Overview

Religious support includes the entire spectrum of professional duties that a chaplain provides and performs in the dual role of religious leader and staff officer, assisted by enlisted support personnel.

The concept and practice of religious freedom within the Armed Forces of the United States date from the beginning of the nation.

Religious support in joint operations is dedicated to meeting the personal free exercise of religion needs of military and other authorized members and providing commanders with professional advice regarding the dynamic influence of religion and religious belief in the operational area.

The term “**joint force chaplain** (JFCH)” is a generic title, which refers to every chaplain assigned to a joint billet (e.g., Joint Staff, combatant command, or subordinate joint force). The purpose of a **religious support team** (RST) is to provide for, develop, and strengthen the spiritual and moral well-being of all members of the command. Chaplains, assisted by enlisted support personnel, provide for religious worship, rites, sacraments, ordinances, and ministrations.

The United States Constitution articulates the basic concept of religious freedom within the Bill of Rights. The First Amendment to the US Constitution specifies that “Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof” This guarantee of the free exercise of religion is codified for the Armed Forces in Title 10, United States Code, sections 3073, 3547, 5142, and 8067, with the provision for the appointment of officers as chaplains in the Army, Navy, and Air Force. The free exercise of religion for military personnel is further defined in additional sources, such as Department of Defense Directive 1300.17, *Accommodation of Religious Practices within the Military Services*, which describes the commander’s responsibility for religious accommodation, providing it will not have an adverse impact on military readiness, unit cohesion, standards, or discipline. **Military commanders are responsible to provide for the free exercise of religion.** Joint Publication 0-2, *Unified Action Armed Forces (UNAAF)* states “Religious support to the personnel of each Service is the responsibility of the Service component commander and the joint force commander insofar as it affects the accomplishment of the mission.”

Wars and conflicts in the 21st century are increasingly nonconventional and ideologically motivated.

Religion plays a pivotal role in the self-understanding of many people and has a significant effect on the goals, objectives, and structure of society. **In some cases, religious self-understanding may play a determinative or regulating role on policy, strategy, or tactics.** While it may not be the primary catalyst for war, religion can be a contributing factor. Some examples include religious overtones being invoked to develop an exclusivist vision and program for national and international action; governments or groups using religion as a motivating factor for socializing conflict; ideologies being linked with theological concepts that have mass appeal to achieve the ideal; conflicts “theologized” to justify existence, establish legitimacy, gain popularity, and enact policies, laws, and courses of action for internal and external activities; and, achievement of an end being gained by using theological concepts as a means.

Principles of Religious Support

Coordination of Personal Religious Support.

Effective personal religious support in joint operations requires cooperation and coordination throughout the combatant commands and the Service component commands to the lowest level. **The JFCH coordinates with component commanders as necessary to ensure that subordinate units have the means to provide religious support for members of their units and others as required.** Providing and/or performing personal religious support refers to the professional, ecclesiastical, sacramental, or faith-based support that a RST provides to the members of the command. Enlisted support to a chaplain is vital to providing religious support during joint operations. The RST, is composed of at least one chaplain and one enlisted support person, and therefore, normally will mobilize and deploy as a team.

Noncombatant Status.

Chaplains, as noncombatants, shall not bear arms and should not participate in combatant activities that compromise their noncombatant status. Enlisted support personnel, as combatants, are trained to effectively and appropriately use lethal force.

Tasks and Proficiencies

Commanders.

By recognizing the significance of religion, cultural sensitivities and ideology held by allies, coalition partners, and adversaries, commanders may avoid unintentionally alienating friendly military forces or civilian populations that could hamper military operations. The inclusion of churches, mosques, religious icons and sites, as well as other religious and cultural symbols on no-strike

lists is one example of constraints or restraints that may demonstrate an understanding of these influences. Commanders and their staffs may also consider religion, other cultural issues, and ideology while developing schemes of maneuver and rules of engagement or planning civil-military operations, psychological operations, information operations, and public affairs activities.

Joint force chaplains (JFCHs) and enlisted support personnel.

The tasks and proficiencies of RSTs are broadly described as **providing direct religious support to personnel and** advising regarding religion and religious support and relate to the appropriate strategic national, strategic theater, operational, and tactical Universal Joint Task List tasks and supporting tasks that relate to religion and religious support.

Plans, Planning, and Decision Making

JFCHs, as staff officers, are responsible for the preparation of religious support plans.

JFCHs coordinate religious support planning with higher, lower, and adjacent headquarters to ensure balanced faith group access throughout the force. The religious support plan (RSP) begins with the combatant command chaplain's planning guidance which helps shape the joint task force chaplain's RSP. The coordinating instructions contained in these plans should be clearly stated. Standing operating procedures should be contained in the religious support annex of operation and exercise plans and in operation orders. Chaplain involvement during the planning process ensures that the religious needs of US forces are met. The RST should be capable of developing and coordinating policies, programs, and guidance for the planning and conduct of religious support operations for the joint force.

CONCLUSION

This publication establishes doctrine and guidance for the Armed Forces of the United States regarding religious support in joint force settings and operations. It describes the major tasks of the joint force chaplain regarding religious support in joint force settings and operations.

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CHAPTER I

INTRODUCTION, ORGANIZATION, AND FOUNDATIONS

“An operational commander, however well trained in the military issues, who is ignorant of or discounts the importance of religious belief can strengthen his enemy, offend his allies, alienate his own forces, and antagonize public opinion. Religious belief is a factor he must consider in evaluating the enemy’s intentions and capabilities, the state of his own forces, his relationship with allies, and his courses of action.”

Paul R. Wrigley
The Impact of Religious Belief in the Theater of Operations
Naval War College Review, Spring 1996

1. Mission

Religious support includes the entire spectrum of professional duties that a chaplain provides and performs in the dual role of religious leader and staff officer, assisted by enlisted support personnel. Religious support in joint operations is dedicated to the following.

- a. Meeting the personal free exercise of religion needs of military and other authorized members.
- b. Providing commanders with professional advice regarding the dynamic influence of religion and religious belief in the operational area.

2. Organization

a. **Joint Force Chaplain.** The term “joint force chaplain (JFCH)” is a generic title, which refers to every chaplain assigned to a joint billet (e.g., Joint Staff [JS], combatant command, or subordinate joint force). The two primary tasks of the JFCH are as follows.

- (1) Provide and/or perform direct personal religious support, to include advising the commander and other staff members on moral and ethical decision making.
- (2) Advise the commander and other staff members on the religious dynamics of the indigenous population in the operational area.

b. **Religious Support Team.** The purpose of a religious support team (RST) is to provide for, develop, and strengthen the spiritual and moral well-being of all members of the command. Chaplains, assisted by enlisted support personnel, provide for religious worship, rites, sacraments, ordinances, and ministrations. RSTs thereby assist the joint force commander (JFC) to nurture the living, comfort the wounded, and honor the dead. In addition, RSTs may provide advice to the JFC. RSTs at the JS and combatant command levels may be of different Services because the majority of tasks and proficiencies of the RST relate to staff functions. RSTs at the joint task force (JTF) level and below normally consist of at least a chaplain and an enlisted support person from the same Service component, as each Service

has a different definition of the religious support tasks and proficiencies that the enlisted support staff may perform.

3. Constitutional, Legal, and Policy Foundations

The concept and practice of religious freedom within the Armed Forces of the United States date from the beginning of the nation. **The United States Constitution articulates the basic concept of religious freedom within the Bill of Rights.** The First Amendment to the US Constitution specifies that “Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof” This guarantee of the free exercise of religion is codified for the Armed Forces in Title 10, United States Code (USC), sections 3073, 3547, 5142, and 8067, with the provision for the appointment of officers as chaplains in the Army, Navy, and Air Force. The Navy directs its Chaplain Corps to provide chaplains for the Marine Corps, the Coast Guard, and the Merchant Marines. Chaplains have rank without command (Title 10 USC, sections 3581, 5945, and 8581), and function in the dual roles of religious leader and personal or special staff officer.

a. The free exercise of religion for military personnel is further defined in additional sources, such as Department of Defense Directive (DODD) 1300.17, *Accommodation of Religious Practices within the Military Services*, which describes the commander’s responsibility for religious accommodation, providing it will not have an adverse impact on military readiness, unit cohesion, standards, or discipline. DODD 1304.19, *Appointment of Chaplains for the Military Services*, establishes Department of Defense (DOD)-wide policy that requires that professionally qualified chaplains be appointed to provide for the free exercise of religion within the Military Services and professional staff chaplain support to commanders.

b. The management of religious affairs is defined in DODD 5100.73, *Major Department of Defense Headquarters Activities*, which directs that all major headquarters (HQ), including joint HQ, provide for the management of religious support within the organization.

c. **Military commanders are responsible to provide for the free exercise of religion.** Joint Publication (JP) 0-2, *Unified Action Armed Forces (UNAAF)* states “Religious support to the personnel of each Service is the responsibility of the Service component commander and the JFC insofar as it affects the accomplishment of the mission.” Other JPs and directives elaborate and expand these responsibilities. See Appendix B, “References.” A complete and current listing of JPs can be found in the Joint Electronic Library on the Internet.

4. Influence of Religion

Wars and conflicts in the 21st century are increasingly nonconventional and ideologically motivated. Religion plays a pivotal role in the self-understanding of many people and has a significant effect on the goals, objectives, and structure of society. In some cases, religious self-understanding may play a determinative or regulating role on policy, strategy, or tactics. While it may not be the primary catalyst for war, religion can be a contributing factor. Some examples include:

- a. Religious overtones being invoked to develop an exclusivist vision and program for national and international action.
- b. Governments or groups using religion as a motivating factor for socializing conflict.
- c. Ideologies being linked with theological concepts that have mass appeal to achieve the ideal.
- d. Conflicts “theologized” to justify existence, establish legitimacy, gain popularity, and enact policies, laws, and courses of action for internal and external activities.
- e. Achievement of an end being gained by using theological concepts as a means.

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CHAPTER II

RELIGIOUS SUPPORT IN JOINT OPERATIONS

“Religion is central to identity and gives meaning to people’s lives. It also is central to much of the strife taking place in the world today. Almost anywhere one turns...one finds a religious dimension to hostilities.”

Douglas M. Johnston
We Neglect Religion at our Peril, US Naval Institute, Proceedings
January 2002

1. Principles of Religious Support

a. **Coordination of Personal Religious Support.** Effective personal religious support in joint operations requires cooperation and coordination throughout the combatant commands and the Service component commands to the lowest level. The JFCH coordinates with component commanders as necessary to ensure that subordinate units have the means to provide religious support for members of their units and others as required. **Providing and/or performing personal religious support refers to the professional, ecclesiastical, sacramental, or faith-based support that a RST provides to the members of the command.** Enlisted support to a chaplain is vital to providing religious support during joint operations. The RST, is composed of at least one chaplain and one enlisted support person, and therefore, normally will mobilize and deploy as a team. Additional personnel may be added as mission requirements dictate. (Specific enlisted support tasks are included in Service publications.) RSTs provide for and/or perform worship, religious needs and practices, pastoral care, assistance to family (reunion/reintegration briefs) support programs, religious education of US Service members, volunteer and community faith-based activities, and programs performed to enhance morale and morals, ethical, and personal well-being. As determined by the JFC, this includes tasks such as providing advice on the religious support needs of enemy prisoners of war, detainees, liaison with chaplains of multinational forces, worship services and pastoral care to authorized civilians (DOD and contracted), and appropriate civilian religious/humanitarian organizations coordinated through the civil-military operations center (CMOC).

b. **Noncombatant Status.** Chaplains, as noncombatants, shall not bear arms and should not participate in combatant activities that compromise their noncombatant status. Enlisted support personnel, as combatants, are trained to effectively and appropriately use lethal force.

2. Responsibilities and Relationships

Responsibilities and relationships are outlined in 10 USC 163, 164, 166, 167, 3013, 5013, 5041, 8013, and DODD 5100.01, *Functions of the Department of Defense and Its Major Components*.

a. **Joint Staff.** The JS chaplain serves in the Office of Religious Affairs and is responsible to: review religious support annexes to plans and orders; identify and evaluate religious support requirements; assess policies for coordinating military education and training of RST members

in support of joint requirements; develop religious support joint doctrine and to oversee religious support activities of the combatant commands.

b. **Combatant Commands.** Combatant command chaplains, as directed by the combatant commanders, coordinate religious support with subordinate commands and perform religious support functions for the joint force headquarters.

c. **US Joint Forces Command (USJFCOM).** USJFCOM is the joint force provider and trainer. It serves as the developer of religious affairs Universal Joint Task List (UJTL) tasks, coordinator of joint religious affairs lessons learned, and developer of training and exercise support for RSTs.

d. **Subordinate Joint Force.** The chaplain of a subordinate joint force is responsible for providing religious support for that command, to include organizing and employing RSTs as necessary to accomplish the assigned mission.

e. **Service Component Commands.** Service component chaplains are responsible for providing religious support to those Service personnel assigned or attached to the component command.

f. **Services.** When directed, the Services provide trained chaplains and enlisted support staff to the JS, combatant commands, and JTFs in order to advise the JFC and participate in planning processes as appropriate. Chaplains and enlisted support staff should possess appropriate security clearances.

3. Tasks and Proficiencies

a. **Commanders.** By recognizing the significance of religion, cultural sensitivities and ideology held by allies, coalition partners, and adversaries, commanders may avoid unintentionally alienating friendly military forces or civilian populations that could hamper military operations. **The inclusion of churches, mosques, religious icons and sites, as well as other religious and cultural symbols on no-strike lists is one example of constraints or restraints** that may demonstrate an understanding of these influences. Commanders and their staffs may also consider religion, other cultural issues, and ideology while developing schemes of maneuver and rules of engagement or planning civil-military operations, psychological operations (PSYOP), information operations, and public affairs (PA) activities. The JFC receives advice in the following areas:

(1) **Religion Within the Operational Area.** In a religiously diverse operational area, the JFCHs may provide relevant information on the religions of coalition partners and the adversary, which includes issues of national, regional, and sect or group religious customs, traditions, organizations, communities, symbols, facilities, and sensitivities. The JFCH, in collaboration with other staff officers, may provide input to a “Guide to Advising on Religions”. See Appendix A, “Guide to Advising on Religions.” Sources available for developing this product include, but are not limited to:

(a) US and other friendly embassy and diplomatic contacts who monitor the local cultural and political environment. (Note: All contact with diplomatic officials must be approved by the JFC.)

(b) Country studies produced by intelligence, civil affairs, PSYOP, and PA staff and organizations, and other sources such as nongovernmental organizations (NGOs).

(c) Collaboration with the JFC's staff.

(d) Databases and web based studies available from religious organizations in the US and coalition countries.

(2) **Other Activities Within the Operational Area.** The activity of humanitarian assistance programs and the numerous international organizations/NGOs is increasing. The presence of human rights and humanitarian organizations increasingly add complexity to the battlespace. The JFCHs may assist the staff in developing an engagement strategy by providing advice within the scope of their expertise on these organizations and the influence of religion in the operational area.

(3) **Religious Elements of International Law.** International law, to include customary international law, contains a number of rights and responsibilities relevant to religion and religious support. The JFCHs in collaboration with the judge advocates, may advise the JFC regarding these responsibilities and rights.

(4) **Ethical Decision Making and Moral Leadership.** A key component of successful command is ethical decision making and moral leadership. **Chaplains advise the command leaders on the religious, moral, and ethical issues related to policies, programs, initiatives, plans, and exercises.** They also give similar advice concerning morale, quality of life, and the impact of host nation (HN) religions upon the mission.

(5) **HN Considerations.** The JFCH, after careful consideration and only with the JFC's approval, may serve as a point of contact to HN civilian and military religious leaders, institutions, and organizations, including established and emerging military chaplaincies, through the CMOC.

b. **JFCHs and Enlisted Support Personnel.** The tasks and proficiencies of RSTs are broadly described in Figure II-1 and relate to the appropriate strategic national, strategic theater, operational, and tactical UJTL tasks and supporting tasks that relate to religion and religious support.

(1) **Provide Direct Religious Support to Personnel.** The RST develops and coordinates procedures to implement religious support for forces under the JFC's command. Its proficiencies include:

JOINT FORCE CHAPLAIN TASKS AND PROFICIENCIES	
PROVIDING AND/OR PERFORMING DIRECT PERSONAL RELIGIOUS SUPPORT	ADVISING REGARDING RELIGION AND RELIGIOUS SUPPORT
<p><i>Proficiencies</i></p> <ul style="list-style-type: none"> ● Rites, Sacraments, and Ordinances ● Religious Services ● Religious Education ● Pastoral Care/Counseling ● Management and Administration ● Ethical/Moral Living ● Managing Lay Leader Programs ● Promoting Spiritual Fitness 	<p><i>Proficiencies</i></p> <ul style="list-style-type: none"> ● Religious Organizations and Doctrine ● Religious Practices and Customs ● Importance of Worship and Holy Places, Shrines, and Other Religious Sites ● Indigenous Religious History, Culture, and Ethics ● Humanitarian Aid, and Liaison with Nongovernmental Organizations as directed ● Ethical/Moral Issues

Figure II-1. Joint Force Chaplain Tasks and Proficiencies

(a) Conduct religious worship services, rites, sacraments, ordinances, and ministrations.

(b) Assist in dealing with faith issues, stress, anxiety, redeployment/reunion issues, moral and ethical values, social concerns, and crisis intervention.

(c) Provide pastoral care and counseling for encouragement, spiritual comfort, and moral support, to the wounded and dying, and honor to the dead.

(d) Coordinate a comprehensive religious ministry support plan that makes worship opportunities and pastoral care available to all members of the command.

(2) **Advise Regarding Religion and Religious Support.** The JFCH should develop and maintain proficiency regarding the religious issues in the operational area and be prepared to provide relevant information on those issues. **Extreme care must be taken to ensure that the chaplain’s status as a noncombatant is not compromised.** This proficiency may include the ability to provide:

(a) Information as to the historical perspective on the influence of religion in previous conflicts and cultural identity in the operational area.

(b) Information as to the religious perspective on the current situation.

(c) Information relevant to religious support and religion as required by the commander, in the planning and executing of theater security cooperation efforts in the operational area.

(3) Figure II-2 shows conceptually how the chaplain’s tasks differ in a joint environment in relationship to grade. The more senior a chaplain, the more the chaplain functions as a staff officer and functional manager of religious support for the JFC, rather than as a direct provider of religious support.

c. Joint Staff Chaplain

(1) Plan and coordinate defense-wide religious support with the Joint Staff and the combatant commands.

(2) Provide relevant information on the religious, cultural, and ideological issues, normally at the strategic national and strategic theater levels, which may influence current strategy and operations in order to achieve national security objectives.

(3) Provide relevant information regarding religion, culture and ideology, which may influence planning, operations and execution for the supporting and supported commanders.

d. Combatant Command Chaplains

(1) Coordinate and manage the provision of religious support to forces assigned within the theater.

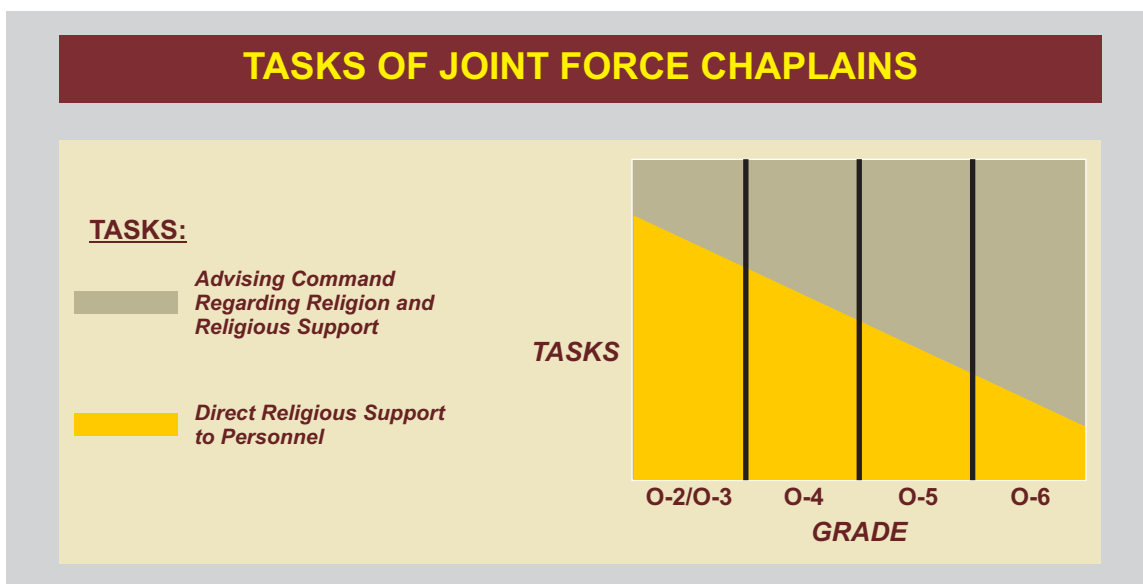


Figure II-2. Tasks of Joint Force Chaplains

(2) Provide relevant information on the religious, cultural, and ideological issues, normally at the strategic theater and operational levels, which may influence current strategy and operations in order to achieve theater security objectives.

(3) Provide relevant information regarding religion, culture and ideology, which may influence planning, operations and execution for the supporting and supported commanders.

e. **Subordinate Joint Force Chaplains.** The subordinate joint force chaplain is part of the subordinate JFC's personal or special staff, is at an appropriate grade to ensure proper functioning with other primary staff officers, and is traditionally from the same Service as the subordinate JFC. It is advisable and prudent that the subordinate joint force chaplain and enlisted support personnel be from the same Service to ensure the most effective operation of the RST. The subordinate joint force chaplain should understand the operational and tactical UJTL tasks. **Subordinate joint force RSTs are increasingly involved in interagency contacts and coordination.** They should have a thorough understanding of US Government agencies as well as NGOs and international organizations. JP 3-08, Vol I, *Interagency Coordination During Joint Operations*, recommends that a JTF assessment team include a chaplain. The assessment team assists in “deciding what needs to be accomplished, what type of force is required to accomplish it, the proper sequence for deployment of the force, availability of state and local or in-country assets, and what ongoing operations are being conducted by organizations other than military forces.” The subordinate joint force chaplain should:

(1) Advise the JFC in collaboration with other staff officers on religions or religious beliefs in the operational area.

(2) Analyze RST capabilities and organize for the best religious support.

(3) Recommend, plan, and coordinate appropriate participation of RSTs in joint training exercises.

(4) Produce the Religious Support Annex for all plans and orders.

4. Education and Training

The professional military education for JFCHs follows the policy and guidance set forth in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01A, *Officer Professional Military Education Policy*. Policy and guidance for the training of JFCHs and enlisted support personnel is set forth in CJCSI 3500.01B, *Joint Training Policy for the Armed Forces of the United States* and correlates to Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.04C, *Universal Joint Task List*. This is in addition to Service chaplain corps training (see Figure II-3).

5. Plans, Planning, and Decision Making

a. JFCHs, as staff officers, are responsible for the preparation of religious support plans (RSPs). They coordinate religious support planning with higher, lower, and adjacent HQ to

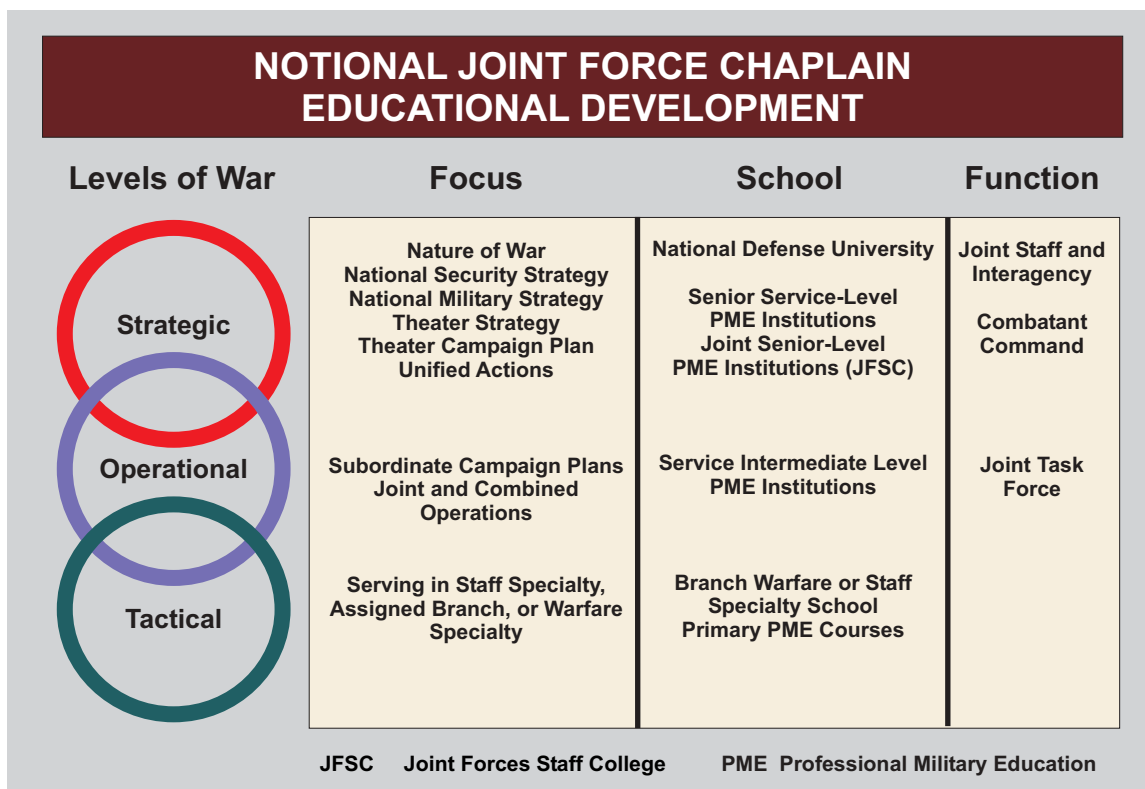


Figure II-3. Notional Joint Force Chaplain Educational Development

ensure balanced faith group access throughout the force. **The RSP begins with the combatant command chaplain’s planning guidance which helps shape the JTF chaplain’s RSP.** The coordinating instructions contained in these plans should be clearly stated. Standing operating procedures should be contained in the religious support annex of operation and exercise plans and in operation orders. Refer to CJCSM 3122.03A, *Joint Operation Planning and Execution System*, Appendix 6 to Annex E, “Planning Guidance for Chaplain Activities,” for the format of a RSP. Additional information and guidance on planning in a joint environment can be found in JP 5-0, *Doctrine for Planning Joint Operations*, and JP 5-00.2, *Joint Task Force Planning Guidance and Procedures*. **Chaplain involvement during the planning process ensures that the religious needs of US forces are met.** The RST should be capable of developing and coordinating policies, programs, and guidance for the planning and conduct of religious support operations for the joint force.

b. The increasingly nonconventional nature of wars and conflicts, the involvement of international organizations, NGOs, and the Title 10, 14, 18, 32, and 50 USC connections affect all types, levels, and phases of planning and decision making. History and current US involvement around the world reveal religion’s significant influence on nations, conflict initiation, resolution and reconciliation, and on post-conflict reconstruction efforts. **JFCH and the Service component chaplains should work closely to develop plans that are mutually supportive and create realistic working policies for times of conflict or war.** Related publications are listed in Appendix B, “References.”

6. Logistics

a. The joint force chaplain coordinates and maintains religious support materiel requirements such as facilities, equipment, supplies, computers, vehicles, radios, and weapons which are necessary for RST plans, preparations, and operations. The Defense Logistics Center Philadelphia, Clothing and Textile Directorate, manages ecclesiastical items to support chaplains of each military department and all faiths. Orders may be placed via the Defense Logistics Agency Chaplain's web site or through the local unit.

b. Each Service component unit assigned or attached to a joint force deploys with an initial 30-day supply of religious support items as defined in the applicable unit equipment authorization document. The JTF chaplain is responsible for coordinating with the JTF to monitor the resupply of these items for all RSTs assigned to the JTF.

For more information, see JP 4-0, *Doctrine for Logistic Support of Joint Operations*.

7. Military Assistance to Civil Authorities

JFCHs involved in Military Assistance to Civil Authorities (MACA) missions should consider Title 10, Title 14 (Coast Guard), and Title 32 USC. Unique issues exist related to MACA. When MACA occurs, the lead federal agency through the federal coordinating officer, the defense coordinating officer, and/or the JFC will initiate requests for military chaplains. Requests for military chaplains will be coordinated through US Northern Command. Local, county, and state resources, including National Guard forces under Title 32, normally constitute the first line of response to crisis management and consequence management events. Therefore, as a general rule, chaplains in Title 10 status will not be the first to respond to a natural or manmade disaster.

Additional information is in JP 3-26, *Joint Doctrine for Homeland Security*.

APPENDIX A
GUIDE TO ADVISING ON RELIGIONS

GUIDE TO ADVISING ON RELIGIONS	
AREAS OF CONCERN	SPECIFIC INFORMATION
Religions in the Area	<ul style="list-style-type: none"> ● Organized ● Unorganized ● Relations between religions and religious leaders, both indigenous and missionary
Clergy	<ul style="list-style-type: none"> ● Number, locations, and education of clergy ● Influence on government and populace
Religious Beliefs	<p>Major tenets of each religion, to include such concepts as:</p> <ul style="list-style-type: none"> ● Faith ● Impact of faith on life ● Significant dates ● Concepts of salvation and hereafter ● Ceremonies and practices associated with death and burial ● Rites of cleaning and purification ● Degree of religious conviction in lives of indigenous populace
Worship	<ul style="list-style-type: none"> ● Forms of worship ● Places of worship ● Frequency of worship ● Significance of worship
Relationship Between Religion and Motivation of Indigenous People	<ul style="list-style-type: none"> ● Strength of religious sentiment ● Influence of religion on daily life
Relationship Between Religion and Trans-Cultural Communication	<ul style="list-style-type: none"> ● Attitudes toward people of other races and cultures ● Acceptable kinds of social interaction
Socio-Economic Influence of Religion	<ul style="list-style-type: none"> ● Influence of religious leaders ● Influence of religion on society ● Economic influence of religion ● Religious ownership of property and other possessions ● Teachings of religion about private property ● Relationship of religious leaders to economic leaders
Relations with Government	<ul style="list-style-type: none"> ● Relationship of religious leaders to government officials ● Role of religion and religious leaders in armed forces ● Political influence of religious leaders
Religious Schools	<ul style="list-style-type: none"> ● Location, size, and attendance ● Influence ● Relationship to nonreligious schools

Figure A-1. Guide to Advising on Religions

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APPENDIX B REFERENCES

The development of JP 1-05 is based upon the following primary references.

1. International Law

The 1949 Geneva Conventions and those portions of the Geneva Protocols of 1977 regarded as customary international law.

2. Federal Statutory Laws

a. Goldwater-Nichols Department of Defense Reorganization Act of 1986, PL 99-433 (codified in various sections of 10 USC, especially 164 and 167).

b. Title 10, USC, “Armed Forces.”

c. Title 14, USC, “Coast Guard.”

d. Title 18, USC, “Crimes and Criminal Procedures.”

e. Title 32, USC, “National Guard.”

f. Title 50, USC, “War and National Defense.”

3. Chairman of the Joint Chiefs of Staff Instructions and Manuals

a. CJCSI 1800.01A, *Officer Professional Military Education Policy*.

b. CJCSI 3150.25A, *Joint Lessons Learned Program*.

c. CJCSI 3500.01B, *Joint Training Policy for the Armed Forces of the United States*.

d. CJCSI 3500.02C, *Joint Training Master Plan 2002 for the Armed Forces of the United States*.

e. CJCSI 4320.01, *Equipment Authorizations for Special Operations Commands*.

f. CJCSM 3113.01A, *Theater Engagement Planning*.

g. CJCSM 3122.01, *Joint Operation Planning and Execution System, Vol I: (Planning Policies and Procedures)*.

h. CJCSM 3122.02C, *Joint Operation Planning and Execution System, Vol III: (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution)*.

- i. CJCSM 3122.03A, *Joint Operation Planning and Execution System, Vol II: (Supplemental Planning Formats and Guidance)*.
- j. CJCSM 3141.01A, *Procedures for the Review of Operation Plans*.
- k. CJCSM 3500.02, *Combatant Command Headquarters Master Training Guide*.
- l. CJCSM 3500.03, *Joint Training Manual for the Armed Forces of the United States*.
- m. CJCSM 3500.04C, *Universal Joint Task List*.
- n. CJCSM 3500.05, *Joint Task Force Headquarters Master Training Guide*.
- o. CJCSM 3500.06, *Joint Special Operations Task Force Headquarters Master Training Guide*.
- p. CJCSM 3500.07, *Joint Civil Military Operations Task Force Headquarters Master Training Guide*.
- q. CJCSM 3500.08, *Joint Psychological Operations Task Force Headquarters Master Training Guide*.

4. Department of Defense Instruction and Directives

- a. DODD 1300.17, *Accommodation of Religious Practices Within the Military Services*.
- b. DODD 1304.19, *Appointment of Chaplains for the Military Services*.
- c. DODD 5100.01, *Functions of the Department of Defense and Its Major Components*.
- d. DODD 5100.73, *Major Department of Defense Headquarters Activities*.
- e. Department of Defense Instruction 1300.20, *DOD Joint Officer Management Program Procedures*.

5. Joint Publications

- a. JP 0-2, *Unified Action Armed Forces (UNAAF)*.
- b. JP 1-01, *Joint Doctrine Development System*.
- c. JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*.
- d. JP 2-0, *Doctrine for Intelligence Support to Joint Operations*.

- e. JP 3-0, *Doctrine for Joint Operations*.
- f. JP 3-08, *Interagency Coordination During Joint Operations Vol I*.
- g. JP 3-13, *Joint Doctrine for Information Operations*.
- h. JP 3-26, *Joint Doctrine for Homeland Security*.
- i. JP 3-53, *Joint Doctrine for Psychological Operations*.
- j. JP 3-57, *Joint Doctrine for Civil-Military Operations*.
- k. JP 3-57.1, *Joint Doctrine for Civil Affairs*.
- l. JP 3-61, *Doctrine for Public Affairs in Joint Operations*.
- m. JP 4-0, *Joint Doctrine for Logistic Support of Joint Operations*.
- n. JP 5-0, *Doctrine for Planning Joint Operations*.
- o. JP 5-00.2, *Joint Task Force Planning, Guidance, and Procedures*.

6. Army Publications

- a. Army Regulation 165-1, *Chaplain Activities in the United States Army*.
- b. Field Manual 1-05, *Religious Support*.

7. Navy Publications

- a. Secretary of the Navy Instruction 1730.7, *Religious Ministry Support Within the Department of the Navy*.
- b. Naval Warfare Publication 1-05, *Religious Ministry in the United States Navy*.
- c. Chief of Naval Operations Instruction 1730.1D, *Religious Ministry in the Navy*.

8. Air Force Publications

- a. Air Force Policy Directive 52-1, *Chaplain Service*.
- b. Air Force Instruction 52-101, *Chaplain Service Planning and Organizing*.
- c. Air Force Instruction 52-104, *Chaplain Service Readiness*.

9. Marine Corps Publications

- a. Marine Corps Manual, *Chaplains and Religious Affairs*.
- b. Marine Corps Warfare Publication 6-12, *Religious Ministry Support in the USMC*.
- c. Marine Corps Reference Publication (MCRP) 6-12B, *Religious Lay Leaders Handbook*.
- d. MCRP 6-12A, *The RMT Handbook to Marine Corps Publications*.
- e. MCRP 6-12C, *Commanders Handbook for Religious Ministry Support (Draft)*.

10. Coast Guard Publication

Commandant, United States Coast Guard Instruction M1730.4B, *Religious Ministries Within the Coast Guard*.

APPENDIX C ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication to: Commander, United States Joint Forces Command, Joint Warfighting Center Code JW100, 116 Lake View Parkway, Suffolk, VA 23435-2697. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

The lead agent and Joint Staff doctrine sponsor for this publication is the Office of Religious Affairs, Office of the Chairman Joint Chiefs of Staff (OCJCS/RA).

3. Supersession

This publication supersedes JP 1-05, 26 August 1996, *Religious Ministry Support for Joint Operations*.

4. Change Recommendations

- a. Recommendations for urgent changes to this publication should be submitted:

TO: JOINT STAFF WASHINGTON DC//J1-JDET//
INFO: CDRUSJFCOM SUFFOLK VA//JW100//

Routine changes should be submitted to the Director for Operational Plans and Joint Force Development (J-7), JDET, 7000 Joint Staff Pentagon, Washington, DC 20318-7000, with info copies to the USJFCOM JWFC.

- b. When a Joint Staff directorate submits a proposal to the Chairman of the Joint Chiefs of Staff that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Military Services and other organizations are requested to notify the Director, J-7, Joint Staff, when changes to source documents reflected in this publication are initiated.

- c. Record of Changes:

CHANGE NUMBER	COPY NUMBER	DATE OF CHANGE	DATE ENTERED	POSTED BY	REMARKS
_____	_____	_____	_____	_____	_____
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5. Distribution

a. Additional copies of this publication can be obtained through Service publication centers listed below (initial contact) or the USJFCOM JWFC in the event that the joint publication is not available from the Service.

b. Only approved joint publications and joint test publications are releasable outside the combatant commands, Services, and Joint Staff. Release of any classified joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attaché Office) to DIA Foreign Liaison Office, PO-FL, Room 1E811, 7400 Defense Pentagon, Washington, DC 20301-7400.

c. Additional copies should be obtained from the Military Service assigned administrative support responsibility by DOD Directive 5100.3, 15 November 1999, *Support of the Headquarters of Unified, Specified, and Subordinate Joint Commands*.

Army:	US Army AG Publication Center SL 1655 Woodson Road Attn: Joint Publications St. Louis, MO 63114-6181
Air Force:	Air Force Publications Distribution Center 2800 Eastern Boulevard Baltimore, MD 21220-2896
Navy:	CO, Naval Inventory Control Point 700 Robbins Avenue Bldg 1, Customer Service Philadelphia, PA 19111-5099
Marine Corps:	Commander (Attn: Publications) 814 Radford Blvd, Suite 20321 Albany, GA 31704-0321
Coast Guard:	Commandant Coast Guard (G-OPD), US Coast Guard 2100 2nd Street, SW Washington, DC 20593-0001
	Commander USJFCOM JWFC Code JW2102 Doctrine Division (Publication Distribution) 116 Lake View Parkway Suffolk, VA 23435-2697

d. Local reproduction is authorized and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified joint publications must be in accordance with DOD Regulation 5200.1-R, *Information Security Program*.

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GLOSSARY
PART I — ABBREVIATIONS AND ACRONYMS

CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CMOC	civil-military operations center
DOD	Department of Defense
DODD	Department of Defense directive
HN	host nation
HQ	headquarters
JFC	joint force commander
JFCH	joint force chaplain
JP	joint publication
JS	joint staff
JTF	joint task force
MACA	military assistance to civil authorities
MCRP	Marine Corps reference publication
NGO	nongovernmental organization
PA	public affairs
PSYOP	psychological operations
RSP	religious support plan
RST	religious support team
UJTL	Universal Joint Task List
USC	United States Code
USJFCOM	United States Joint Forces Command

PART II — TERMS AND DEFINITIONS

battlespace. The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces; facilities; weather; terrain; the electromagnetic spectrum; and the information environment within the operational areas and areas of interest. (JP 1-02)

civil affairs. Designated Active and Reserve component forces and units organized, trained, and equipped specifically to conduct civil affairs activities and to support civil-military operations. Also called CA. (JP 1-02)

civil-military operations. The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational US objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces. Also call CMO. (JP 1-02)

civil-military operations center. An ad hoc organization, normally established by the geographic combatant commander or subordinate joint force commander, to assist in the coordination of activities of engaged military forces, and other United States Government agencies, nongovernmental organizations, and regional and international organizations. There is no established structure, and its size and composition are situation dependent. Also called CMOC. (JP 1-02)

combatant command. A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (JP 1-02)

combatant command chaplain. The senior chaplain assigned to the staff of, or designated by, the combatant commander to provide advice on religion, ethics, and morale of assigned personnel and to coordinate religious ministries within the combatant commander's area of responsibility. (This term and its definition modify the existing term "command chaplain of the combatant command" and its definition and are approved for inclusion in the next edition of JP 1-02.)

combatant commander. A commander of one of the unified or specified combatant commands established by the President. (JP 1-02)

command chaplain. The senior chaplain assigned to or designated by a commander of a staff, command, or unit. (JP 1-02)

consequence management. Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, manmade, or terrorist incidents. Also called CM. (This term and its definition are provided for information and are proposed for inclusion in the next edition of JP 1-02 by JP 3-26.)

crisis. An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of US military forces and resources is contemplated in order to achieve national objectives. (JP 1-02)

deployment. 2. The movement of forces within operational areas. 4. The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging, and holding areas. (JP 1-02)

foreign humanitarian assistance. Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Foreign humanitarian assistance (FHA) provided by US forces is limited in scope and duration. The foreign assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing FHA. FHA operations are those conducted outside the United States, its territories, and possessions. Also called FHA. (JP 1-02)

host nation. A nation that receives the forces and/or supplies of allied nations, coalition partners, and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called HN. (JP 1-02)

information operations. Actions taken to affect adversary information and information systems while defending one's own information and information systems. Also called IO. (JP 1-02)

interagency coordination. Within the context of Department of Defense involvement, the coordination that occurs between elements of Department of Defense, and engaged US Government agencies, nongovernmental organizations, and regional and international organizations for the purpose of accomplishing an objective. (JP 1-02)

joint. Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate. (JP 1-02)

joint doctrine. Fundamental principles that guide the employment of forces of two or more Military Departments in coordinated action toward a common objective. It is authoritative; as such, joint

doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. It will be promulgated by or for the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands and Services. (JP 1-02)

joint force. A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander. (JP 1-02)

joint force commander. A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called JFC. (JP 1-02)

joint operation planning. Planning for contingencies that can reasonably be anticipated in an area of responsibility or joint operations area of the command. Planning activities exclusively associated with the preparation of operation plans, operation plans in concept format, campaign plans, and operation orders (other than the Single Integrated Operational Plan) for the conduct of military operations by the combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff. Joint operation planning is coordinated at the national level to support Secretary of Defense Contingency Planning Guidance, strategic requirements in the National Military Strategy, and emerging crises. As such, joint operation planning includes mobilization planning, deployment planning, employment planning, sustainment planning, and redeployment planning procedures. Joint operation planning is performed in accordance with formally established planning and execution procedures. (JP 1-02)

joint operations. A general term to describe military actions conducted by joint forces, or by Service forces in relationships (e.g., support, coordinating authority), which, of themselves, do not create joint forces. (JP 1-02)

joint operations area. An area of land, sea, and airspace, defined by a geographic combatant commander or subordinate unified commander, in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission. Joint operations areas are particularly useful when operations are limited in scope and geographic area or when operations are to be conducted on the boundaries between theaters. Also called JOA. (JP 1-02)

joint staff. 1. The staff of a commander of a unified or specified command, subordinate unified command, joint task force, or subordinate functional component (when a functional component command will employ forces from more than one Military Department), that includes members from the several Services comprising the force. These members should be assigned in such a manner as to ensure that the commander understands the tactics, techniques, capabilities, needs, and limitations of the component parts of the force. Positions on the staff should be divided so that Service representation and influence generally reflect the Service composition of the force. 2. (capitalized as Joint Staff) The staff under the Chairman of the Joint Chiefs of Staff as provided for in the National Security Act of 1947,

as amended by the Goldwater-Nichols Department of Defense Reorganization Act of 1986. The Joint Staff assists the Chairman and, subject to the authority, direction, and control of the Chairman and the other members of the Joint Chiefs of Staff in carrying out their responsibilities. Also called JS. (JP 1-02)

joint task force. A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. Also called JTF. (JP 1-02)

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 faith group when their military chaplains are not available. The lay leader may conduct services, but may not exercise any other activities usually reserved for the ordained clergy. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

logistics. The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with: a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; b. movement, evacuation, and hospitalization of personnel; c. acquisition or construction, maintenance, operation, and disposition of facilities; and d. acquisition or furnishing of services. (JP 1-02)

military assistance to civil authorities. The broad mission of civil support consisting of the three mission subsets of military support to civil authorities, military support to civilian law enforcement agencies, and military assistance for civil disturbances. Also called MACA. (This term and its definition are provided for information and are proposed for inclusion in the next edition of JP 1-02 by JP 3-26.)

multinational force. A force composed of military elements of nations who have formed an alliance or coalition for some specific purpose. Also called MNF. (JP 1-02)

nongovernmental organizations. Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief). Also called NGOs. (JP 1-02)

operational area. An overarching term encompassing more descriptive terms for geographic areas in which military operations are conducted. Operational areas include, but are not limited to, such descriptors as area of responsibility, theater of war, theater of operations, joint operations area, amphibious objective area, joint special operations area, and area of operations. (JP 1-02)

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. (JP 1-02)

psychological operations. Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. (JP 1-02)

public affairs. Those public information, command information, and community relations activities directed toward both the external and internal publics with interest in the Department of Defense. Also called PA. (JP 1-02)

redeployment. The transfer of forces and materiel to support another joint force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing. (JP 1-02)

religious support. The entire spectrum of professional duties that a chaplain provides and performs in the dual role of religious leader and staff officer assisted by enlisted support personnel. (This term and its definition modify the existing term "religious ministry support" and its definition and are approved for inclusion in the next edition of JP 1-02.)

religious support plan. A plan that describes how religious support will be provided to all members of a joint force. When approved by the commander, it may be included as an annex to an operation plan. Also called RSP. (This term and its definition modify the existing term "religious ministry support plan" and its definition and are approved for inclusion in the next edition of JP 1-02.)

religious support team. A team that is composed of at least one chaplain and one enlisted support person. Religious support teams assigned at Joint Staff and combatant command level may be from different Services; those assigned at joint task force and below are normally from the same Service. The team works together in designing, implementing, and executing the command religious program. Also called RST. (Upon approval of this revision, this term and its definition will replace the existing term "religious ministry support team" and will be included in JP 1-02.)

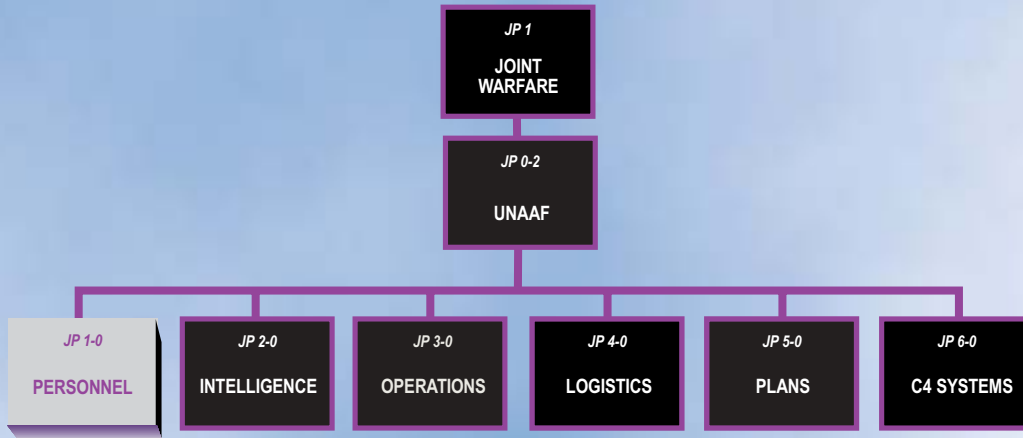
rules of engagement. Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered. (JP 1-02)

Service component command chaplain. None. (Approved for removal from the next edition of JP 1-02.)

Universal Joint Task List. A menu of capabilities (mission-derived tasks with associated conditions and standards, i.e., the tools) that may be selected by a joint force commander to accomplish the assigned mission. Once identified as essential to mission accomplishment, the tasks are reflected within the command joint mission essential task list. Also called UJTL. (JP 1-02)

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JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 1-05** is in the **Personnel** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

