

**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT,  
20ID, FORT HUBERT, AZ**

**References:**

- a. Army Regulation (AR) 350-1, Army Training
- b. Field Manual (FM) 6-22, Leader Development
- c. FM 7-0, Training
- d. Training Circular (TC), 3-20.0 Integrated We
- e. Department of the Army (DA) Pamphlet (PA
- f. 20ID Command Training Guidance for FY56
- g. 61ABCT Brigade Unit Training Plan FY56

**COMMAND GUIDANCE, BATTALION**

THE DOCUMENT BELOW DEMONSTRATES ONE WAY A BATTALION ISSUES COMMAND GUIDANCE; USING THE OPERATIONS ORDER FORMAT. THIS CORE DOCUMENT ACTS AS THE DRIVER TO ALL BATTALION AND ECHELONS BELOW BATTALION OPERATIONS; OPERATIONS CENTERED UPON A PRESCRIBED ANNUAL TRAINING GLIDEPATH.

A COMMANDER, THE COMMAND SERGEANT MAJOR, AND THE BATTALION STAFF DEVELOP THIS GUIDANCE; MISSION-NESTED WITH THE PARENT ORGANIZATION'S COMMAND GUIDANCE, THE BRIGADE; COMPLETED AND PUBLISHED NINE TO SIX MONTHS PRIOR TO THE YEAR FOR WHICH IT APPLIES.

DELIBERATE ANNUAL PLANNING GREATLY IMPROVES THE FORECAST AND DISTRIBUTION OF LIMITED RESOURCES AND GIVES PREDICTABILITY TO ALL THOSE ORGANIZATIONS THAT LIE UNDER IT.

THIS BATTALION ALSO REFERENCES ITS PARENT BRIGADE AND DIVISION COMMAND GUIDANCE.

**Time Zone Used Throughout the OPORD:** Local

**Task Organization:** 1-11 Infantry Battalion, 61<sup>st</sup> ABCT, 20<sup>th</sup> Infantry Division

1. **Situation.** The 1-11<sup>th</sup> begins its routine annual glidepath at home station to train to our battle focused Mission Essential Tasks (METs). The Battalion will continue to operate in a resource constrained environment and maintain infantry platoon lethality. Subordinate companies plan training maximizing a live training environment, but capitalize on virtual and constructive training environments when live training is not possible or practical.

a. **Area of Interest (AI).** 1-11<sup>th</sup> maintains a global area of interest. The Battalion will remain ready to support brigade mission plans in accordance with (IAW) operational plans.

b. **Area of Operations (AO).** Fort Hubert, Arizona.

(1) **Terrain.** Fort Hubert, Range Training Complexes; Live, Virtual, Constructive.

(2) **Weather.** Fort Hubert 3<sup>rd</sup> Detachment, 52<sup>nd</sup> Weather Squadron provides tenants current and forecast weather conditions for both training and garrison operations.

**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ**

c. **Enemy Forces.** All situational training exercises (STX) incorporate doctrinal and S-2 generated opposing force templates/guides.

d. **Friendly Forces.**

2 LEVELS UP. 20<sup>TH</sup> INFANTRY DIVISION IN THIS EXAMPLE.

(1) **20<sup>th</sup> Infantry Division Mission.** 20ID and Fort Hubert build and maintain combat ready forces; on order, deploy these forces in an expeditionary manner at a moment's notice, conduct operations to fight and win in complex environments as members of a Joint, Interagency, Intergovernmental, and Multinational (JIIM) team.

(a) **Commander's Intent.**

1. **Purpose.** Fort Hubert and 20ID remain focused on providing combat ready forces to combatant commanders in order to protect the country and its interests at home and abroad. In addition, providing a world-class training and leader development environment and improving efforts within the community to support and care for Soldiers, their Families, and our Civilians remains critical.

2. **Key Tasks.**

a. **Build and Maintain Lethality and Combat Readiness.** Our decisive operation is building and sustaining individual and collective lethality and readiness-including increasing our capacity to quickly project forces anywhere in the world on a moment's notice. In addition to the four pillars of readiness (personnel, supply, maintenance, and training) and the fundamentals of lethality (shoot, move, communicate), 20ID and Fort Hubert will prioritize resources for rapid deployment to fulfill combatant commander requirements. We will be masters of the fundamentals. We must strive to increase Soldier deployability, execute innovative focused training, enforce quality management programs, and maintain our equipment to standard.

b. **Leader Development.** The 20ID leader exemplifies our motto, "Move Forward". Our leader development program aims to produce leaders of character, competent and confident in their ability to lead. We will cultivate engaged leaders who constantly refine their skills, expand their understanding of the profession, and embody leadership.

c. **Care for our Soldiers, Civilians, and Families.** The 20<sup>th</sup> Infantry Division and Fort Hubert, with participation from the local community, assist Soldiers, Civilians and Families by developing engaged leaders, proactive programs, and world-class facilities to enhance resiliency.

d. **Teamwork.** 20ID and Fort Hubert foster a climate of mutual trust and shared understanding to build teams that operate decentralized within the commander's intent. We work internally and with our higher command, adjacent units, JIIM partners

## OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ

and with our community. Effective and clear vertical and horizontal communications is vital to Teamwork.

3. **End State.** The 20<sup>th</sup> Infantry Division is ready to fight and win when our Nation calls. We enable readiness through mutually beneficial relationships and an enduring presence in the local and surrounding communities. Fort Hubert is postured to rapidly project expeditionary combat power and sustain the installation's people, training, and equipment

1 LEVEL UP. 61<sup>st</sup> INFANTRY DIVISION IN THIS EXAMPLE.

(2) **61<sup>st</sup> Armored Brigade Combat Team (ABCT) Mission.** 61<sup>st</sup> ABCT, builds readiness and lethal teams on Fort Hubert, AZ throughout Fiscal Year 2056 that are capable of rapidly deploying to conduct the full range of military operations to seize, retain, and exploit the initiative to accomplish any mission, anywhere, at any time.

### (a) **Commander's Intent.**

1. **Purpose.** The ABCT command guidance serves as an actionable plan that provides guidance for all units under the brigade to meet our 20ID requirements, manage readiness goals, and meet all installation requirements as our unit continues to train and provide forces for worldwide deployments.

### 2. **Key Tasks.**

NOTICE THE SIMILARITY AND NESTED NATURE OF THIS BRIGADE'S KEY TASKS WITH THAT OF ITS PARENT ORGANIZATION ONE LEVEL UP.

a. **Collective Training.** Our most important tasks are mastering individual Soldier Tasks, conducting collective training for both platoons as well as command staffs, and mastering our METs. During the first three quarters, we will focus on individual tasks and collective training using multi-echelon training to achieve multiple sets and reps. In fourth quarter, our focus shifts to completing Battalion collective tasks.

b. **Build Strong Soldiers and Families.** Throughout FY56, leaders will strengthen Soldiers' personal and family readiness by providing predictable training schedules. Leaders will focus on taking care of the Brigade's single Soldiers focusing on improving their living quarters and facilities. This will allow Soldiers and families to take maximum advantage of the resources, proactive programs, events, and world-class facilities that enhance resiliency offered on Fort Hubert and in the local communities.

c. **Leader Certification.** The brigade focuses on leader development through professional development programs, schools, and certification. Our unit functions at a higher level with trained and certified leaders. These leaders foster a climate of mutual trust and shared understanding to build teams that operate within the commander's intent.

d. **Equipment Readiness.** The brigade is reliant on our equipment to complete our mission. It is all Leaders' responsibility to ensure our equipment is ready

**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ**

to conduct training and deploy in support of country's interests. Deliberate recovery from training events and dedicated services are fundamental in order to maintain equipment readiness rates of 90% or higher.

e. **Organizational Momentum.** The brigade ensures knowledge gained from this past training year cycle continues forward. Improving the brigade's processes and systems is critical to future success. Leaders must enforce continuity and ensure the passing of products and best practices along to new personnel arriving to the brigade.

3. **End State.** The brigade is trained and ready to deploy. Following a Brigade collective exercise, the brigade is prepared to deploy in support of any mission.

2. **Mission.** The 1-11<sup>th</sup> close with and destroy enemy forces using fire, maneuver, and shock effect, or to repel his assault by fire and counterattack.

3. **Execution.**

a. **Commander's Intent.**

(1) **Purpose.** Prepare the battalion for mission preparedness beginning October 2056 while mitigating risk to Soldiers and their families.

(2) **Key Tasks:**

(a) Qualify 100% of all machine gun crews.

THIS MISSION IS DIRECTLY FROM THE BATTALION'S TASK ORGANIZATION MISSION DESCRIPTION FOUND IN ITS TASK ORGANIZATION TASK/PURPOSE PARAGRAPH AS DESIGNED BY THE MILITARY TO WHICH THIS ARMY BELONGS TO.

(b) Certify Squads and Platoons, and Battalion Staff on collective tasks prior to platoon live fires.

(c) Care for family members through engaged family focused events and planned rest and recuperation periods for Soldiers.

(d) Be Engaged Leaders at all times; Know your Team; set, live and enforce Standards.

(e) Build Readiness through a culture of quality management practices.

(3) **End State.** 1-11<sup>th</sup> Regiment Soldiers are a proficient team of professionals; tactical and technical experts able to fight and win against any enemy, any time, any place. When Soldiers and their families depart our team, they will have the experience required for continued success.

THE CONCEPT OF APPROACHING THIS TRAINING GLIDEPATH IS PREFACED BY A METHODOLOGY SECTION THAT DISCUSSES THE WAYS AND MEANS BY WHICH THE BATTALION WILL ARRIVE AT A TRAINED PROFICIENCY.

b. CONCEPT OF COLLECTIVE TRAINING.

(1) Methodology.

(a) FY56 Unit Training Plan (UTP) consists of four phases divided by quarter. Phase I, October 2055 through December 2055 Fiscal Year 56, Quarter 1 (FY56Q1); critical events within this phase are recovery, and garrison footprint reset. Phase II, January 2056 through March 2056, FY56Q2; critical events in this phase are individual training, team and squad live fires, and command post exercise (CPX) support. Phase III, April 2056 through June 2056 FY56Q3; critical events in this phase are STAFFEX and Company collective exercises. Phase IV, July 2056 through September 2056 FY56Q4; critical events in this phase are BDE/BN STAFFEX, and Battalion collective events. The main effort for this operation are live fires (LFXs). There are two shaping efforts for this operation. Shaping effort one (SE1) is Individual Training. Shaping effort two (SE2) is the STAFFEX. This operation will use a Battalion and Companies will assess proficiency through reported on readiness reports, during monthly training training briefings.

THIS BATTALION HAS DECIDED TO CATEGORIZE ITS LIVE FIRE EVENTS AS THE MAIN EFFORT; A DECISION THAT WILL ALOCATE AVAILABLE RESOURCES IN TIME AND SPACE TO THOSE UNITS WITHIN THE BATTALION THAT ARE CONDUCTING LIVE FIRES AT ANY GIVEN POINT IN TIME.

(b) The Mission Essential Tasks (METs) the Battalion must train to proficiency to support Brigade Operations are: Conduct a Defense (01-XX-0123), Conduct Movement (01-XX-0124), and Conduct an Attack (01-XX-0125). I want commanders to prioritize local, Fort Hubert training areas (TA) in a live environment while incorporating virtual training opportunities as a secondary opportunity when resource constraints prevent live training. Coordination with the Battalion S-3, the senior training management non-commissioned officers (NCOs), and the Battalion S-4 early in the planning process is critical to success.

THIS MILITARY USES MISSION ESSENTIAL TASK (MET) STANDARDS. METS ARE THE PRIMARY THREE TO SIX TASKS ASSIGNED TO EACH UNIT AT EACH LEVEL THAT DESCRIBE STANDARD TASKS A UNIT AT THEIR LEVEL MUST BE PROFICIENT AT TO BE CATEGORIZED AS READY FOR MISSION. THESE TASKS GIVE BIRTH TO NUMEROUS SUB-TASKS THAT SUPPORT THE PRIMARY MET TASKS.

(c) Evaluation. Assessments and subsequent completed by the commander two echelons above the the Army Integrated Weapons Training Strategy (IWT) authorized to be Soldiers of equal or higher rank of the be external at a tier one above the echelon under evaluation an adjacent platoon but same company evaluates a Squad leader from a sister platoon). Evaluators and/or observer-controllers submit their reports to the authorized assessor for final qualification ratings (e.g. Multiple evaluators submit grade cards for a platoon evaluation to the Battalion commander for his or her final assessment and subsequent qualification rating). Company and higher evaluations that require evaluation from leaders external to the Battalion are coordinated through Battalion S-3.

(2) Current Battalion MET Proficiency. These assessments as recorded in the appropriate system of record. As we near training start dates, assessments fluctuate dependent heavily upon personnel/leader turnover, the frequency tasks are trained, and other factors that contribute to task atrophy. Staff and Company Leadership refer to FM

**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ**

7-0 regarding considerations and actions units can take when mitigating the effects of task atrophy.

MET	DESCRIPTION	PROFICIENCY
01-XX-0123	Conduct Defense	70%
01-XX-0124	Conduct Movement	60%
01-XX-0125	Conduct an Attack	70%

(3) **Sustaining Battalion MET Proficiencies.** During this training period, our Battalion METs are to be sustained to the following proficiency ratings.

MET	DESCRIPTION	<p>THE TRAINING METHOD BREAKDOWN IS FIRST LISTED AS THE PRIMARY METS FOR THE BATTALION FOLLOWED BY A SERIES OF CHARTS DEPICTING THE DATES THE BATTALION CONDUCTS TRAINING TO TRAIN TOWARDS THESE MET PROFICIENCIES, AS WELL AS SUB TASK EVENTS AND TASKS THAT ARE NECESSARY TO BUILDING TO THE PROFICIENCY OF THE PRIMARY METS.</p> <p>FOR A MORE IN-DEPTH DISCUSSION ON THESE TASKS AND HOW THEY NEST WITHIN ONE ANOTHER CONSULT WITH YOUR LOCAL ADVISOR.</p>	
01-XX-0123	Conduct Defense		
01-XX-0124	Conduct Movement		
01-XX-0125	Conduct an Attack		

(4) **Collective Training Objectives.** The Battalion multi-echelon training events.

DATE(S)	EVENT	OBJECTIVES	PROFICIENCY
18-20, 26-29 MAY (TW 34-35)	BN STAFFEX (Staff Exercise)	Conduct Staff Operations (01-XX-2015)  Coordinate Enabler Support (01-XX-3015)  Provide Sustainment for Battalion (01-XX-2017)	90%
08-12 JUN (TW 37)	BN COMMEX (Communications Exercise)	Establish Communications (01-XX-2025) Operate Communications Systems (01-XX-2026)	90%
01JUN-02JUL (TW36-TW40)	Platoon Live Fires	Execute Platoon Collective Live Fire (01-XX-1101)	90%
07-31JUL (TW41-TW44)	Enabler Live Fires	Conduct Platoon Mortar Exercise (01-XX-1277) Conduct Platoon Scout Exercise (01-XX-1282)	90%
10-21AUG	BN STX/LFX	Conduct Battalion Attack (01-XX-0125)	90%

(5) **Weapon Qualification Training Objectives** (All Commands).

Individual	90% Required
Crew Served (Machine Gun)	90% Required



**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ**

(6) **Collective Live-Fire Tasks (Main Efforts).** The following are collective live fire tasks for the Battalion during FY56.

TASK	DESCRIPTION	
01-XX-1016	Squad Attack	
01-XX-1277	Mortar Exercise, Platoon	
01-XX-1282	Scout Exercise, Platoon	
01-XX-1101	Platoon Collective Live Fire	Platoon
01-XX-1153	Company Collective Live Fire	Company

THE MAIN EFFORT TRAINING EVENTS ARE LISTED AGAIN SEPARATELY TO HELP EMPHASIZE TO PLANNERS AND COMPANIES THEIR PRIORITY DURING THE ANNUAL GLIDE PATH.

c. **CONCEPT OF INDIVIDUAL TRAINING (Shaping Effort 01).** 1-11<sup>th</sup> Command Sergeant Major oversees individual task proficiency. Company First Sergeants work with platoon sergeants, section sergeants, and squad leaders for the development of individual training. Limited training time and a resource constrained environment require commanders to identify specific individual soldier tasks that directly contribute to squad and platoon level tasks. Additionally, the Command Sergeant Major has identified the following individual tasks be included in company training. These tasks need significant attention based upon lessons learned assessments and feedback by First Sergeants:

TASK	DESCRIPTION	FREQUENCY
77-XX-1234	Rifle Target Engagement	6 months
77-XX-1235	Conduct Physical Assessment Exam	
77-XX-1236	Perform Operator Maintenance, Truck	
77-XX-1237	Perform Weapons Maintenance, Operator	
77-XX-1238	Conduct Monthly Performance Review	
77-XX-1239	Evaluate a Casualty	
77-XX-1240	Evacuate a Casualty	
77-XX-1241	Operate a Radio	

THE UNIT COMMAND SERGEANT MAJOR, SENIOR ENLISTED ADVISOR, HAS CREATED PRIORITIZED INDIVIDUAL TASKS TO HELP GUIDE INDIVIDUAL TRAINING. THIS IS IN ADDITION TO ALL OTHER REQUIRED ANNUAL INDIVIDUAL TRAINING. THIS SERGEANT MAJOR ALSO PRESCRIBES THE BELOW SERGEANT'S TIME TRAINING METHODS.

(1) **Sergeant Time Training (STT).** Commanders protect and resource a minimum of one day each week for dedicated Soldier development; Thursdays 0700-1700 (annotated on training schedules). Senior NCOs and Commanders will ensure STT supplements and nests within Platoon, Company level collective tasks, and the unit METs. The unit Officer leadership routinely participate in STT to standard to instill organizations of trust and integrity.

NON-COMBAT ROLES ARE ALL THOSE JOBS AT EACH LEVEL THAT ARE NOT DIRECTLY ASSOCIATED WITH COMBAT; THESE JOBS ARE COMPRISED OF A LARGE NUMBER OF SOLDIERS (E.G. MEDICS, COOKS, MAINTENANCE TECHS). THESE SOLDIERS REQUIRE ANNUAL TRAINING SPECIFIC TO THEIR JOBS; TRAINING THAT MUST BE PLANNED DELIBERATELY.

(2) **Non-Combat Job Training.** Commanders ensure progression of non-combat role assigned Soldier job training through Battalion Operations and adjacent companies. Low-deployment progression demands cross planning through senior medic, senior communications, and forward support company planning efforts and/or deliberate training for headquarters personnel.

(3) **Functional Duty Training Management.** Commanders ensure properly trained functional positions.

**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ**

(a) **Functional Duties.** Functional Duties are all duties assigned through TOE or Command Policy that are external to standard duty assignments.

FUNCTIONAL DUTIES			
DUTY	DESCRIPTION	AR 600-20	BN
Master Driver	Unit Master Driver. Driver's Program director and driver's training progression planner and SME.	1 - Battalion 1 - per Company	
SHARP	Sexual Assault Response Program Coordinator. Program and unit training director. Appointed by Commanders.	AR 600-20. 2 - Battalion 2 - per Company	BN SHARP
EO	Equal Opportunity Program Coordinator. Program and unit training director. Appointed by Commanders.	AR 600-20. 2 - Battalion 2 - per Company	BN EO
MFT	Master Fitness Trainer. Program and training coordinator. Appointed by Commanders. Ensures the designation and qualification of both MRTs and ACFT personnel.	FM 7-22 2 - Battalion 1 - per Company	BN CSM
R&U	Repair and Utilities (Barracks Maintenance Manager). Program and unit training director and Barracks SME.	CDR Policy 2 - per Company	BN CSM
OIP	Organizational Inspection Program, (Quality Management)	CDR Policy 2 - Battalion 2 - per Company	BN OIP

FUNCTIONAL DUTY REQUIREMENTS CAN BE PRIORITIZED AND APPROACHED DIFFERENTLY DEPENDING ON MILITARIES. A LARGE NUMBER OF THESE PROGRAMS ARE ANOTHER PIECE IN THE UNIT'S ARSENAL OF RISK AND QUALITY MANAGEMENT.

(1) **Soldier Fitness.** Soldiers conduct Physical Readiness Training (PRT) to prepare for the rigors of combat and strengthen unit comradery. Adequate preparation includes improving muscular strength, cardiovascular endurance (stretching), as well as ensuring proper diet/nutrition and hydration. A program in this battalion incorporates these cornerstones into a challenging plan to ensure physical readiness. Organized PRT is observed five days a week during designated hours. Leaders must avoid interruption of routine PRT by planning deliberately. Soldiers are required to conduct a physical fitness exam every six months, the unit goal set at 90% personnel qualified.

FITNESS IS BEST APPROACHED AS A WHOLISTIC PERFORMANCE VARIABLE THAT ENCOMPASSES, BEHAVIORAL WELLBEING, SLEEP, DIET & NUTRITION, AND PHYSICAL FITNESS. THIS IS LARGELY GUIDED BY THE COMMANDER AND INSTILLED BY THE NCO.

(2) **Individual Drivers Training.** Drivers training is essential training for all drivers and Vehicle Commanders. A structured driver's training program enables units to focus on MET tasks and conduct safe and successful training events. All Commanders ensure licensing of drivers and vehicle commander on the specific vehicle they are operating. All driver's training will be conducted in accordance with Army Regulation (AR) 600-55 and the battalion Drivers Training SOP; planned and resourced through the Battalion S-3. Proponent: Battalion S3, Battalion Master Driver.

b. CONCEPT OF LEADER DEVELOPMENT PROGRAM (Shaping Effort 02). The most important training we do in this unit and in the Army is develop leaders. Leader development is the process through which we develop the skills, knowledge, and



## OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ

attitudes needed to lead, train, and employ units and organizations at increasing levels of responsibility. The 1-11IN honors the profession and works to develop leaders as outlined in Army Field Manual 6-22. In conjunction with performance counseling, company leader development programs, self-development, and institutional development, this program aims to increase readiness in the leader domain.

(1) **Non-Commissioned Officer Professional Development Program** (NCOPD). The Battalion Command Sergeant Major (CSM) is the proponent for NCOPD. These events are led by Staff Sergeants and Sergeants First Class. All NCOs within the battalion are encouraged to attend in conference. The glidepath for these events is released by the Command Sergeant Major and is designed around the continued development of attributes and competencies. Events will last from 1 to 1.5 hours and allow ample time for dialogue between the host and attendees. A final read-ahead is sent to all attendees 7 days prior to each event, to include time, location and uniform. An After-Action-Review (AAR) will be filed with the final product on record within the battalion web-portal and digital records database no later than 7 days following completion of each event. The Battalion S-3 is the point of contact for these events.

PROFESSIONAL DEVELOPMENT IS CONTINUOUS IN THE MILITARY. THIS COMMAND GROUP HAS DECIDED TO BREAK PROFESSIONAL DEVELOPMENT INTO THE NCO AND OFFICER COMPONENTS. UNITS CAN ALSO CREATE A SUBSET OF PROFESSIONAL DEVELOPMENT THAT INCLUDES LOWER ENLISTED SOLDIERS AS WELL.

(2) **Officer Professional Development Program** (OPD). The 1-11<sup>th</sup> Commander is the proponent for OPD Events. These events are led by Company Commanders. All officers and senior non-commissioned officers within the battalion are encouraged to attend in conference. The glidepath for these events is released by the Battalion S-3 and is designed around the continued development of attributes and competencies. The 8-Step Training Model is used to develop each event. Events will last from 1 to 1.5 hours and allow ample time for dialogue between the host and attendees. The event with a final read-ahead sent to all attendees 7 days prior to each event, to include time, location and uniform. An After-Action-Review (AAR) will be filed with the final product on record within the battalion web-portal and digital records database no later than 7 days following completion of each event. The Battalion S-3 is the point of contact for these events.

c. **OTHER TRAINING**. Mandatory training, installation and division support requirements have secondary importance to training our formations to be combat ready, but they must be accomplished. The attached Long Range Planning Calendar (LRTC) (Attachment xx, Long Range Training Calendar) depicts the installation time management cycles to include division, brigade and battalion required training. I have purposely kept battalion required training to a minimum so subordinate commanders can develop their own UTPs to support the battalion training mission. Company commanders will follow the same technique: conduct a thorough mission analysis of this order, determine the METs to battle focus company training, and leave enough 'white space' on the UTP calendar for platoons and squads to plan their own training.

**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ**

#### d. ADDITIONAL TRAINING GUIDANCE.

(1) **1-11<sup>th</sup> Tactical Standard Operating Procedures (TACSOP).** Standard Operating Procedures are the backbone of conducting operations and are vital to aligning units at-echelon for ease of operations, fluidity, and lethality. The TACSOP is a living document and is reviewed continuously. The proponent for this document is the Battalion Operations Sergeant Major. (Attachment xx 1-11<sup>th</sup> TACSOP).

(2) **Battle Rhythm.** During operations, battle rhythm is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations (ADP 7-0, 4-9). This concept is directly applicable in how units plan and prepare training. Throughout unit training, commanders integrate and synchronize recurring training activities. These include meetings, briefings, conferences, and reports in their commands and with the higher command. Establishing the unit's battle rhythm for training is essential. Establishing a battle rhythm helps sequence training activities, regulate the flow and sharing of information, and coordinate training. The battalion battle rhythm is nested within the division battle rhythm. Each unit nests their unit battle rhythm in concert with the higher command. **ADDITIONAL TRAINING GUIDANCE OUTLINES OTHER KEY DOCUMENTS THAT GUIDE THE UNIT'S PROGRESSION OVER THE YEAR; SOPS, CALENDARS, MEETINGS, AND BATTLE RHYTHMS. THESE FOUR PRIMARY ADDITIONAL DOCUMENTS ARE STANDARD WITHIN MANY COMMAND GUIDANCE DOCUMENTS.**

(3) **Long Range Training Calendar.** To prioritize training resources at the Battalion level, the 1-11<sup>th</sup> S-3 establishes a time management cycle. Management cycles give priority for finite training resources as specified by the command and based on scheduled unit deployment cycles, combat training center rotations, and other training priorities. GREEN, AMBER, RED cycles are managed under these cycles. Units in GREEN cycle focus on unit collective training, are free of external taskings, and have priority for resources. Units in AMBER cycle conduct some unit training, are vulnerable for some external taskings, and have second priority for resources. Units in RED cycle primarily focus on individual, crew, or team training; fulfill most external taskings; and are last in resource priority. This time management cycle provides a simple and effective method for ensuring training resource equity across the command at-echelon. Unit training calendars depict time management cycles. The proponent for this document is the Battalion S-3. (Attachment xx – Long Range Training Calendar).

(4) **Training and Command and Staff Meetings.** Training Meetings and Command and Staff Briefs are conducted IAW the Battle Rhythm. Digital submittal of meeting documents will be NLT 48hrs prior to the scheduled meeting, to the proponent listed.

Meeting	Proponent
BDE Quarterly Training Brief (BDE QTB)	Battalion S-3, Current Operations (Attachment xx – Quarterly Training Brief)
BN Training Meeting (BN TRNG MTG)	Battalion S-3, Current Operations (Attachment xx – Battalion Training Meeting)

**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ**

BN Command & Staff Meeting (BN CMD STF)	Battalion S-1 (Attachment xx – Battalion Command and Staff Meeting)
CO Training Meeting	Company Training Room (Attachment xx – Company Training Meeting)

**(5) Risk Management.**

(a) DD 2977. Units will complete a DD2977 following assessment of risk for every planned event. This is done IAW DA 385-30, dated 2 December 2014.

**e. COORDINATING INSTRUCTIONS.**

**(1) 8-Step Training Model.** At the company and platoon levels, training models are developed and used as a simple and effective planning and execution tool for small-unit, individual training events using FM 7-0. Training models do not provide a sufficient level of detail from which to develop a UTP, to fully develop training events, or to coordinate training events. Instead, they serve as a useful tool for subordinate leaders to ensure major activities and steps are accomplished. Training models help manage training events that are not complex in planning or execution. Units modify training models in the number of steps and procedures based on experience and the efficiencies gained by their use. One training model is the 8-step training model (Reference FM 7-0). The 8-step training model provides a flexible and reliable vehicle for creating continuity for planning and managing simple training events.

**(2) FY56 Training and Federal Holidays.**

Date	Holiday
11 OCT 19	Training Holiday
14 OCT 19	Columbus Day
11 NOV 19	Veterans Day
28 NOV 19	Thanksgiving
16 DEC 19 – 3 JAN 20	Holiday Half-Day Schedule
24 DEC 19	Christmas Eve Training Holiday
25 DEC 19	Christmas
31 DEC 19	New Year's Eve Training Holiday
1 JAN 20	New Year's Day
17 JAN 20	Training Holiday
20 JAN 20	Martin Luther King Day
14 FEB 20	Training Holiday
17 FEB 20	President's Day
9-13 MAR 20	Spring Break
25 MAY 20	Memorial Day
12 JUNE 20	Army's Birthday Training
3 JUL 20	Independence Day (Obs)
7 SEP 20	Labor Day

QUALITY MANAGEMENT SYSTEMS INCLUDE A WIDE VARIETY OF CHECKS AND BALANCES ACROSS AN ORGANIZATION IN ORDER TO ENSURE EFFICIENCY IN OPERATIONS AT EVERY LEVEL. THIS UNIT IS PLACING EMPHASIS ON AN INSPECTION PROGRAM THAT IS PART OF THE ENTER QUALITY MANAGEMENT APPROACH.

**(3) Organizational Inspection Program (OI)** program and can be of great value to the entire Command if executed properly. Unit

## OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT, 20ID, FORT HUBERT, AZ

commanders will increase the involvement of subordinate leaders in the development and execution of their OIPs and incorporate OIP into Leader Development Programs. It is important for our Commanders at echelon to understand the linkage of OIP to an overarching quality management system. Commanders will establish a tracking process that ensures inspection deficiencies are corrected.

### 4. Sustainment.

a. **Maintenance Program.** Maintenance is critical to mission readiness. Maintenance operational rates hinge on quality maintenance and leader involvement. Implement and improve these systems deliberately. Maintenance is a training opportunity and indicates standards and discipline in our formation. Maintenance training focuses itself upon maintenance standards. Proponent: Support Company lead Maintenance Officer. Army equipment meets the maintenance standard when the following conditions exist:

FULLY MISSION CAPABLE (FMC): CONDITIONS	
#	Description
1	All faults are identified following prescribed intervals using the tables prescribed within the piece of equipment's respective technical manual.
2	All repair parts on hand have been installed.
3	All repair parts required but not on hand are on a valid funded requisition.
4	Corrective actions requiring sustainment level maintenance documents used.
5	Scheduled services are performed at the service interval.

MAINTENANCE, PROPERTY AND SUPPLY DISCIPLINE ARE MAJOR FACTORS NOT ONLY IN SURVIVABILITY, BUT DEGREE OF SURVIVABILITY UNDER VARIOUS CONDITIONS. OVERSEEN BY THE BATTALION EXECUTIVE OFFICER, THE BATTALION S4 AND SUPPORT COMPANY PLAY A LARGE ROLE IN THIS SECTION OF THE COMMAND GUIDANCE.

b. **Property and Supply Discipline Program.** The Battalion will conduct semi-annual program inspections. The inspections measure the quality of a unit's ability to appropriately maintain its assigned equipment and its routine supply system. The Battalion will evaluate Companies. The Battalion S-4 is the proponent for this program.

c. **Services.** Services are a deliberate operation that help to routinely sustain equipment; services will be scheduled and reflected on training calendars and will be in accordance with the equipment service requirements as listed in the technical manual. Proponent: Support Company Senior Maintenance Officer.

### 5. **Command and Control**

a. Battalion Web-Portal: <https://web.portal.link.here/>

b. **Reports.** Full listing of reports and requirements is found in the battalion TACSOP.

**OPORD 20-011 – 1-11IN, BATTALION UNIT TRAINING PLAN (UTP) FY56, 61ABCT,  
20ID, FORT HUBERT, AZ**

c. Points of Contact: Major James Madison, Battalion S3.

**ACKNOWLEDGE:**

THOMAS JEFFERSON  
LTC, IN  
COMMANDING

**OFFICIAL:**  
MADISON  
S3

**ATTACHMENTS:**

xx – TACSOP  
xx – Battle Rhythm  
xx – Long Range Training Calendar  
xx – BDE QTB Template  
xx – BN CMD STF Template  
xx – BN TRNG MTG Template  
xx – CO TRNG MTG Template  
xx – BN Maintenance Meeting Template  
xx – OPD Program, MAY55