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HQ, 1-11 IN, 61ST ABCT, 20TH Infantry Division

FORT HUBERT, BH

041500MAY55

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

**(U) References**:

1. (U) AR 350-1 Army Training and Leader Development, DEC17
2. (U) FM 6-22 Leader Development, JUN15
3. (U) ADP 6-22 Army Leadership and the Profession, JUL19
4. (U) TC 3-20.0 Integrated Weapons Training Strategy (IWTS), JUN19
5. (U) DA PAM 385-30 Risk Management, DEC14
6. (U) USAIS PAM 350-6 dated 7 February 2020
7. (U) USAARMS Pam 360-3 EIA/MOI May 2018
8. (U) 20ID Command Training Guidance for FY56
9. (U) 61ABCT OPORD 20-0046 Brigade Unit Training Plan FY56

**(U)** **Time Zone Used Throughout the OPORD**: Local

**(U) Task Organization**: 1-11 Infantry Battalion, 61st ABCT, 20th Infantry Division

1. (U) **Situation**.Burt’s Knights has established the Battalion garrison footprint following redeployment from Atlantic Resolve. Our focus is to maximize the training resources available on Fort Riley as we train to our battle focused METs. The global pandemic (COVID-19) continues to alter the operational environment; training horizons are, and will continue to be, adjusted within this environment ([BN OPORD 20-009, COVID-19 Response](https://army.deps.mil/army/CMDS/1ID_1ABCT/3-66AR/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2Farmy%2FCMDS%2F1ID%5F1ABCT%2F3%2D66AR%2FShared%20Documents%2FS3%2FBN%20OPORDs%2FFY%2020%20OPORDS%2FOPORD%2020%2D009%20COVID%2D19%20Response&FolderCTID=0x012000437345733299E347AA3AA5437C92885E&View=%7B56CBA529%2DB889%2D46B1%2D8C7E%2D272E68900AF0%7D)). The Battalion will continue to operate in a COVID-19 constrained environment and maintain tank and infantry platoon lethality. Subordinate companies will plan training maximizing a live training environment, but be knowledgeable of and capitalize on virtual and constructive training environments when live training is not possible or practicable. Detachments will continue to support Task Force 1-4 CTC rotation at NTC 20-10. At the end of FY20, Burt’s Knights along with the Devil Brigade will be prepared to assume PTDO.
   1. (U) **Area of Interest (AI).** 3-66 AR maintains a global AI ISO FY21 PTDO. The BN will remain ready to support EUCOM, PACOM, and CENTCOM missions IAW with published OPLANS.
   2. (U) **Area of Operations (AO).** Fort Riley, Kansas. Task Force 1-4 CAV’s AO will include Fort Irwin, California as the Division Reinforced Cavalry Squadron during National Training Center (NTC) Rotation 20-10.
      1. (U) **Terrain**. Fort Riley, Range Training Complexes; Live, Virtual, Constructive ([Fort Riley Terrain Viewer](https://gis.rileycountyks.gov/)).
      2. (U) **Weather**. 2nd Detachment, 3rd Weather SDQN provides tenants current and forecast weather conditions for both training and garrison operations at <https://home.army.mil/riley/index.php/tenants/partners/det2>.
   3. (U) **Enemy Forces.** The battalion and companies use decisive action training environment (DATE), accessible on ATN for developing threat scenarios and products for training exercises.
   4. (U) **Friendly Forces**.
      1. (U) **1st Infantry Division Mission.** 1ID and Fort Riley build and maintain combat ready forces; on order, deploy these forces in an expeditionary manner at a moment’s notice, conduct Decisive Action to fight and win in complex environments as members of a Joint, Interagency, Intergovernmental, and Multinational (JIIM) team.
         1. (U) **Commander’s Intent.**
            1. (U) **Purpose.** Fort Riley and 1ID remain focused on providing combat ready forces to combatant commanders in order to protect the United States 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. (U) **Key Tasks.**

(U) 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, project, and sustain), 1 ID and Fort Riley will prioritize resources for rapid deployment to fulfill combatant commander requirements. We will be masters of the fundamentals, using the Phantom Warrior Big 6 and the BRO Big 9 to drive focus on our core skills. We must strive to increase Soldier deployability, execute innovative METL- focused training, enforce Command Discipline Programs, and maintain our equipment at -10/-20 standards.

(U) Leader Development. The Big Red One leader exemplifies our motto, “Duty First.” 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 warfighting skills and the ability to deploy, expand their understanding of the profession of Arms, and embody servant leadership.

(U) Care for our Soldiers, Airmen, Civilians, Families, and Retirees. The 1st Infantry Division and Fort Riley, with participation from the Greater Flint Hills community, assist Soldiers, Airmen, Civilians, Families, and Retirees by developing engaged leaders, proactive programs, and world-class facilities to enhance resiliency.

(U) Teamwork. 1 ID and Fort Riley 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, our Army Total Force, JIIM partners and with our community. Effective and clear vertical and horizontal communications is vital to Teamwork.

* + - * 1. (U) **End State**. The 1st 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 Flint Hills and Midwest Region. Fort Riley is postured to rapidly project expeditionary combat power and sustain the installation’s people, training, and equipment
    1. (U) **Devil Brigade Mission.** 1 ABCT, Devil Brigade builds readiness and lethal teams on Fort Riley, KS throughout Fiscal Year 2020 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.
       1. (U) **Commander’s Intent**.
          1. (U) **Purpose.** The ABCT ATG serves as an actionable plan that provides guidance for all units under the Devil Brigade to meet our 1ID, III Corps, and FORSCOM requirements, manage the Army’s readiness goals, and meet all installation requirements as our unit continues to train and provide forces for worldwide deployments. Ultimately, Protect the United States and its interests at home and abroad.
          2. (U) **Key Tasks.**

(U) Collective Training. Our most important tasks are mastering individual Soldier Tasks, conducting collective training up to Platoon level, and mastering our METs. During Q1-3, we will focus on individual tasks and collective training using multi-echelon training to achieve multiple sets and reps. In Q4 our focus shifts to completing Platoon LFXs.

(U) Build Strong Soldiers and Families. Throughout FY20, 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 Riley and in the Flint Hills communities have to offer.

(U) Leader Certification. The Devil Brigade focuses on leader development through the Bro Big 9, LPD, PRT, and Leader 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.

(U) Equipment Readiness. The Devil Brigade is reliant on our equipment to complete our mission. It is all Leaders’ responsibility to ensure our equipment is ready to conduct training and deploy in support of United States’ interests. Deliberate recovery from training events and dedicated services are fundamental in order to maintain operational readiness rates of 90% or higher.

(U) Organizational Momentum. The Devil Brigade ensures knowledge gained from Atlantic Resolve continues forward. Improving the Brigade’s processes and systems is critical to future success. Leaders must conduct RIPs and ensure the passing of products and best practices along to new Devils arriving to the Brigade.

* + - * 1. (U) **End State.** The Devil Brigade is trained and ready to deploy to protect United States’ interests. Following PLT LFXs, the Devil Brigade assumes PTDO on 01OCT20 and maintains high levels of readiness through the optimization of training events and mutually beneficial relationships with the Fort Riley Community heading into FY21.

1. (U) **Mission**. Burt’s Knights close with and destroy enemy forces using fire, maneuver, and shock effect, or to repel his assault by fire and counterattack.
2. (U) **Execution**.
   1. (U) **Commander’s Intent**.
      1. **Purpose.** Prepare the Burt’s Knights for the Brigade PTDO mission beginning OCT2020 while mitigating COVID risk Soldiers and their families.
      2. (U) **Key Tasks:**
         1. (U) Qualify 100% of Tank, Bradley, and Mounted Machine Gun Platform Crews.
         2. (U) Certify Squads and Platoons on KCTs prior to Platoon LFX.
         3. (U) Operationalize FRKS COVID tasks to Protect Soldiers, Families and Civilians on FRKS.
         4. (U) Be Engaged Leaders at all times; Know your Team; set, live and enforce Standards.
         5. (U) Build Readiness through a culture of maintenance management (MTW, recovery, PMCS, LPDs).
      3. (U) **End State.** 3-66 Armor Regiment Soldiers are a tenacious, lethal team of Professionals; Tactical and technical experts able to fight and win against any enemy, any time, any place; Resilient members of the community, bound to our commitment to Family, Country, the Army, and our fellow Brothers & Sisters in Arms. When Burt’s Knights and their Families depart our team, they will have the experience required for continued success in our Army.
   2. (U**)** CONCEPT OF COLLECTIVE TRAINING.
      1. (U) **Methodology**.
         1. (U) FY20 Unit Training Plan (UTP) consists of four phases divided by fiscal quarter. Phase I, OCT19 through DEC19 FY20Q1; critical events within this phase are Atlantic Resolve redeployment, recovery, and garrison footprint reset. Phase II, JAN20 through MAR20 FY20Q2; critical events in this phase are rear detachment reintegration, TF 1-4 support, TM/SQD LFXs, and CPX support. Phase III, APR20 through JUN20 FY20Q3; critical events in this phase are STAFFEX, Company range densities, MBT/IFV Gunnery, and CPX Support. Phase IV, JUL20 through SEP20 FY20Q4; critical events in this phase are TF 1-4 NTC 20-10 support, PLT STX/LFX, and alibi MBT/IFV Gunnery (BDE sponsored). The main effort for this operation is LFXs. There are two shaping efforts for this operation. Shaping effort one (SE1) is Individual Training. Shaping effort two (SE2) is the Leader Development Program (LDP). This operation will use a gate-based training strategy. The Battalion and Companies will assess MET proficiency throughout this training period; reported on the Unit Status Report, during monthly training meetings, and during quarterly training briefings. Burt’s Knights begin FY21 UTP with 6 months of crew qualification and stability.
         2. (U) In order to support the Brigade Battle Focus, mission analysis indicates the METs the Battalion must train to proficiency to support Brigade Operations are: Conduct an Area Defense (07-BN-1028), Conduct a Movement to Contact (07-BN-1072), and Conduct an Attack (07-BN-1092). Collective tasks that train one MET also substantially train other METs. Proficiencies we develop for our battle focused METs will sustain transitioning from one mission to another if that occurs. I want commanders to utilize our local, Fort Riley training areas (TA) in a live environment replicating the OE as much as is practicable while fully incorporating all available virtual training opportunities. Coordination with Burt-3, the Master Gunners, and Burt-4 early in the planning process is critical to success. The Army BCT Training Model guides our planning efforts ICW applicable doctrine to accurately forecast and schedule training as paired with collective and individual tasks (Attachment XX ABCT Training Model JAN2018).
         3. (U) Evaluation. Assessments and subsequent qualification ratings are completed by the commander two echelons above the unit under evaluation and IAW the Army Integrated Weapons Training Strategy (IWTS). Lane evaluators are authorized to be Soldiers of equal or higher rank of the leader under evaluation and will be external at a tier one above the echelon under evaluation (e.g. A Squad leader from 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. (U) **Current Battalion MET Proficiency.** These assessments as recorded in DTMS. 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 7-0 regarding considerations and actions units can take when mitigating the effects of task atrophy.

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| MET | DESCRIPTION | PROFICIENCY |
| 07-BN-1028 | Conduct an Area Defense | T- |
| 07-BN-1072 | Conduct a Movement to Contact | T- |
| 07-BN-1092 | Conduct an Attack | T- |
| 07-BN-1272 | Conduct Area Security | P |
| 55-BN-4800 | Conduct Expeditionary Deployment Ops | T- |

* + 1. (U) **Sustaining Battalion MET Proficiencies.** During this training period, our Battalion METs are to be sustained to the following proficiency ratings. Note that we will assume risk with MET 55-BN-4800 assessed to T- and MET 07-BN-1272 assessed to a P if necessary, to concentrate sustainment of the three primary MET focal areas.

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| --- | --- | --- |
| MET | DESCRIPTION | PROFICIENCY |
| 07-BN-1028 | Conduct an Area Defense | T- |
| 07-BN-1072 | Conduct a Movement to Contact | T- |
| 07-BN-1092 | Conduct an Attack | T- |
| 07-BN-1272 | Conduct Area Security | P |
| 55-BN-4800 | Conduct Expeditionary Deployment Ops | T- |

* + 1. (U) **Collective Training Objectives**. The following are training objectives for Battalion multi-echelon training events.

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| DATE(S) | EVENT | OBJECTIVES | ENDEX PROFICIENCY |
| 18-20, 26-29 MAY  (TW 34-35) | BN STAFFEX | Conduct Mission Command Operations (71-BN-5100)  Synchronize Fires (06-BN-5076)  Synchronize Close Air Support (17-BN-0308)  Provide Internal Sustainment for HQ BN (71-BN-4021) | T |
| 08-12 JUN  (TW 37) | BN COMMEX | Establish Communications (17-5-0011)  Operate JBCP, TACSAT, SINCGARS (113-COM-1022) | T |
| 01JUN-02JUL  (TW36-TW40) | MBT-IFV CREW GUNNERY | Execute MBT Gunnery (71-TS-5321)  Execute IFV Gunnery (71-TS-5322) | T |
| 22-28JUN  (TW39) | DIV FTX-CPX (Danger Gauntlet II) | Conduct Mission Command Operations (71-BN-5100)  Synchronize Fires (06-BN-5076)  Synchronize Close Air Support (17-BN-0308)  Provide Internal Sustainment for HQ BN (71-BN-4021) | T |
| 07-31JUL  (TW41-TW44) | SQUAD STX-LFX | Conduct a Squad Attack (17-TS-4500) | T |
| 07-31JUL  (TW41-TW44) | BN Enabler LFXs | Conduct BN MORTEP (07-TS-3901)  Conduct BN Scout LFX (17-TS-3100) | T |
| 21-31JUL  (TW43-TW44) | MBT-IFV CREW GUNNERY | Execute MBT Gunnery (71-TS-5321)  Execute IFV Gunnery (71-TS-5322) | T |
| 10-21AUG | PLT STX-LFX | Conduct Armor Platoon Battle Tasks (17-TS-3110)  Conduct Infantry Platoon Battle Tasks (17-TS-3108) | T |

* + 1. (U) **Weapon Qualification Training Objectives** (All Commands).

Individual 90% of MTOE Required

Crew Served 90% of MTOE Required

Platform 90% of MTOE Required

* + 1. (U) **Collective Live-Fire Tasks**. The following are collective live fire tasks for the Battalion during FY20.

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| TASK | DESCRIPTION | ECHELON |
| 17-TS-4500 | Conduct a Squad Attack | Squad |
| 71-TS-5321 | MBT Crew Gunnery | Crew |
| 71-TS-5322 | IFV Crew Gunnery | Crew |
| 71-TS-3100 | Scout LFX | Section |
| 17-TS-3110 | Conduct Armor Platoon Battle Tasks | Platoon |
| 17-TS-3108 | Conduct Infantry Platoon Battle Tasks | Platoon |

* 1. (U) CONCEPT OF INDIVIDUAL TRAINING (Shaping Effort 01).Burt-7 oversees individual task proficiency. Company 1SGs work with platoon sergeants, section sergeants, and squad leaders for the development of individual training as well as the status of warrior tasks and battle drill completion. Limited training time and a constrained COVID-19 environment require commanders to identify specific individual soldier tasks that directly contribute to squad and platoon level battle tasks. Additionally, Burt-7 has identified the following individual tasks be included in company hip-pocket training when practicable. These tasks need significant attention based upon FY19 assessments and feedback by First Sergeants:

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| TASK | DESCRIPTION | FREQUENCY |
| 071-COM-0030 | Engage Targets with a Carbine Rifle | Annual |
| 171-19K-3215 | Administer MBT Gunnery Skills Test | Bi-Annual |
| N/A | Administer IFV Gunnery Skills Test | Bi-Annual |
| N/A | (Class) Perform MBT PMCS | Bi-Annual |
| N/A | (Class) Perform IFV PMCS | Bi-Annual |
| 081-COM-1001 | Evaluate a Casualty | Bi-Annual |
| 081-COM-1054 | Evacuate a Casualty | Bi-Annual |
| N/A | Operate a JBCP | Bi-Annual |

* + 1. (U) **BRO Time Training** (BTT). Commanders protect and resource a minimum of one day each week for dedicated Soldier development; Thursdays 0930-1300 (annotated on training schedules). Senior NCOs and Commanders will ensure BTT supplements and nests within Platoon, Company level critical collective tasks, and the unit METL. The unit Officer leadership routinely participate, provide oversight, and assess BTT to standard to instill organizations of trust and integrity.
    2. (U) **Low-Density MOS BTT**. Commanders ensure the training and progression of low-density MOS through coordination with Battalion Operations and adjacent companies. Low-density individual task and training progression demands cross planning through senior medic, senior communications, and forward support company planning efforts and/or deliberate training for headquarters CP-TOC personnel, Training Room and Master Gunner designees.
    3. (U) **Functional Duty/Professional Development Individual Training Management**. Commanders ensure properly trained functional positions (e.g. Master Gunner), trained Army program managers (e.g. SHARP Representative), and Institutional qualifications (e.g. Ranger School) through deliberate developmental counseling and Burt Schools coordination (Course projection & reservation). Developmental counseling and professional progression ensure we grow Burt’s Knights continuously as an organization.
       1. (U) Functional Duties. Functional Duties are all duties assigned through MTOE or Command Policy that are external to standard duty assignments under Soldier MOS. These duties also entail professional development. The listed proponent and Burt Schools are the POCs for coordinating necessary training and school reservation.

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| **FUNCTIONAL DUTIES** | | | |
| DUTY | DESCRIPTION | AUTHORITY &  AUTHORIZATION | PROPONENT |
| MBT Master Gunner | Abrams Master Gunner. Gunnery master trainer and training progression planner and SME. | MTOE FY20  1 – Battalion  1 – per Tank Co | BN S3 MG |
| IFV Master Gunner | Bradley Master Gunner. Gunnery master trainer and training progression planner and SME. | MTOE FY20  1 – Battalion  1 – per Infantry Co | BN S3 MG |
| Digital Master Gunner | Battle Staff Digital Systems Manager and SME. | CDR Policy  2 – Battalion | BN S3 OPS SGM |
| Master Driver | Unit Master Driver. Driver’s Program director and driver’s training progression planner and SME. | MTOE FY20  1 – Battalion  1 – per Company | BN S3 Master Driver |
| DTMS | Digital Training Management System Program and training director. DTMS SME. | CDR Policy  2 – Battalion  2 – per Company | BN S3 DTMS Manager |
| 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 |
| OPSEC | Operational Security Program Coordinator. Program and unit training director. Appointed by Commanders. | AR 525-13.  2 – Battalion  1 – per Company | BN S-3 CUOPS |
| AT | Anti-Terrorism Program Coordinator. Program and unit training director. Appointed by Commanders. | AR 530-1.  2 – Battalion  1 – per Company | BN S-3 CUOPS |
| 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 | Burt-7 |
| MRT | Master Resiliency Program Coordinator. Program and unit training director. Appointed by Commanders. | AR 350-53  2 – Battalion  1 – per Company | BN MRT |
| R&U | Repair and Utilities (Barracks Maintenance Manager). Program and unit training director and Barracks SME. | CDR Policy  2 – per Company | BN HHC R&U |
| CDDP | Deployment Program Coordinator (UMO). Ensures the designation and qualification of CDDP (UMO, ICODES, HAZMAT, TC-AIMS II, Rail & Air Load Teams, and CCO Personnel). | CDR Policy  2 – Battalion  2 – per Company | BN UMO |

* + - 1. (U) Professional Development. The professional development table below describes courses for those MOS and Branch assignments that demand institutional training to increase Soldier and unit lethality. The listed proponent and Burt Schools are the POCs for coordinating necessary training and school reservation.

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| **PROFESSIONAL DEVELOPMENT** | | | |
| COURSE | DESCRIPTION | AUTHORIZATION | PROPONENT |
| Command/1SG Course | Company Command Team initial training. Fort Riley 2-wk specific course. Mandatory. | CDR Policy | BN S3 |
| Ranger School | Maneuver leadership training. Fort Benning, Georgia. 60-day course. | Infantry Officer/Leader MTOE | BN S3 |
| Maneuver Leader Maintenance Course | Company Executive Officer Course. MTT or Fort Benning, Georgia. |  | BN S3 |
| Mortar Leader Course | Mortar Platoon Leader-Platoon Sergeant duty position training. | MTOE Mortar Platoon, BN HQ | BN Mortar Platoon |
| Army Reconnaissance Course | Reconnaissance Platoon Leader-Platoon Sergeant duty position training. | MTEO Recon Platoon, BN HQ | BN Recon Platoon |

* + 1. (U) **Physical 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, and flexibility (stretching). The PRT program in Burt’s Knights incorporates these cornerstones within a dynamic and challenging plan to ensure physical readiness, keeping in mind rest and proper diet are just as important. Organized scheduled PRT will be observed five days a week during designated hours; mission dependent. Leadership will prevent the interruption of routine PRT by planning deliberately. Soldiers are required to conduct an Army Physical Fitness Test (APFT) every year, the unit goal set at 70pts per event. The APFT will remain the method of testing until the ACFT is designated as the record qualification following COVID-19 delay. Units continue to conduct diagnostic ACFT preparation. All physical training will be conducted with consideration to protecting the force and all COVID-19 guidance.
    2. (U) **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 METL 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 IAW AR 600-55 and the 3-66 AR Drivers Training SOP; planned and resourced through Battalion Operations. Proponent: Battalion S3, Battalion Master Driver.
    3. (U) **Individual Qualification Certification**. The following are individual qualification tasks during FY20. These qualifications promote Esprit de Corps and advance Soldiers within their profession. Battalion Operations will coordinate with Brigade staff to schedule remote training to maximize individual progression both within and outside the organization.

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| TASK | DESCRIPTION | SCHEDULED |
| EFMB | Expert Field Medical Badge | FY20 (None) |
| EIA | Expert in Armor | TBD |
| SQDN Spur Ride | Armor expert qualification (1-4 CAV) | TBD |
| EIB | Expert Infantryman Badge | Q3-Q4 (Tent.) |

* 1. (U) 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 attitudes needed to lead, train, and employ units and organizations at increasing levels of responsibility. Burt’s Knights honors the Army profession and works to develop leaders under the Be, Know, Do framework and core competencies as outlined in Army Field Manual 6-22 and Army Doctrine Publication 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. (U) **Team-Gunner Leader Development Program**. Junior Sergeants (CPL or Sergeant) serving as IFV Squad Team Leaders, MBT Gunners, or support NCOs are the first line leaders that demand organizational energy focused upon their development as invaluable leaders. Companies are to establish a 40-hour training program in Q3 and an 80-hour program in Q4. Following FY20Q4, Sergeants and Corporals will have the ability to confidently and competently train Soldiers in their individual tasks and battle drills. Leaders leverage collective training events and BTT to achieve the outcome.
     2. (U) **Non-Commissioned Officer Professional Development Program** (NCOPD). Burt-7 is the proponent for Burt’s NCOPD. These events are led by Staff Sergeants and Sergeants First Class. All NCOs within the Burt’s Knights 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. The 8-Step Training Model is used to develop each event. Events should 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 SharePoint and digital records database no later than 7 days following completion of each event.
     3. (U) **Officer Professional Development Program** (OPD). Burt-6 is the proponent for Burt’s OPD Events. These events are led by Company Commanders. All officers and senior non-commissioned officers within the Burt’s Knights 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 (Attachment xx, Burt OPD Program, MAY20). The 8-Step Training Model is used to develop each event. Events should 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 SharePoint and digital records database no later than 7 days following completion of each event.
     4. (U) **Battle Staff Professional Development**. Integrating members of the staff into unit processes and battle rhythm during training is critical. Commanders must take advantage of field and virtual training opportunities to execute multi-echelon command and control. Whenever possible, units will deploy tactical command posts during collective training events to execute mission command in the field and train how we will fight. Staffs will strive to achieve ‘5’s’ across the BRO Big 9.
  2. (U) 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.
  3. (U) ADDITIONAL TRAINING GUIDANCE.
     1. (U) **Burt’s Knights 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 Burt’s Knights TACSOP is a living document and is reviewed continuously. The proponent for this document is the Battalion Operations Sergeant Major. (Attachment xx – Burt’s Knights TACSOP).
     2. (U) **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 commander. Commanders do this by establishing the unit’s battle rhythm for training. In the context of unit training, establishing a battle rhythm helps sequence the actions, activities, and events that regulate the flow and sharing of information that supports training and decision making. Burt Knights Maintains the Battle Rhythm nested with BDE and DIV. Company Commanders are to nest their unit Battle Rhythm in concert with BN. The proponent for this document is the Battalion Current Operations Officer. (Attachment xx – Battle Rhythm).
     3. (U) **Long Range Training Calendar**. To prioritize training resources at the Battalion level, Burt-6 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 Future Operations Officer. (Attachment xx – Long Range Training Calendar).
     4. (U) **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.

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| --- | --- |
| 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) |
| 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) |

* + 1. (U) **Unit Status Reporting** (USR) & **Digital Training Management System** (DTMS). SOP / POC
       1. (U) USR Metrics. USR is the system of record for reporting unit readiness. These reports are compiled monthly. For inquiries related to the transfer of DTMS related readiness data within USR coordinate through the proponent. The proponent of this program is the Battalion Chemical Officer.
       2. (U) DTMS Metrics. DTMS is a powerful tool to maintain training glidepaths and individual/crew qualification records. Use the Army Training Network tools and Combined Arms Training Strategy planning tool to access DTMS resources, <https://atn.army.mil/>. The proponent for DTMS is the Battalion S-3 DTMS representative.
          1. (U) Individual. Assigned Weapon Qualification, APFT-ACFT Record, Height/Weight, Course Completions, AT Level 1 Training, SHARP Training, EO Training, OPSEC Training.
          2. (U) Collective. Crew Qualification.
          3. (U) Training Calendar. Battle Rhythm Events, Major Training Events, Rotation/Deployment/CTC Cycles. Calendars are posted in common areas for Soldier SA and will project to T+6. (Training Calendars at the company level are submitted weekly for T+6 to the Battalion S-3, DTMS proponent).
    2. (U) **Risk Management**.
       1. (u) 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.
       2. (u) COVID-19. All units comply with HPCON Measures as published by 1ID. Battalion coordinates with BDE PMO to receive the most updated HPCON level as it relates to either COVID-19 or threat conditions. (Attachment xx – HPCON Guidance, MAR20)
    3. (U) **MBT and IFV Virtual Trainers** (COFT-SA, AGTS, CCTT). BDE will control and prioritize simulator hours monthly by unit. Units will use the simulators at their discretion and report hours monthly to the proponent. Companies will manage simulator allocation to provide each crew with a minimum of 2hrs of simulator usage per month. Proponent: Battalion MBT and IFV Master Gunners.
  1. (U) COORDINATING INSTRUCTIONS.
     1. (U) **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 (Attachment xx – 8 Step Training Model). The 8-step training model provides a flexible and reliable vehicle for creating continuity for planning and managing simple training events. Concepts of training events and resource coordination are enabled through the Battalion Master Gunner and Battalion S-4.
     2. (U) **Crew Management-Turnover**. The approval authority to break a qualified crew is the Brigade Commander (Attachment xx, Crew Turnover Brief).
     3. (U) **FY20 Training and Federal Holidays**.

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| **Date** | **Holiday** |
| 11 OCT 19 | Training Holiday |
| 14 OCT 19 | Columbus Day |
| 8 NOV 19 | Training Holiday |
| 11 NOV 19 | Veterans Day |
| 28 NOV 19 | Thanksgiving |
| 29 NOV 19 | Training Holiday |
| 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 |
| 10 APR 20 | Training Holiday |
| 22 MAY 20 | Training Holiday |
| 25 MAY 20 | Memorial Day |
| 12 JUNE 20 | Army’s Birthday Training Holiday |
| 3 JUL 20 | Independence Day (Observed) |
| 6 JUL 20 | Training Holiday |
| 14 AUG 20 | Training Holiday |
| 4 SEP 20 | Training Holiday |
| 7 SEP 20 | Labor Day |

* + 1. (U) **Organizational Inspection Program** (OIP). The OIP is a Commander's program and can be of great value to the entire Command if executed properly. Unit 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 readiness and the purpose of Command Inspections. Commanders will establish a tracking process that ensures inspection deficiencies are corrected. The proponent of OIP is the Battalion S-2.

1. (U) **Sustainment**.
   1. (U) **Command Maintenance Discipline Program (CMDP) and Unit Maintained Equipment Program (UME).** Command maintenance is critical to mission readiness. Operational Rates and mission success 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.Burt’s Maintenance training focuses itself upon maintenance standards. Proponent: Forward Support Company (FSC) Maintenance Warrant and Maintenance Officer. Commanders must maintain on hand equipment to -10/-20 standards. The Army has one maintenance standard, established in TM-10 series and TM-20 series. Army equipment meets the maintenance standard when the following conditions exist:

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| --- | --- |
| **FULLY MISSION CAPABLE (FMC): CONDITIONS** | |
| # | Description |
| 1 | All faults are identified following prescribed intervals using the "items to be checked," column of the applicable TM-10/-20 series PMCS tables |
| 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 evacuated and appropriate turn-in documents used |
| 5 | Scheduled services are performed at the service interval (units are authorized a 10 percent variance |
| 6 | All routine, urgent, and emergency MWOs are applied to equipment and reported in the MMIS |
| 7 | All authorized BII and COEI are present and serviceable or on a valid supply request |

* 1. (U) **Command Supply Discipline Program (CSDP).** The Battalion will conduct semi-annual CSDP inspections. The Battalion will evaluate Companies. Units will utilize the 1ID COMET team for training and assistance – reference FR Reg 750-1 and 1/1 ABCT S4 SOP. Proponent: Battalion Staff, Burt-4.
  2. (U) **Command Deployment Discipline Program (CDDP).** The CDDP combines policy and doctrinal deployment requirements under one program to enable commanders at all levels to maintain their organizations at their appropriate deployment readiness posture to meet Army mission requirements. Units coordinate through the proponent for training and assistance reference AR 3-35, AR 525-93, JP 3-35, ADP 4-0, FORSCOM Reg 55-1, FORSCOM Reg 55-2, and the Defense Transportation Regulation (DTR). Proponent: Battalion Staff, Battalion UMO.
  3. (U) **Services.** Services are a deliberate operation; services will be scheduled and reflected on training calendars. Services on vehicles and equipment will be conducted in a staggered manner. Commanders will account for this staggered approach in their schedules and maintenance SOPs. Utilize the operations process to plan, prepare, execute and assess the quality and conduct of services. Proponent: Forward Support Company (FSC) Maintenance Warrant and Maintenance Officer.

5. (U) **Command and Control**

* 1. (U) 3-66 AR SharePoint: <https://army.deps.mil/army/CMDS/1ID_1ABCT/3-66AR/SitePages/Home.aspx>
  2. (U) **Reports.** Full listing of reports and requirements is found in the 3-66 AR TACSOP: <https://army.deps.mil/army/CMDS/1ID_1ABCT/3-66AR/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2farmy%2fCMDS%2f1ID%5f1ABCT%2f3%2d66AR%2fShared%20Documents%2fSOPs&FolderCTID=0x012000437345733299E347AA3AA5437C92885E>
  3. (U) Points of Contact: MAJ Nathaniel Dams, BN S3, at nathaniel.p.dams2.mil@mail.mil and CPT Tyler Kellogg, BN AS3, at tyler.j.kellogg.mil@mail.mil.

**ACKNOWLEDGE**:

PAUL D. GODSON

LTC, AR

COMMANDING

**OFFICIAL:**

Dams

S3

(U) **ATTACHMENTS**:

xx – Burt’s Knights 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 – MCoE ABCT Training Model, JAN18

xx – HPCON Guidance, MAR20

xx – Burt OPD Program, MAY20

xx – 8 Step Training Model

xx – Crew Turnover Brief