

USCYBERCOM Battle Rhythm Mission Statement

Vision Statement

Battle Rhythm Strategy

Battle Rhythm Development Team

Directorate BR POC's

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Enrich decision support to the Commander's Decision-Making Cycle (CDMC) and enhance a shared understanding across the staff within a predictable, yet adaptive framework, based upon codified and repeatable processes.



Battle Rhythm  
101



Information  
Flow Diagram



Submit a  
7-Minute Drill



Battle Rhythm  
Training



Battle Rhythm  
Instruction



View  
All Events



Ask A  
Question



Battle Rhythm Service  
Request Portal

By CYBER Threat Actor

By LOEs

By Combalant Commands

By CYBER TEAMS

By Level

By PLANS NUMBER

By PARTNER

By Strategy / Doctrine / Policy / Plans / Orders

By Exercise

Additional Options

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Effectively manage strategic and global requirements to enable seamless commander-centric decision-making and efficient operations across U.S. Cyber Command (USCYBERCOM).

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**Goal 1: promote enhanced knowledge sharing**

We promote enhanced information and knowledge sharing to support decision-making, facilitate the staff's shared understanding, and encourage knowledge flow with higher headquarters (HHQ) and mission partners.

**Goal 2: leverage codified, adaptive processes**

We leverage a framework based on codified and repeatable processes that support discipline of the battle rhythm and enable the staff to adapt to the speed of challenges

**Goal 3: optimize the use of command resources**

We optimize the use of Command resources and homegrown technologies that support information sharing to improve the ease of access to the right data at the right time.

**Goal 4: cultivate a collaborative culture**

We leverage both traditional and cutting-edge collaboration mechanisms to cultivate an inclusive culture based on teamwork, enhancing relationship-building and mutual understanding across the Command and with mission partners.

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## Battle Rhythm 101

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The commander's preferences and information needs drive an organization's BR construct; however, secondary to those needs is the imperative to enable staff directorates to provide essential elements of information to the commander and generate shared understanding. The USCYBERCOM BR incorporates deliberate approaches establishing effective staff processes and synchronizing staff activities. This framework integrates people, processes, and technology to enhance shared understanding and strengthen support to the CDMC (USCCI 3000-04).

- logical arrangement of staff events (JECC)
- defines daily operations cycle of briefings, meetings, and reports (JP3-0)
- establishes sequencing and execution of actions, events, decision, and information flow (JP3-33)
- manages meeting requirements
- enables synchronization of staff actions, collaboration, and production (JP3-0)

## Seven Minute Drill (7MD)

The name "seven-minute drill" refers to the fact that the proponent staff officer has seven minutes to explain to the COS "why" that particular cross-functional staff element is necessary and how it supports the commander's decision cycle (JP3-33). The 7MD needs to be able to answer the following five questions:

- What are the decisions we expect need to be made?
- Who has the authority to make those decisions?
- What processes "tee-up" those topics for decision?
- What is the rate of demand for decisions (decisions cycle - 12hr, 24hr, 48hr, 72hr, 96hr)?
- How do we receive requests for action/decision from external entities? And how do we push the response back? (Applies to both, supported and supporting relationships)

We are currently collecting 7MD information at the Directorate level through the Battle Rhythm Development WG, of which all Directorate Chiefs of Staff are members. Once the baseline is complete, web-based tools will be available for staff to submit new 7MD requests for review.

TO SUBMIT A 7MD, please contact us at [uscc\\_battlerhythm@nsa.ic.gov](mailto:uscc_battlerhythm@nsa.ic.gov)

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## People

## Process

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### Directorate Battle Rhythm Promoters

Legislative Liaison: [redacted]@nsa.ic.gov) [redacted]  
[redacted]@nsa.ic.gov)  
J1: [redacted]@nsa.ic.gov)  
J2: [redacted]@cybercom.ic.gov), [redacted]  
[redacted]@nsa.ic.gov)  
J3: [redacted]@nsa.ic.gov), [redacted]@nsa.ic.gov), [redacted]  
[redacted]@nsa.ic.gov)  
J4: [redacted]@nsa.ic.gov)  
J5: [redacted]@nsa.ic.gov)  
J7: [redacted]@cybercom.ic.gov), [redacted]  
[redacted]@nsa.ic.gov)  
J9: [redacted]@cybercom.ic.gov), [redacted]  
[redacted]@cybercom.ic.gov)  
CNMF: [redacted]@cybercom.ic.gov)

Currently, we are asking that each Directorate provider their 7-Minute Drill information for all Battle Rhythm events through their Division Chiefs to their Chiefs of Staff for consolidation and initial approval. Once the baseline is complete, the 7MD Form will be deployed.

## Training

The Battle Rhythm team presents a basic Battle Rhythm overview and 7-Minute Drill walk through at the Command Staff Action Officer Course. If you or your team would like a more tailored or detailed brief, please contact us at [uscc\\_battlerhythm@nsa.ic.gov](mailto:uscc_battlerhythm@nsa.ic.gov)

(b) (3) 10 U.S.C. § 130b

## Technology

New Battle Rhythm Portal page is up, we are still kicking the dust around. Please let us know if you have any challenges by contacting [uscc\\_battlerhythm@nsa.ic.gov](mailto:uscc_battlerhythm@nsa.ic.gov).

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HHQ

Decisions & Guidance  
Commander's Touch Points

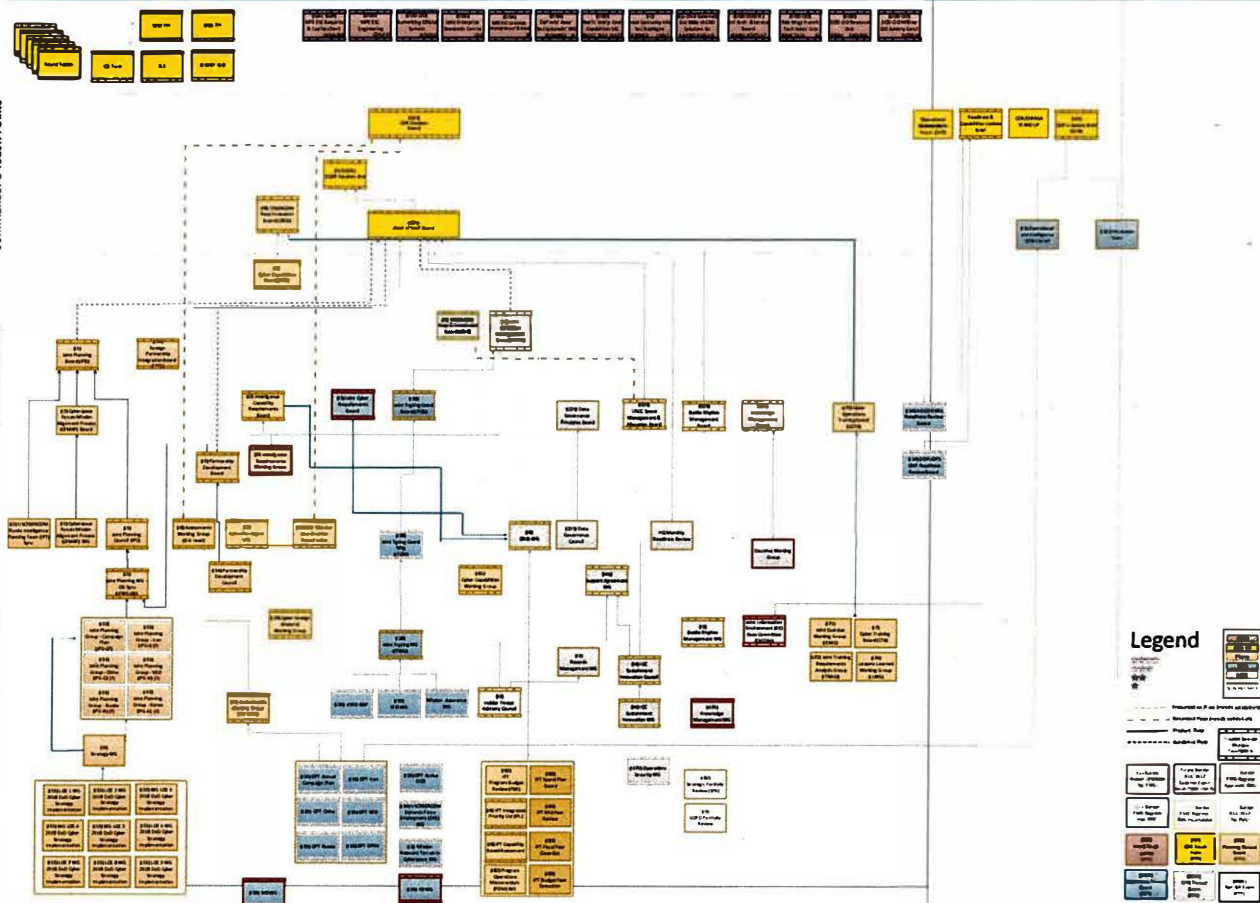
Act & Plan  
Functional Boards

Product Production  
Working Groups/ Planning Teams/ Cells

Future Plans Horizon & Future Ops Horizon

Current Ops Horizon

Exercises/ Crisis



[B] Plans Events / [C] Sensor Mtn Drills

[D] Ops Events / [E] Sensor Mtn Drills

[F] MTE Events / [G] Sensor Mtn Drills



As USCYBERCOM continues to mature, the need for more organizational rigor in support of the Commander's Decision-Making Cycle (CDMC), the Battle Rhythm team was formed to support the execution of day-to-day Battle Rhythm Management activities as directed by the CoS. The team operates as the action office and supports the staff in coordinating daily business for the Battle Rhythm and supported cross-functional events.

The mission of the Battle Rhythm Program is to facilitate effective and efficient command and control in support of the Commander's Decision-Making Cycle (CDMC), through the consolidation of information; the integration of people, processes, and technology; the generation of a shared understanding; and the oversight of the Battle Rhythm and Cross-Functional Events. Please review our Battle Rhythm Instruction.

#### (Step 1) 7MD Check List

Success of the Battle Rhythm is largely dependent on the Command's Action Officers (AOs) who are clear on expectations for their role and responsibilities. This checklist outlines the fields that must be completed when you are tasked with submitting a Seven-Minute Drill (7MD) form. Before you submit your 7MD, please use our Seven - Minute Drill Checklist.

#### (Step 2) 7MD Template

The name "seven-minute drill" refers to the fact that the proponent staff officer has seven minutes to explain to the COS "why" that particular cross-functional staff element is necessary and how it supports the commander's decision cycle (JP3-33). The Battle Rhythm 7MD Template is a basic walk-through of required field items to create the 7MD form. Once the correct 7-Minute Drill information is gathered, please use the 7MD Template to ensure that your baseline is complete.

#### (Step 3) Contact Battle Rhythm Team

To Submit a Seven - Minute Drill email the Battle Rhythm Team at [uscc\\_battlerhythm@nsa.ic.gov](mailto:uscc_battlerhythm@nsa.ic.gov)

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# United States Cyber Command Instruction (USCCI)

OPR: J070  
EDITION: B

USCCI 3000-04  
16 April 2020

## Battle Rhythm Management

1. Purpose. This Instruction establishes policy and procedures, and provides standard terms and definitions for the effective development, documentation, execution and management of the United States Cyber Command (USCYBERCOM) Battle Rhythm (BR) and cross-functional events (CFE). Additionally, it identifies the Commander's (CDR) decision-making processes and delineates roles and responsibilities.
2. Supersedes/Cancellation. This Instruction supersedes USCCI 3000-04, *Command Boards, Bureaus, Centers, Cells and Working Groups (B2C2WGi)*, dated 27 June 2016, and rescinds Command Policy Memorandum (CPM) 2018-02, *Command Battle Rhythm Management*, dated 18 September 2018. Additionally, USCYBERCOM CFE Charters previously published as USCCIs will be rescinded no later than 90 days after approval of this instruction.
3. Applicability. This Instruction applies to all USCYBERCOM personnel and its components to include Cyber National Mission Force (CNMF), the Service Cyberspace Components (SCC), the Joint Force Headquarters-Cyberspace (JFHQ-C), the Joint Force Headquarters – Department of Defense Information Network (JFHQ-DODIN) and designated joint task forces (JTF).
4. Responsibilities. Responsibilities are outlined in Enclosure 1.
5. Procedures. Procedures are outlined in Enclosures 3 and 4.
6. Summary of Changes. This USCCI has been revised in its entirety.
  - a. Describes the eight primary BR management tools in Enclosure 3:
    - 1) BR Management Team (BRMT)
    - 2) BR Portal
    - 3) Information Flow Diagram (IFD)
    - 4) Seven-Minute Drill (7MD)
    - 5) 7MD Matrix
    - 6) Staff Utilization Matrix
    - 7) Time-Space Matrix
    - 8) BR Calendar

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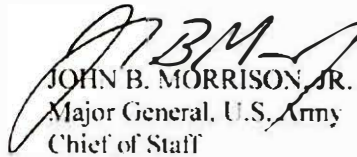
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b. Expands upon BR analysis, change requests and transition from steady-state to crisis mode in Enclosure 4.

7. Releasability. Cleared for Public Release. This Instruction is approved for public release; distribution is unlimited. Department of Defense (DOD) Components, other Federal agencies, and the public may obtain copies of this directive.

8. Effective Date. This Instruction is effective upon signature.

  
JOHN B. MORRISON, JR.  
Major General, U.S. Army  
Chief of Staff

Enclosures:

Enclosure 1 - Roles and Responsibilities

Enclosure 2 - Background

Enclosure 3 - Battle Rhythm Management Tools

Enclosure 4 - Battle Rhythm Management Processes

Attachment 1 - Glossary of References and Supporting Information

Attachment 2 - Cross-Functional Event Types

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## ENCLOSURE 1

### 1. Roles and Responsibilities.

1.1. **Commander (CDR).** Approves, or delegates the authority to approve, headquarters (HQ) battle rhythm, knowledge management (KM) objectives, and the vision for HQ operations.

1.2. **Chief of Staff (CoS).** Oversees the BR and serves as the establishing and approval authority for the creation, modification, and disestablishment of all CFEs.

1.2.1. Establishes a BR and develops a process and mechanism to formally manage it.

1.2.2. Appoints a Command Battle Rhythm Manager (CBRM).

1.2.3. Directs the BR analysis process.

1.2.4. Chairs the Battle Rhythm Management Board (BRMB).

1.2.5. Approves BR change courses of action (COA) from the BRMB.

### 1.3. Deputy Chief of Staff (DCoS).

1.3.1. Assists the CoS with BR oversight and management.

1.3.2. Advocates staff-wide compliance with this USCCI and other BR tools (e.g., 7MD, BR Portal).

1.4. **Command Battle Rhythm Manager (CBRM).** Leads the execution of all activities related to the development, coordination, assessment, training and management of the USCYBERCOM BR, in direct support to the CoS.

1.4.1. Represents the CoS as the expert for BR planning, coordination and execution throughout the HQ USCYBERCOM.

1.4.2. Engages with the stakeholder community to promote governing principles of the Command BR to include establishment, approval, maintenance and execution of coordination venues, processes and tools for event scheduling and information sharing.

1.4.3. Coordinates with the CoS, Directorate and Special Staff senior representatives, as well as Component and Coalition Partner senior representatives, to ensure synchronization of the Command's BR.

1.4.4. Advises the CoS and Director of Operations (J3) on BR management and governance issues; coordinates and directly liaises with the J3 representatives to inform, recommend, and facilitate the development and execution of Crises/Exercise BRs.

1.4.5. Develops and maintains Standard Operating Procedures (SOP) for managing the Command BR and associated resources (e.g., IFD).

1.4.6. Identifies, develops, and maintains an IFD, CFEs, and BR management processes.

1.4.7. Chairs the Battle Rhythm Working Group (BRWG); schedules events and venues, coordinates agenda, facilitates meetings, captures/disseminates/tracks actions.

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1.4.8. Serves as Site Owner for the Command BR Portal, and facilitates establishing, removing, or updating site and sub-sites.

1.4.9. Manages the BR Dashboard, Portal and Master BR Calendar, ensuring quality control and timeliness of governing documents and administrative data posted by Event Offices of Primary Responsibility (OPR).

1.4.10. Assists in the development, analysis, and refinement of training curricula relevant to BR event coordination and management, and presents or assists in the conduct of relevant training modules (e.g., the Command Staff and Action Officer Course (CSAOC)).

1.4.11. Maintains currency and familiarity with all DOD and USCYBERCOM governing regulations and publications for BR management; contributes to processes for review and update of these documents.

1.4.12. Identifies and promotes best practices and methodologies for BR analysis, development and management.

1.4.13. Schedules, initiates and conducts annual Command BR analysis in collaboration with Event OPRs and Event Chairs.

1.4.14. Manages the BRMT and prioritizes tasking.

1.4.15. Approves administrative changes (e.g., dates, times, points of contact (POC)) to individual CFEs that do not impact other CFEs or cross-directorate memberships.

1.4.16. Coordinates with the USCYBERCOM Chief Knowledge Officer (CKO) and the Director of Capability Development (J9) for service delivery in support of (ISO) BR management.

1.4.17. Identifies, develops and maintains BR products (e.g., Instruction, IFD, Event Pages, Staff Utilization Matrix, Time-Space Matrix).

**1.5. Battle Rhythm Management Team (BRMT).** On behalf of the CBRM, executes all activities related to the development, coordination, assessment, training and management of the Command BR, in direct support to the CoS, as well as:

1.5.1. Serves as active members of the BRWG.

1.5.2. Coordinates with the Director of Plans and Policy (J5) to develop strategies and methodologies for BR automation in conjunction with annual campaign planning.

1.5.3. Coordinates with the Special Staff (J0) on information management (IM), KM, records management (RM) and other Command-wide staffing efforts.

**1.6. Headquarters, United States Cyber Command Directors.** Attend, or delegate the authority to attend, the BRMB.

**1.7. Chief Knowledge Officer (CKO).**

1.7.1. Advises the CBRM on KM best practices and methodologies pertaining to the BR.

1.7.2. Coordinates and directly liaises with the BRMT to inform, recommend and facilitate the application of KM best practices and methodologies ISO BR management.

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1.7.3. Attends the BRWG.

**1.8. Battle Rhythm Working Group (BRWG).**

1.8.1. Reviews BR change requests and determines impact on current BR (e.g., staff event support impacts, event timing impacts, event location requirements).

1.8.2. Develops BR change COA(s) and presents to the BRMB.

**1.9. Battle Rhythm Management Board (BRMB).**

1.9.1. Reviews BR change COA(s).

1.9.2. Provides guidance and/or recommendations on BR change COA(s) for CoS approval.

**1.10. Office of Primary Responsibility (OPR).**

1.10.1. Reviews and updates 7MD information on a quarterly basis.

1.10.2. Submits CFE change request(s) to the BRMT.

1.10.3. Receives, compiles, and delivers information on behalf of CFE participants.

1.10.4. Compiles and disseminates meeting minutes, or memorandum of decisions, via the BR Portal, and provides follow-up communications for distribution.

1.10.5. Ensures adequate logistical support to the CFE.

1.10.6. Collaborates with the CBRM in conducting annual Command BR analysis.

**1.11. Cross-Functional Event (CFE) Chair.**

1.11.1. Conducts the CFE and guides the established agenda.

1.11.2. Reviews and approves specific outputs/products to other CFEs and/or Directorate leadership (e.g., decision brief, draft fragmentary orders (FRAGO), requests for information (RFI)).

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## ENCLOSURE 2

### 2. Background.

2.1. **Battle Rhythm (BR) Defined.** Joint Publication (JP) 3-33, *Joint Task Force Headquarters*, defines a BR as “a cycle of command and staff activities intended to synchronize current and future operations.” It is a deliberate, daily schedule of command, staff, and unit activities intended to maximize use of time and synchronize staff actions. The goal is a repeatable, predictable sequence that provides time for monitoring, assessment, and planning, and ultimately facilitates informed decision making. The BR accounts for higher HQ (HHQ) requirements, and those of adjacent HQs, in order to support USCYBERCOM subordinate HQs with timely direction and guidance.

2.2. **Purpose.** The USCYBERCOM BR enriches decision support to the Commander’s Decision Cycle (CDC) and enhances a shared understanding across the staff within a predictable, yet adaptive, framework based upon codified and repeatable processes. It provides the structure for managing USCYBERCOM’s most important resource – the time of the CDR and staff personnel. It integrates the CDR’s decision making with Components, and accounts for the BRs of higher and adjacent units’ commands, all while enabling timely direction.

2.2.1. This Instruction describes the BR and supporting processes in order to provide an understanding of how deliberate and synchronized information flow supports the CDR’s decision making in a complex, fast-paced environment.

2.2.2. The USCYBERCOM BR framework identifies the key CFI’s, inputs and outputs aligning strategy, policy and plans to direct operational action. Overtime, this framework will help the Command refine its organizational construct as it becomes apparent which events, sub-organizations, and outputs contribute to campaigning. This will improve USCYBERCOM’s effectiveness and efficiency as finite resources are applied to the strategic decision cycle’s critical path.

2.2.3. **Commander (CDR) Decision Making.** Strategic decisions require weighing the risks, gains, and costs associated with various alternatives. A thorough analysis allows the CDR to make informed decisions affecting the Command, Components, and Partners across all time horizons. The staff informs the CDR’s decisions, which requires a collaborative synthesis of subject matter expertise from across the Command’s various Directorates, Components, and the Services. This informs actionable recommendations to the CDR. A well designed BR enables this process at the speed of relevance. The BR has four primary functions that help support the effective management of strategic and global requirements to enable seamless CDR-centric decision making and efficient operations across USCYBERCOM:

2.2.3.1. Provide a routine for staff interaction and coordination across J-codes.

2.2.3.2. Provide a routine for command and staff interaction.

2.2.3.3. Synchronize staff organizations’ activities.

2.2.3.4. Facilitate the staff’s shared understanding, planning, and CDR decision making.

2.3. **Commander’s Decision Cycle (CDC).** The CDR requires a BR that enables informed decisions to fulfill Title 10 requirements and integrate roles and responsibilities for cyberspace operations. Figure 1 illustrates how Command and staff elements determine required actions, codify them in directives.

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execute them, and monitor results. Figure 1 depicts the relationship of the four CDC phases: Monitor, Assess, Design and Plan, and Direct. Effective communication both within and with higher and subordinate commands is an imperative aspect of the CDC. This model applies across the spectrum of USCYBERCOM activities, events and decisions.

**2.3.1. Monitor.** Monitoring involves measuring ongoing or emerging activities that may impact the Command's current or future operations. The preponderance of the Command's monitoring function is conducted by functional centers such as the Joint Operations Center (JOC).

**2.3.2. Assess.** Assessment occurs throughout all levels of the Command and for all functions as a continuous process to evaluate the status of forces, progress of tasks, or achievement of objectives, and determining whether emergent situations will affect those functions.

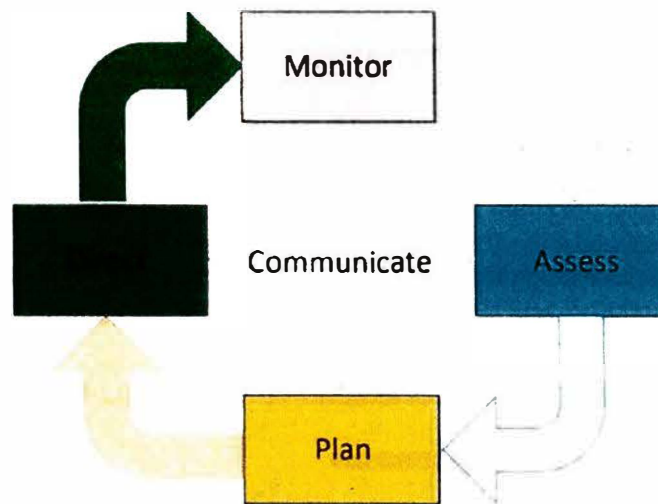


Figure 1: Commander's Decision Cycle (CDC)

**2.3.3. Plan.** Plan is inherently CDR-enabled, conceptual in nature, and establishes or questions assumptions and methods, while attempting to understand the problem and the context. In the planning portion, the CDR and staff develop new plans or make adjustments to successfully accomplish the Command's mission.

**2.3.4. Direct.** The CDR provides guidance, direction, approval, and associated communication to ensure orders, directives, and other taskings are received and understood. The CDR's Intent and Commander's Critical Information Requirements (CCIR) provide specific guidance to assist the staff in this role.

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### ENCLOSURE 3

**3. Battle Rhythm Management Tools.** The synchronization of USCYBERCOM's CFEs across all event horizons requires a deliberate and consistent effort of coordination and KM. Eight primary BR management tools are critical to this process: BRMT, BR Portal, IFD, 7MD, 7MD Matrix, Staff Utilization Matrix, Time-Space Matrix, and BR Calendar.

**3.1. Battle Rhythm Management Team (BRMT).** The CBRM and BRMT are aligned under the CoS and provide daily execution and oversight of the USCYBERCOM BR. Upon receipt of an emergent requirement, the CoS, through the CBRM, directs a critical path analysis, provides initial top-down guidance, and synchronizes CFEs through an established timeline posted on the BR Calendar. The BRMT ensures the synchronization of recurring actions, which are managed by the appropriate lead Directorates. The BRMT provides on-going mapping of CFEs to establish effective staff processes necessary to achieve and maintain a shared understanding.

**3.2. Battle Rhythm (BR) Portal.** Information sharing is essential to maximizing unity of effort and shared understanding among all participants, in order to minimize confusion, gaps, and duplication of effort. The USCYBERCOM BR Portal (Figure 2) on the National Security Agency Network (NSANet) is the standard method to share and disseminate CFE information. Utilization of the BR Portal allows for both the widest dissemination of information and the least amount of bandwidth utilization. To the maximum extent possible, event OPRs will use the individual event pages, as the primary source for collaboration and posting/publishing of final outputs, and utilize the "Document Library" on each event page to post slides, read-aheads and other CFE-specific information. This facilitates information sharing and reduces multiple locations where information is stored. Access the Portal by typing "go battle-rhythm" in your high-side browser.



Figure 2: USCYBERCOM Battle Rhythm Portal

**3.3. Information Flow Diagram (IFD).** The IFD (Figure 3) visually depicts how the CFEs executed by the staff support the CDR's decision making cycle and a shared understanding across the staff. The IFD is laid out in such a manner as to facilitate information flow to achieve executive-level decisions and further command guidance. The IFD is notionally divided into horizons, from right to left: Current

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Operations (CUOPS), Future Operations (FUOPS), and Future Plans. The arrangement of CFEs within these horizons reinforces their purpose and helps illustrate the hand-off of planning efforts between the Future Plans and FUOPS horizons. Additionally, the CFEs are aligned vertically on the IFD based on which critical path they support: Plans, Operations, and Man-Train-Equip (MTE). The latest version of the IFD can be found on the [BR Portal](#).

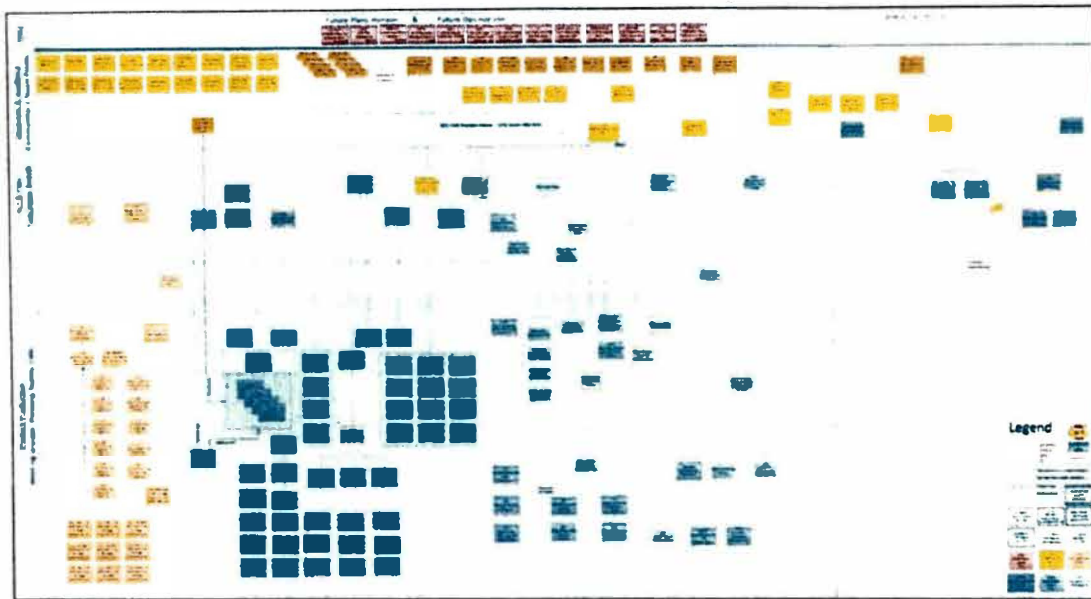


Figure 3: USCYBERCOM Information Flow Diagram

**3.3.1. Change Request Process.** Conduct changes to the IFD in accordance with (IAW) Enclosure 4, Battle Rhythm Management Processes.

**3.4. Seven-Minute Drill (7MD).** An effective BR requires the CoS's active management and the staff's meeting discipline. The CoS establishes a deliberate BR control process and structure that achieves and maintains effective decision support for the CDR and staff's shared understanding via a 7MD. The 7MD is the most important supporting document to the BR process. The name "seven-minute drill" refers to the fact that the proponent staff officer has seven minutes to explain to the CoS "why" that particular CFE is necessary and how it supports the CDC.

**3.4.1.** The CoS approves the 7MD, ensuring that the CFE has a necessary purpose with defined inputs and outputs. A proposed CFE that has no output and only provides generic situational awareness, or an information brief outside the decision making process, may not belong on the BR.

**3.4.2.** The USCYBERCOM 7MD Template (Figure 4) incorporates several variations on the traditional 7MD template, which includes physical locations for CFEs, phone numbers and/or Internet Protocol (IP) addresses for virtual meetings and Secure Video Teleconferences (SVTC), and a signature block for the CoS with a Date-Time Group (DTG) stamp to give the event leader the authority to conduct the meeting. IAW Enclosure 4, Battle Rhythm Management Processes, this

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template is also used to request changes to the current BR. It can be downloaded from the BR Portal ([go battle-rhythm](#)).

The screenshot shows a web-based form titled "Event Name" with a "UNCLASSIFIED" label in the top right. The form is organized into several sections:

- OUTPUTS**: A table with two columns: "TO WHICH ORGANIZATIONS OR EVENTS?".
- PURPOSE**: A single text input field.
- INPUTS**: A table with two columns: "FROM WHICH ORGANIZATION OR EVENTS?".
- MEMBERSHIP**: A single text input field.
- SUPPORTS BR EVENT(S)**: A vertical list of fields including: OPERATIONAL HORIZON, OPERATIONAL TIER, LEVEL, EVENT TYPE, CHAIR, CO-CHAIR, FACILITATOR, POC, POC EMAIL, POC UNCLASS PHONE, POC NTS PHONE, ALTERNATE, ALTERNATE EMAIL, ALTERNATE UNCLASS PHONE, ALTERNATE NTS PHONE, EVENT OPR, LOCATION, FREQUENCY, and DAY OF THE WEEK.
- SEE OUTPUT RECIPIENTS**: A vertical list of fields corresponding to the "SUPPORTS BR EVENT(S)" section.

The form is marked "UNCLASSIFIED" in the bottom left corner.

Figure 4: USCYBERCOM Seven-Minute Drill Template

**3.5. Seven-Minute Drill (7MD) Matrix.** The 7MD Matrix captures the information from the 7MDs for all of the Command's CFEs in one consolidated location. It is utilized by the CBRM as a quick reference when considering new CFEs or requirements. Using the matrix, the CBRM determines if an existing event already satisfies the new information exchange requirements or can be easily modified to support the information exchange requirement. If not, the CBRM offer insights and considerations for recommending the approval of a new CFE.

**3.6. Staff Utilization Matrix.** The Staff-Utilization Matrix illustrates the manning requirements for the CFEs executed by the staff ISO the CDC and shared understanding. Once populated, the staff-utilization matrix provides insight into manning requirements for the Command and helps influence the development of the Joint Manning Document (JMD). It also identifies high demand/low density staff sections that might be over-taxed by the number of events that require their participation.

**3.7. Time-Space Matrix.** The time-space matrix helps to de-conflict the physical meeting locations, required information technology (IT) services, and the available "whitespace" between linked critical path events executed by the staff ISO the CDC and their shared understanding. The CBRM should reference the Time-Space Matrix along with the calendar when considering changes to existing CFEs or the creation of new ones. The Time-Space Matrix helps the CBRM account for these limitations and ensures all applicable dimensions of the BR (e.g., time, space, and services) are accounted for in BR change management.

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3.7.1. When utilized in conjunction with the IFD, the Staff-Utilization Matrix, BR Calendar, and the 7MD Matrix, the Time-Space Matrix provides a necessary tool to achieve and maintain a deliberately-managed BR that effectively supports the CDC and the staff's shared understanding.

**3.8. Battle Rhythm (BR) Calendar.** The BR Calendar displays the CFEs executed by the staff in support of the CDR's decision-making and shared understanding across the staff. It is the primary visualization and communication tool used to convey and disseminate CFE logistical information (e.g., date, time, location).

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## ENCLOSURE 4

### 4. Battle Rhythm Management Processes.

**4.1. Battle Rhythm (BR) Analysis.** Periodic review and assessment of the USCYBERCOM BR is essential to ensuring it remains consistently reflective of day-to-day operations and events, and that the sequencing and execution of activities regulated by the flow and sharing of information effectively supports the CDC. BR Analysis is conducted annually, at a minimum. It consists of four phases:

**4.1.1. Phase I – Identify and Document the Existing Battle Rhythm.** Initial BR analysis, conducted by the BRMT, focuses on discovering the existing processes and products used to inform the CDR.

4.1.1.1. Gather and review existing artifacts (e.g., organizational charts, 7MDs, CDR's calendar, IFD).

4.1.1.2. Interview CFE participants, observe processes, and participate in CFEs to discover the processes and products used to inform the CDR.

4.1.1.3. Document the existing battle rhythm construct by diagramming the IFD, and populate the Staff, 7MD and Time-Space Matrices to visualize participation and information exchange products (i.e., inputs and outputs) of existing CFEs.

**4.1.2. Phase II – Conduct Assessment.** The BRMT conducts a detailed assessment, facilitated by a series of questions designed to highlight shortcomings or gaps in BR knowledge sharing and manageability. The following considerations comprise the assessment criteria:

- Are the CDR's touch points<sup>1</sup> identified?
- Are all information exchange requirements (i.e., inputs and outputs) accounted for in the BR?
- Are the critical paths defined?
- Is the BR in synch with the CDC?
- Does the BR reflect only repetitive CFEs that support the CDC?
- Are CFEs in a logical order?
- Is the BR staff and subordinate element supportable?
- Does the BR have sufficient "white space?"
- Does the CoS approve all changes to the BR?
- Are there enough supporting resources for event requirements?

**4.1.3. Phase III – Implement Changes.** The BRMT briefs the CoS on the analyses and implementation plan. A systematic implementation plan defines the realities of the current BR; articulates the advantages of the proposed BR; provides details of the transition making the CoS, DCoS, Directors, and staff comfortable with the change; helps to obtain buy-in; and allows them to foster the change.

**4.1.4. Phase IV – Manage.** The CDR's informational exchange requirements do not remain static. Transitions between operational phases, modifications to mission, and leadership changes prompt a review of the effectiveness of the BR. The products of the USCYBERCOM BR Analysis

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<sup>1</sup> The term "touch point" refers to interactions between the CDR and staff.

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**4.2. Battle Rhythm (BR) Change Requests.** The USCYBERCOM BR is predictable, yet flexible, and can be changed, as required. However, it is important that such changes are formally deconflicted with other USCYBERCOM CFEs and coordinated across the staff with higher and lower HQs. The Change Request Process, outlined in Figure 5 below, is used to evaluate and approve or disapprove submitted change requests to the approved USCYBERCOM BR.

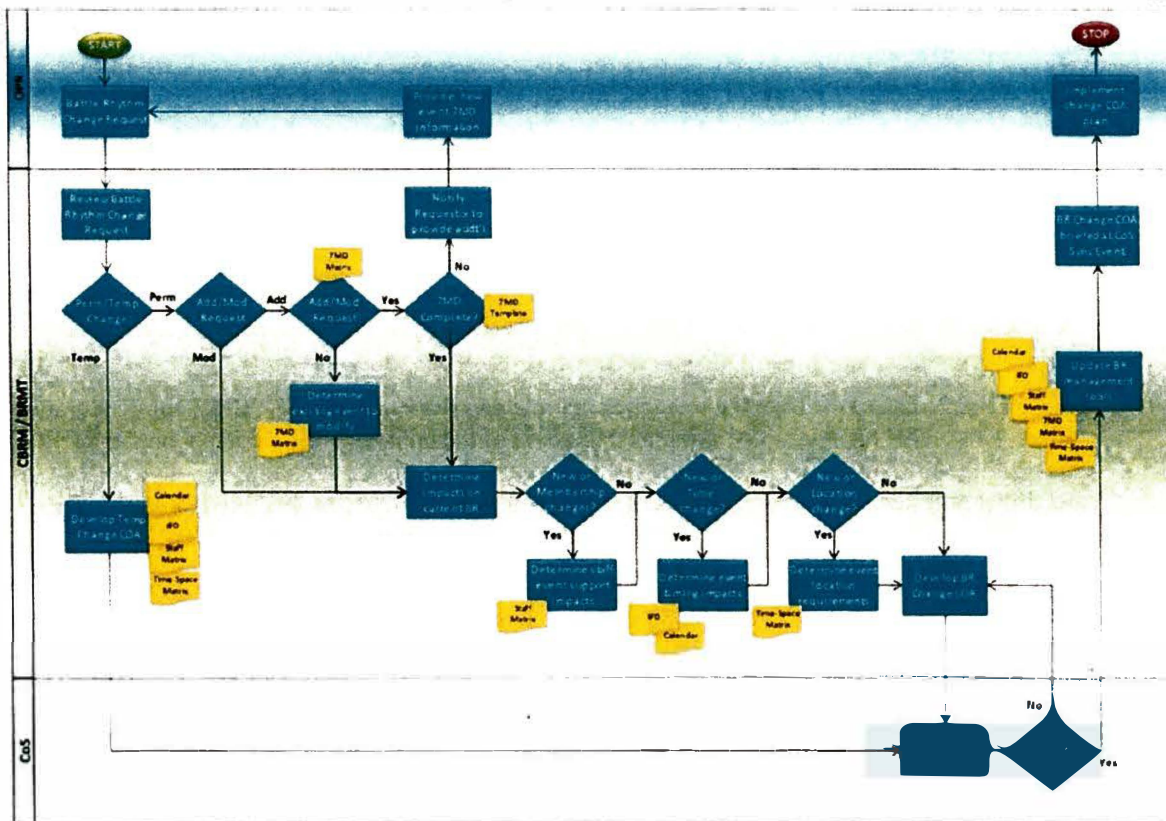


Figure 5: Battle Rhythm Change Request Process

- 4.2.1. The OPR submits a BR Change Request (via a 7MD) to the BRMT.
- 4.2.2. The BRMT reviews the Change Request.
- 4.2.2.1. If a minor change (e.g., DTG modification to a single occurrence), the CBRM approves the change, updates associated BR products, and notifies all Directorates, Special Staff and Components.
- 4.2.2.2. If a major change, the request is submitted to the BRWG for review, impact analysis, and development of BR change COAs for submission to the BRMB.

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4.2.3. The BRMB reviews all change requests and change COAs, and provides guidance and/or recommendations for CoS approval or disapproval.

4.2.4. The CoS reviews change COAs, approves/disapproves, and notifies all Directorates, Special Staff and Components at an appropriate sync event.

**4.3. Steady-State to Crisis Transition.** Crisis management is the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization, its stakeholders, or the general public. Crisis planning is conducted when an emergent situation arises. In a crisis, planning usually transitions rapidly to execution; the situation may require elimination or compression of steps, depending on time available.

4.3.1. When a CCIR is triggered, the USCYBERCOM JOC crisis response framework determines if a Crisis Action Team (CAT) is required for an assessment of the situation. A CAT is a task-organized group of individuals assembled by the Current Operations Division (J33), and is the entity responsible for executing crisis planning.

**4.3.2. Crisis Action Team (CAT) Activation.**

4.3.2.1. A CAT is activated when the initial situational assessment indicates the potential for imminent military action, and requires experts or the need for surge support to the J33 or JOC.

4.3.2.2. The CAT Lead then assumes the role and responsibility of CBRM for the duration of the crisis. This includes integrating management of the crisis into the current Command BR, designating OPRs for new CFEs during the Planning Phase, and establishing any new BR events and direct required inputs (e.g., CDR's assessments) from the components in support of the crisis. If a CAT is not activated, BR management responsibilities return to the CBRM.

4.3.3. For additional information, refer to the USCYBERCOM, *Knowledge Management Standard Operating Procedure (SOP) for Operations, Exercises, and Wargames*.

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## ATTACHMENT I

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### References

Title 10 U.S.C. §167b., *Unified Combatant Command for Cyber Operations*  
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United States INDO-PACOM Instruction (USIPI) 0569.1, *United States INDO-PACOM Command Battle Rhythm*, 17 May 2019

#### Acronyms

7MD	Seven-Minute Drill
BR	Battle Rhythm
BRMB	Battle Rhythm Management Board
BRMT	Battle Rhythm Management Team
BRWG	Battle Rhythm Working Group
CAT	Crisis Action Team
CBRM	Command Battle Rhythm Manager
CCIR	Commander's Critical Information Requirements
CDC	Commander's Decision Cycle
CDR	Commander
CFF	Cross-Functional Event
CKO	Chief Knowledge Officer
COA	Course(s) of Action
CoS	Chief of Staff
DCoS	Deputy Chief of Staff
DOD	Department of Defense
DTG	Date-Time Group
FUOPS	Future Operations
HHQ	Higher Headquarters
HQ	Headquarters

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<b>IAW</b>	in accordance with
<b>IFD</b>	Information Flow Diagram
<b>ISO</b>	in support of
<b>J3</b>	Director of Operations
<b>J33</b>	Current Operations Division
<b>J5</b>	Director of Plans and Policy
<b>JOC</b>	Joint Operations Center
<b>JP</b>	Joint Publication
<b>KM</b>	Knowledge Management
<b>OPR</b>	Office of Primary Responsibility
<b>POC</b>	Point of Contact
<b>RFI</b>	Request for Information
<b>SES</b>	Senior Executive Service
<b>SOP</b>	Standard Operating Procedures
<b>USCCI</b>	United States Cyber Command Instruction
<b>USCYBERCOM</b>	United States Cyber Command
<b>WG</b>	Working Group

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## ATTACHMENT 2

### CROSS-FUNCTIONAL EVENT TYPES

Board. An organized group of individuals within USCYBERCOM, appointed by the CDR (or other authority) that meets with the purpose of obtaining guidance or a decision. Boards are chaired by a senior leader (e.g., General or Flag Officers (GO FO), Senior Executive Service (SES) personnel) with members representing major staff elements, subordinate commands, Liaison Officers (LNO), and other organizations as required. (JP 3-33)

There are two different types of boards:

- Command Board – Chaired by the CDR with the purpose of providing guidance or a decision
- Functional Board – Chaired by a senior leader to whom the authority to decide a particular matter has been delegated with the goal to obtain functionally specific guidance and decisions from the CDR (or designated representative) based on a staff recommendation focusing on:
  - Synchronizing a particular function (e.g., targeting) across multiple planning initiatives
  - Allocation of resources between ongoing or future operations
  - Maintaining continuity of purpose across ongoing operations

Center. An enduring functional organization with supporting staff, designed to perform a joint function within a HQ. (JP 3-33)

Working Group (WG). An enduring or ad hoc organization within USCYBERCOM formed around a specific function whose purpose is to provide analysis and recommendations on more enduring challenges across all three event horizons. The WG consists of a core functional group and other representatives. WGs are manned by J-codes and other sources of expertise pertaining to the WG's function. Information flows in both directions between WGs and the J-code directorates. WGs may form subordinate Planning Teams, or levy existing Planning Teams with new tasks and/or requirements, to examine specific issues under the direction of the CoS, J3, or J5. (JP 3-33)

Planning Team. An ad hoc organization within USCYBERCOM established to solve a single problem related to a specific task or requirement on a single event horizon. The CoS, J3, and J5 may direct the establishment of Planning Teams (e.g., Operational, Integrated, Crisis, Tiger Team, or Joint) for the specific purpose of achieving a planning objective through the use of a charter, with a 7MD, submitted within 30 calendar days of creation. In some cases, existing planning teams may be assigned new tasks that extend the event activity duration at the direction of the respective Directorate. However, in most cases, Planning Teams are not enduring and dissolve upon completion of the assigned task(s). (JP 3-33, JP 5-0)

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# SEVEN-MINUTE DRILL CHECKLIST

FOR SUBMISSION OF SEVEN-MINUTE DRILLS



## HOW TO USE THIS CHECKLIST

Success of the Battle Rhythm is largely dependent on the Command's Action Officers (AOs) who are clear on expectations for their role and responsibilities. This checklist outlines the fields that must be completed when you are tasked with submitting a Seven-Minute Drill (7MD) form. The terms under "7MD TASKS" correspond to the numbered items on the sample 7MD form below.

Battle Rhythm Management Board		(b) (3) 10 U.S.C. § 130b	
<b>OUTPUTS</b> Approved Battle Rhythm Changes Battle Rhythm Support Team		<b>SUPPORTS BR EVENT(S)</b> Battle Rhythm Support Team	
<b>TO WHICH ORGANIZATIONS OR EVENTS?</b> Battle Rhythm Support Team		<b>OPERATIONAL HORIZON</b> Plans Event	
<b>PURPOSE</b> To validate and approve all related battle rhythm events and activities for inclusion in the approved battle rhythm.		<b>OPERATIONAL TIER</b> 2 - Act & Plan (Functional Boards)	
<b>INPUTS</b> Recommendations for Battle Rhythm Changes Battle Rhythm Management Council		<b>LEVEL</b> Board	
Summary of Delegated Battle Rhythm Change Approvals Battle Rhythm Management Council		<b>EVENT TYPE</b> CFE - not BR Event	
<b>MEMBERSHIP</b> J010 BRM, J070 CKO, J1 Deputy, J2 Deputy, J4 Deputy, J7 Deputy, J3 DDCO, J3 DDFO, J5 Deputy, J8 Deputy, J9 Deputy (Delegable to CoS)		<b>CHAIR</b> CoS	
		<b>CO-CHAIR</b> ...	
		<b>FACILITATOR</b> J010 BRM	
		<b>POC</b> ...	
		<b>POC EMAIL</b> ...@cybercom.ic.gov>	
		<b>POC UNCLASS PHONE</b> ...	
		<b>POC PSTS PHONE</b> 969-4249	
		<b>ALTERNATE</b> ...	
		<b>ALTERNATE EMAIL</b> ...@cybercom.ic.gov>	
		<b>ALTERNATE UNCLASS PHONE</b> ...	
		<b>ALTERNATE PSTS PHONE</b> 969-3791	
		<b>EVENT OPR</b> J010	
		<b>LOCATION</b> ...	
		<b>FREQUENCY</b> Monthly	
		<b>DAY OF THE WEEK</b> Thursday	

## 7MD TASKS

- ☐ **Event Name (1)** Create a name for your event that communicates the purpose (e.g., "Battle Rhythm Management Board" indicates that your even makes decisions, provides guidance and approves documentation).
- ☐ **Outputs (2)** List the unique outputs (i.e., products) that the CFE provides. The product must have a unique name.
- ☐ **Consumers (3)** To which CFEs and/or organizations will the output be distributed (e.g., J532)? You may use abbreviations and acronyms such as "BRMB."
- ☐ **Purpose (4)** Describe the purpose of the CFE. Be concise, but accurate.
- ☐ **Inputs (5)** List the resources needed (e.g., white papers, reports, assessments, data sets) to help the CFE produce its unique outputs.
- ☐ **Sources of Input (6)** List the sources of input (e.g., Battle Rhythm Management Council). These are the individuals, organizations, etc. that produce the sources of input.



**7MD TASKS**

- ☐ **Membership (7)** List the organizations that need continual representation for the CFE to produce its unique outputs (i.e., necessary members). Please do not include intermittent attendees, such as technical experts.
- ☐ **Level (8)** List the type of CFE. Choose from the following:
- \_CDR\_BR
  - Board
  - Council
  - Working Group
  - Joint Planning Group
- ☐ **Leadership (9)** List the staff offices who will serve as the chair, co-chair, and facilitator?
- Chair (e.g., Chief of Staff)
  - Co-Chair (e.g., N/A)
  - Facilitator (e.g., J010 BRM)
- ☐ **Points of Contact (10)** List both primary and alternate POC information:
- Email address
  - Commercial (COMM) phone
  - NSTS phone
- ☐ **Event OPR (11)** What is the office of primary responsibility (OPR) for this CFE (e.g., J010)?
- ☐ **Location (12)** Where does the CFE take place (e.g., ICC)?
- ☐ **Frequency (13)** How often does the event occur (e.g., Annually, Quarterly, Monthly, Weekly, Daily)?
- ☐ **Day of the Week (14)** On what day of the week does the CFE take place?



Once completed, send your Seven-Minute Drill to your O6 for initial review. If no changes are required, your O6 will then forward it to your GOFO for review and approval. From there, it goes to the Battle Rhythm Support Team (BRST) to begin the Battle Rhythm Change Request Process.

For questions, please contact the Battle Rhythm Support Team at [uscc\\_battlerhythm@nsa.ic.gov](mailto:uscc_battlerhythm@nsa.ic.gov)



Event Name

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OUTPUTS	TO WHICH ORGANIZATIONS OR EVENTS?
***	***
***	***
***	***
***	***
***	***

PURPOSE	***
---------	-----

INPUTS	FROM WHICH ORGANIZATION OR EVENT?
***	***
***	***
***	***
***	***
***	***

MEMBERSHIP	***
------------	-----

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SUPPORTS BR EVENT(S)	SEE OUTPUT RECIPIENTS
OPERATIONAL HORIZON	***
OPERATIONAL TIER	***
LEVEL	***
EVENT TYPE	***
CHAIR	***
CO-CHAIR	***
FACILITATOR	***
POC	***
POC EMAIL	***
POC UNCLASS PHONE	***
POC NSTS PHONE	***
ALTERNATE	***
ALTERNATE EMAIL	***
ALTERNATE UNCLASS PHONE	***
ALTERNATE NSTS PHONE	***
EVENT OPR	***
LOCATION	***
FREQUENCY	***
DAY OF THE WEEK	***

Please review the FAQs below before submitting your question

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How do I submit a question for this FAQ?

Click the "Ask a Question" Button Below

What is the process for adding an event to the Battle Rhythm?

Can I add folders to my Battle Rhythm Event Page document library?

Where do I go if I have a general BR question?

I just submitted a 7-Minute Drill, but I can't edit it now. What do I do?

Please review the FAQs below before submitting your question

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How do I submit a question for this FAQ?

What is the process for adding an event to the Battle Rhythm?

On the homepage, click "Submit a 7-Minute Drill". Go through the form and include all the information. From there, the Battle Rhythm Support Team will review the new entry and provide a summary of impact to the Knowledge Management Working Group (KMWG). The KMWG will provide an assessment of the proposed Battle Rhythm change to the Battle Rhythm Management Council (BRMC). The BRMC, composed of all Directorate Chiefs of Staff, will de-conflict the change and provide an approval.

Can I add folders to my Battle Rhythm Event Page document library?

Where do I go if I have a general BR question?

I just submitted a 7-Minute Drill, but I can't edit it now. What do I do?

Please review the FAQs below before submitting your question

UNCLASSIFIED

How do I submit a question for this FAQ?

What is the process for adding an event to the Battle Rhythm?

Can I add folders to my Battle Rhythm Event Page document library?

No. The Battle Rhythm portal and associated tools utilize a system of meta-data tagging and relational database methods to automate information sharing. Because of this, any desired changes would need to be requested for consideration and impact across every BR Event Page

Where do I go if I have a general BR question?

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I just submitted a 7-Minute Drill, but I can't edit it now. What do I do?

Please review the FAQs below before submitting your question

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How do I submit a question for this FAQ?

What is the process for adding an event to the Battle Rhythm?

Can I add folders to my Battle Rhythm Event Page document library?

Where do I go if I have a general BR question?

Each Directorate has its own Battle Rhythm Promoter who can provide some assistance in representing that directorates own Battle Rhythm. The current list of promoters can be found on the home page under the "Battle Rhythm Team" tab. At the Command level, the Battle Rhythm management is performed by a dedicated team that can be contacted by emailing [uscc\\_battlerhythm@nsa.ic.gov](mailto:uscc_battlerhythm@nsa.ic.gov)



I just submitted a 7-Minute Drill, but I can't edit it now. What do I do?

Didn't find the answer? Submit your question by clicking the button below

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Please review the [FAQs below](#) before submitting your question

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How do I submit a question for this FAQ?

What is the process for adding an event to the Battle Rhythm?

Can I add folders to my Battle Rhythm Event Page document library?

Where do I go if I have a general BR question?

I just submitted a 7 Minute Drill, but I can't edit it now. What do I do?

Once 7-MD is submitted into the system all changes (add, edit, delete) go through the BR Change Management process. Please reach out to [uscc\\_battlerhythm@nsa.ic.gov](mailto:uscc_battlerhythm@nsa.ic.gov)

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Welcome to Battle Rhythm Training

# BR ARTICLES

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Understanding BR

Commander's Decision Cycle

Cross Functional Events

Critical Paths

Information Flow Diagram

7MD Information

7MD Approval

# Understanding Battle Rhythm

## Introduction

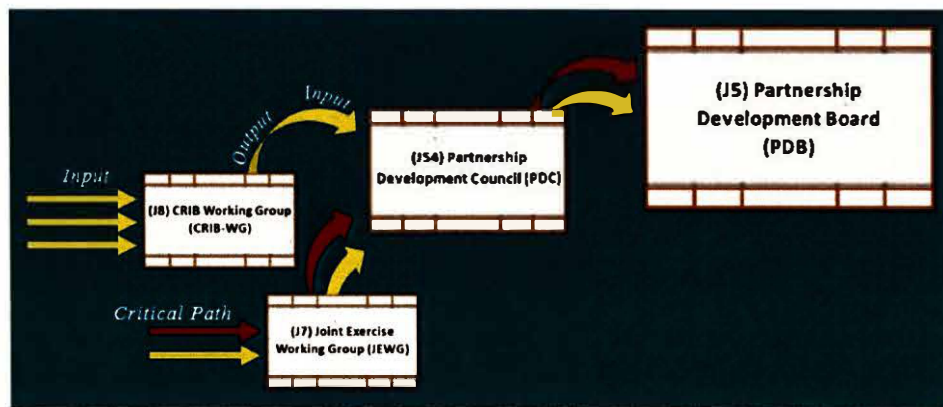
A battle rhythm (BR) is one of several command-and-control management processes. It is a disciplined, multi-level, cross-functional work flow that streamlines activity, optimizes resources, and maximizes the exchange and analysis of all shared information. Its three primary purposes are to support the Commander's Decision Cycle, ensure a shared understanding among the staff, and help enable continuity of operations by documenting routine processes within the command.

## The Battle Rhythm Process

The USCYBERCOM BR Process begins with our Commander. In the interest of making the best decisions, the Commander employs the Commander's Decision Cycle, which is supported by the BR and other management processes.

The BR, in turn, is made up of varying activities that gather and process information. These activities are carried out by cross-functional events (CFE) and consist of people who represent multiple directorates. These directorate representatives are the CFE members. They provide perspective and contribute to the production of unique output products along a critical path. A critical path is a key sequence of information processing.

The production of output is the result of processing input (fig. 1). Couple this activity with meetings, where progress is reported and assignments are tasked, and you get a general description of the behavior and purpose of all CFEs.



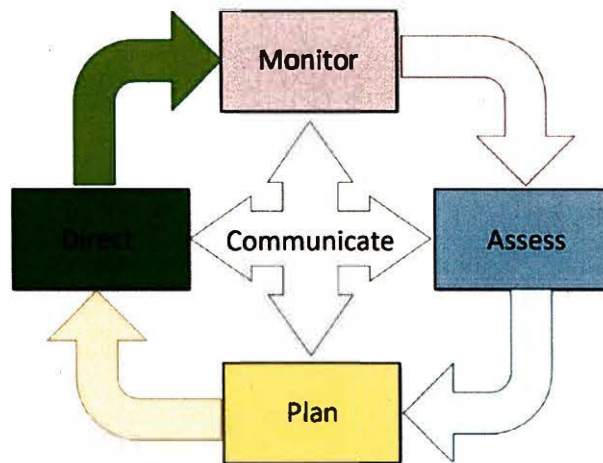
*Figure 1 – Information processing through CFEs*

## The Commander's Decision Cycle

Like battle rhythm, the commander's decision cycle is a command-and-control (C2) management process. It is a cyclical process that evaluates and fine-tunes a commander's planning and directing effort. The battle rhythm and other C2 management processes support the decision cycle with processed information and recommendations.

The decision cycle has four phases (fig. 1):

1. The monitor phase reviews ongoing activity resulting from the commander's most recent orders. Centers, such as the JOC, perform this function.
2. The assess phase measures impact by weighing accomplishments against objectives. The results serve as a catalyst for planning.
3. The plan phase uses assessments to adjust the current approach.
4. The direct phase applies the desired changes to issue new and better direction.



*Figure 1 – The Commander's Decision Cycle (JP 3-33, pp IV-16 – 17)*

The Communicate arrows in the middle of the graphic indicate that informal, interphase discussions contribute to the formal process.

## Cross-Functional Events

A cross-functional event (CFE), also known as a battle rhythm event, is an activity that facilitates the battle rhythm workflow, and each involves personnel from multiple directorates. One CFE may, for instance, involve members representing J3, J5, J7, and J8. This cross-functional arrangement promotes a shared understanding of information among the staff and helps provide more comprehensive support to the Commander's Decision Cycle.

Additionally, CFEs require input from, and produce output to, another CFE. And each CFE member must have the authority to contribute on behalf of their directorate.

In USCYBERCOM, there are four CFEs: boards, councils, planning teams, and working groups:

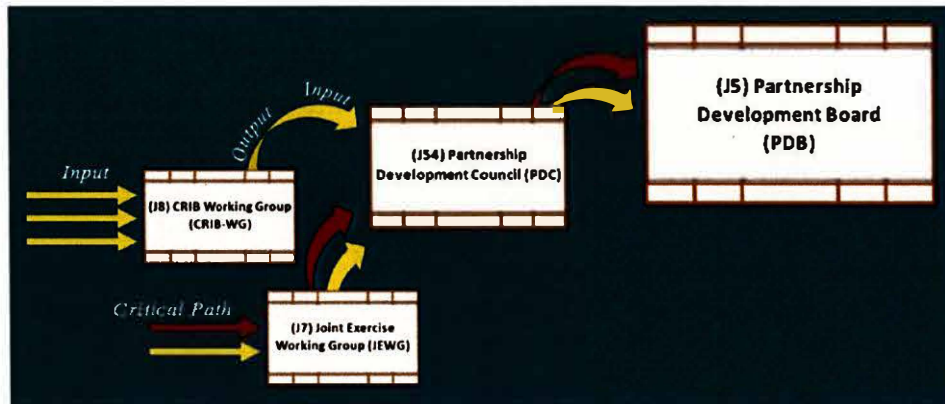
1. A board meets to generate guidance and decisions. Its authority and responsibilities are derived from the authority that established it. Senior executives, generals, and flag officers chair boards with members representing major staff elements, subordinate commands, liaison officers, and other organizations as required (Ref: JP 3-33, II-19/20). Examples of boards include the Partnership Development Board (PDB), CYBERCOM Requirements & Investment Board (CRIB), and Cyber Requirements & Evaluation Board (CREB).
2. A council serves as intermediary authorities to develop guidance and synchronize activities for senior leadership. Chaired by O-6s and GS-15s, they also screen presentations prior to a board. Examples of councils include the Partnership Development Council (PDC).
3. A planning team (PT) is established to solve problems related to planning objectives and is functionally specific. The CoS, J3 Director, and J5 Director guide the establishment of PTs [operational (OPT), integrated (IPT), crisis, tiger team, or joint). Any director, however, may request one through the use of a charter and submitting a 7-minute drill within 30 calendar days of the PTs creation. Examples of PTs include country-specific OPTs and exercise-support teams.
4. A working group (WG) conducts analysis and planning for the Commander's Decision Cycle and is functionally specific. They may be enduring organizations or ad hoc. WGs may form subordinate PTs to examine specific issues under the direction of the CoS, J3, or J5 (Ref: JP 3-33, II-13). Examples of working groups include the CRIB-WG and CREB-WG.



## Critical Paths

A primary factor impacting the adjudication of your event request is the consideration of critical paths. A critical path is a key sequence of information processing, managed by designated cross-functional events (CFEs; see figure 1).

When you request the initiation of a new CFE, you will indicate when and how often you'd like it to occur, and who should attend. However, critical paths must be maintained and, therefore, some details of your original request may need to be altered. Even the chairperson may be changed out due to scheduling conflicts. If your CFE request is approved, that means the new activity is necessary and its importance overrides the availability of any individual.

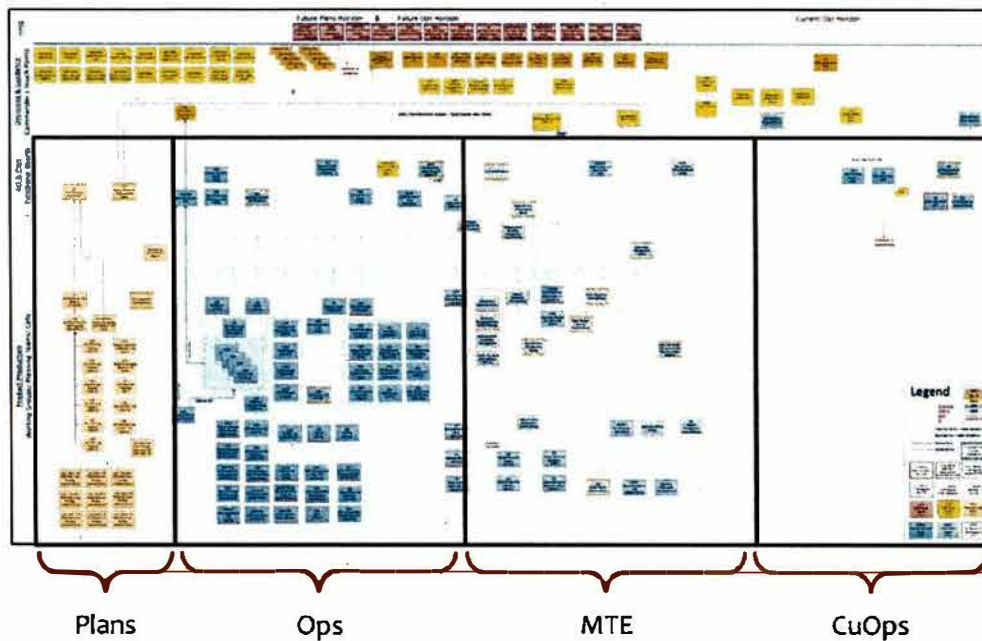


*Figure 1 – A portion of this critical path is managed by the JEWG, PDC, and PDB*

## Information Flow Diagram

The information flow diagram, or IFD, shows the relationship of cross-functional events (CFEs) and organizational groupings within USCYBERCOM battle rhythm.

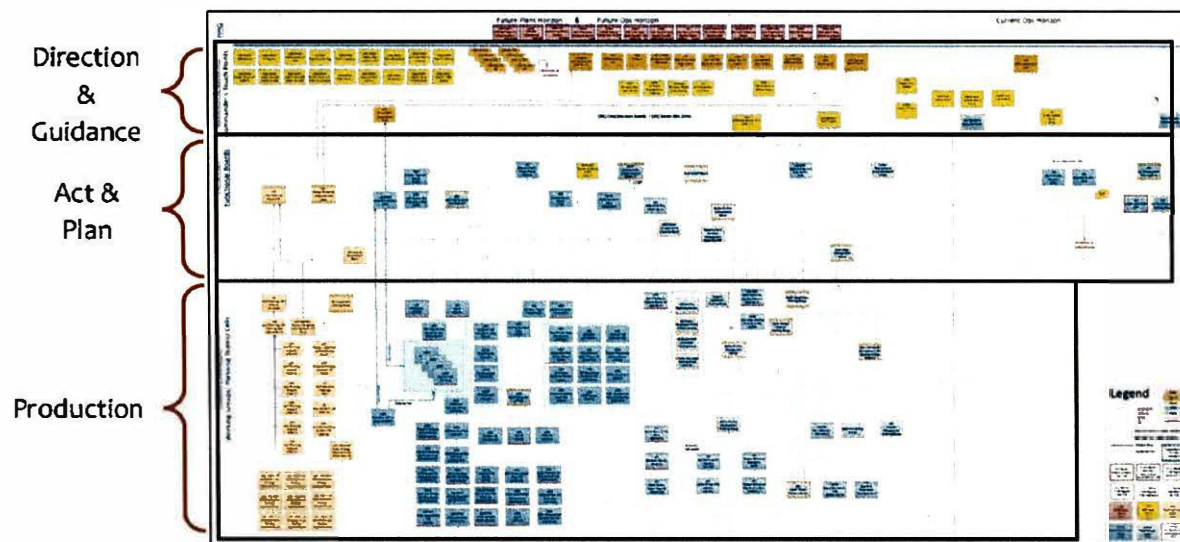
Notice the four colored groupings laid out in columns from left to right (figure 1). The orange boxes on the far left are CFEs that serve a plans function; blue boxes to the right of those are operations; the brown borders are "man-train-equip," (MTE), and the far right with the yellow background has CFEs associated with current operations (CuOps).



*Figure 1 – Functional division of CFEs*

CFEs are also organized by seniority, top to bottom, in three tiers: Direction & Guidance, Act & Plan, and Production (figure 2).

At the top, the Direction & Guidance Tier includes boards chaired by the Commander and those delegated to his Deputy and Chief of Staff. These boards produce decisions based on the information processed by subordinate CFEs. The Direction & Guidance Tier is also known as the Commander's touch points.

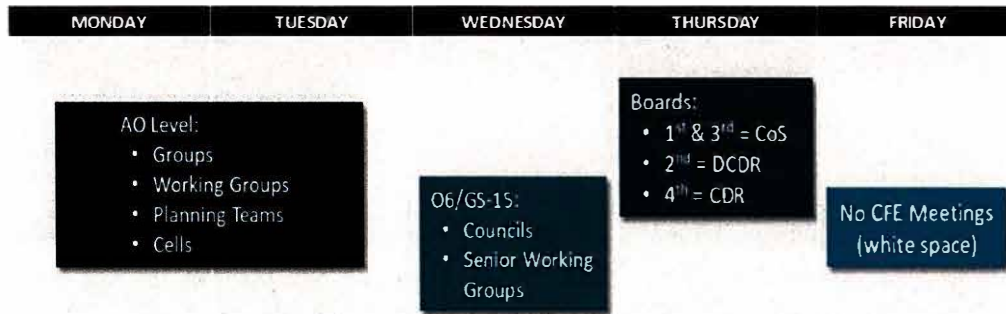


*Figure 2 – Division of CFEs by Seniority*

The middle tier is called Act & Plan and is made up of functional boards, which are typically chaired by O6s and GS-15s.

Production, the lower tier, includes councils, working groups, and planning teams. CFEs in the Production Tier are also referred to as AO-level CFEs. This tier is where analytical reports (e.g., estimates and assessments) and recommendations are generated.

IFD tiers also loosely determine which day of the week CFE meetings will be held (figure 3).



*Figure 3 – CFE Meeting Schedule for USCYBERCOM*

Boards meet on Thursdays and most everything else meets on Mondays and Tuesdays. Wednesdays are special, however, in that they are set aside for councils and senior working groups, which are Production Tier CFEs. No battle rhythm meetings are scheduled on Fridays. This scheduling structure encourages preparation and purpose for CFE meetings, leading to greater efficiency.

## What Kind of Information is Needed for the 7-Minute Drill?

This short article will help you provide the right kind of information in requesting a change to the USCYBERCOM Battle Rhythm (the 7-Minute Drill or 7MD). The form shown below is the review slide used at each level of the approval process (figure 1). The approval process is currently manual, but the Battle Rhythm Management Team is making it increasingly automated.

**1** **Battle Rhythm Management Board**

**2** **OUTPUTS** **TO WHICH ORGANIZATIONS OR EVENTS?**

Approved Battle Rhythm Changes	Battle Rhythm Support Team (BRST)

**3** **PURPOSE** To approve cross-functional events and event changes for inclusion in the battle rhythm.

**4** **INPUTS** **FROM WHICH ORGANIZATION OR EVENT?**

Recommended Battle Rhythm Changes	Battle Rhythm Management Council (BRMC)
Summary of Delegated Battle Rhythm Change Approvals	Battle Rhythm Support Team (BRST)

**5** **MEMBERSHIP** USCC CoS; J010 BRM; J070 CKD; Deputy or CoS of J1, J2, J4, J5, J7, J8, and J9; J3 DDCO; and J3 DDOF

Figure 1 – 7MD Review Slide (Left Half)

### 1. Event Name

The event name should indicate a type of cross-functional event (CFE). Your proposed CFE is categorized as either a board, council, working group, or planning team.

“Briefs,” “stand-ups,” “forums,” “huddles,” and so on, do not indicate a type of CFE.



## 2. Outputs

Output products of a CFE are unique and are generally input to at least one other CFE. They may also be distributed to any requesting organization having a need to know. They are the essential element of a CFE's purpose.

List specific document names and the type (estimate, assessment, summary, recommendation, decision, brief, memorandum, report etc.) that your CFE will generate. Also include the organizations to which each product will be disseminated. List all agencies, commands, and offices. Meeting minutes, RFI, WARs, tasking, etc. are not unique battle rhythm outputs but are common administrative records; therefore, please don't include these.

## 3. Purpose

The purpose is a free-text elaboration of the outputs. Please be concise, but accurate.

## 4. Inputs

Input products are any source document or data set that your CFE requires to produce its output. The Battle Rhythm Management Team (BRMT) needs this information to track the flow and utility of products throughout the battle rhythm. The sources of input may be many and varied.

List specific names of products that your CFE needs. Include the organization or event delivering that product.

## 5. Membership

Membership is a list of offices that need representation throughout all activity of the event to achieve its purpose. Please do not include intermittent attendees at meetings, such as technical experts; these have no bearing on the approval process.

The right side of the slide (figure 2) is familiar administrative data. Begin by filling in the information you have; we can go over the rest of the fields together over the phone.

Remember to contact the BRMT ([uscc\\_battlerhythm@cybercom.ic.gov](mailto:uscc_battlerhythm@cybercom.ic.gov)) early and often throughout the process. Please use figure 2 to help you provide the right kind of information. For example, notice how some fields require an individual's name, while others need a position.

(b) (3) 10 U.S.C. § 130b

nt Board

SUPPORTS BR EVENT(S)	Culminating Event
OPERATIONAL HORIZON	Plans Event
OPERATIONAL TIER	3 – Direction and Guidance
LEVEL	Board
EVENT TYPE	CFE - not BR Event
CHAIR	CoS
CO-CHAIR	J070 CKO
FACILITATOR	J010 BRM
POC	
POC EMAIL	@cybercom.ic.gov>
POC UNCLASS PHONE	
POC NSTS PHONE	969-4249
ALTERNATE	
ALTERNATE EMAIL	@cybercom.ic.gov>
ALTERNATE UNCLASS PHONE	
ALTERNATE NSTS PHONE	969-3791
EVENT OPR	J010
LOCATION	Ops 2B, ACCR
FREQUENCY	Monthly
DAY OF THE WEEK	Thursday

on in the battle

7, J8, and J9; J3

Figure 2 – 7MD Review Slide (Right Half)

## The 7-Minute Drill Approval Process

The 7-minute drill (7MD), or battle rhythm (BR) change request, is processed in different ways, depending on the type of request. This article will provide general knowledge of what to expect.

Regardless of your level of knowledge, remember that contacting the Battle Rhythm Management Team (BRMT) right away is always your best first step. Send an email to [uscc\\_battlerhythm@cybercom.ic.gov](mailto:uscc_battlerhythm@cybercom.ic.gov) and include everything you know about your tasking. The BRMT is your advocate in the BR change request process. Any of our team members will be happy to help you navigate the obstacles.

There are two primary types of BR change: (1) changing an existing cross-functional event (CFE) and (2) creating a new CFE.

### *Change an Existing CFE*

The process of making a change to an existing CFE will vary according to the specifics requested. For instance, changing a point of contact is simply considered a data update and does not require Chief-of-Staff (CoS) approval. Whereas, replacing the chairperson will require CoS approval.

### *Create a New CFE*

There are two important approvals about which you need to know: Your Director's approval, which starts the process and the CoS's approval, which finalizes the process and makes the change. Below are the primary steps; secondary steps may vary by directorate:

1. Contact the BRMT; we will give detailed instructions on acquiring your 7MD information
2. Submit your initial draft for o6/GS-15 review within your own directorate
3. Make required edits and submit for director approval
4. Make required edits and submit director-approved 7MD to the BRMT
5. The BRMT will initiate process towards final, CoS approval
  - a. Present at Knowledge Management Working Group meeting
  - b. Present at Battle Rhythm Management Council (BRMC) meeting
6. CoS meets with all directors at the Battle Rhythm Management Board to approve BR changes

## HOME PAGE

Global Navigation

Tabs

Left Side Buttons

Right Side Buttons

Accordion

## EVENT PAGE

Meeting Management Tool

Action Tracker

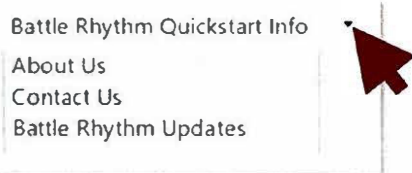
Key Links

Document Library

Decisions

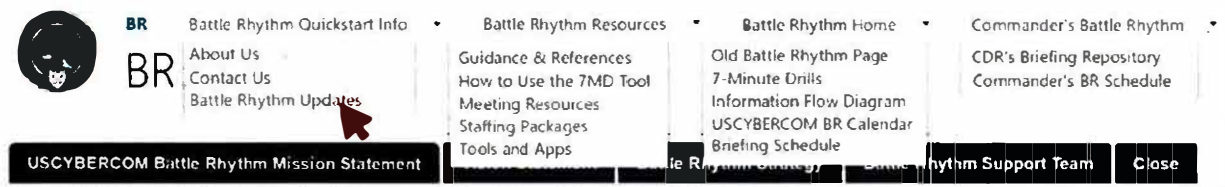
## The Global Navigation Menu Bar

The global navigation bar is present across all pages in the portal and consists of drop-down menus. The menu items link to information about the BR Management Team, meeting resources, web forms, training, references, and 7-minute drills. Hover over the menu titles to reveal the menu items (figure 1).



*Figure 1 – Hover Pointer to Display Menu Items*

This feature enables you to quickly access key items from any page, providing a common-desk-top experience no matter where you are in the portal. Click the menu items to follow the links.



*Figure 2 – Select Menu Items to follow links.*



## The Tabular Information

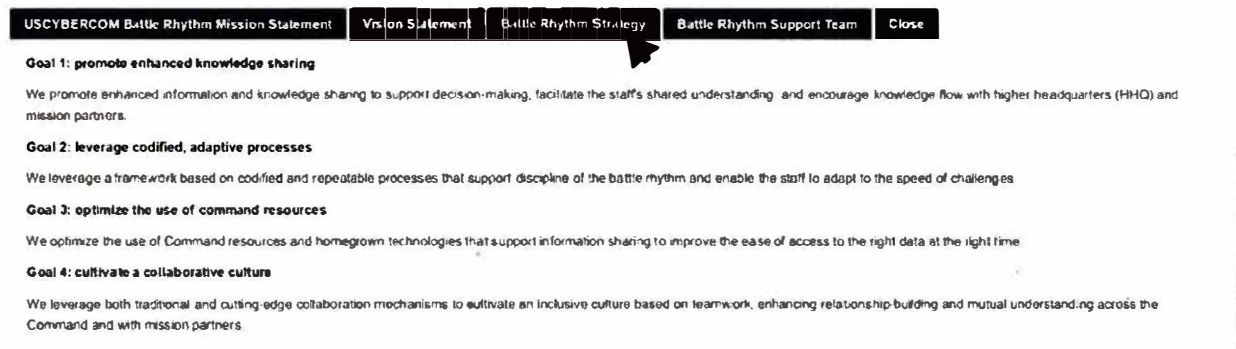
Located just below the global navigation bar is a row of tabs. Select each tab to reveal information about the aims, values, and the way ahead for battle rhythm management, as well as points of contact.



*Figure 1 – Mission Statement*



*Figure 2 – Vision Statement*

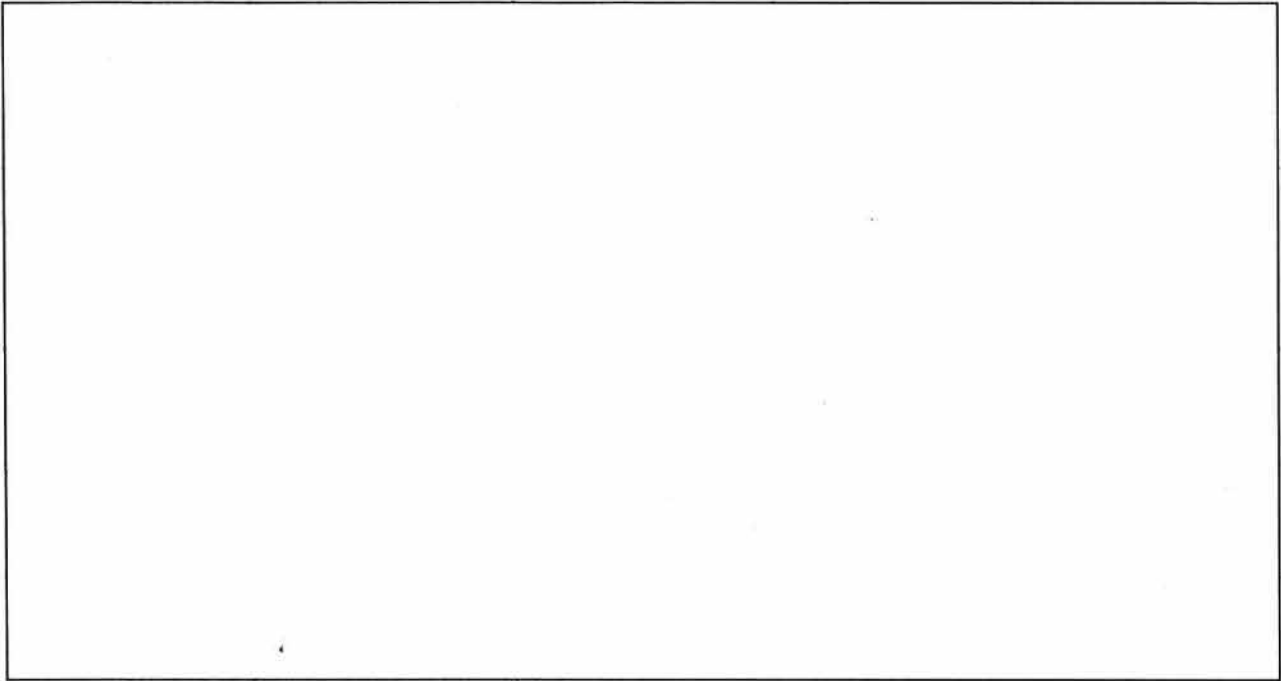


*Figure 3 – Strategic Goals*

USCYBERCOM Battle Rhythm Mission Statement Vision Statement Battle Rhythm Strategy Battle Rhythm Support Team Close

Email us

uscc\_battlerhythm@nsa.gov



*Figure 4 – Points of Contact for the Battle Rhythm Management Team & Directorate Liaisons*

USCYBERCOM Battle Rhythm Mission Statement Vision Statement Battle Rhythm Strategy Battle Rhythm Support Team Close

*Figure 5 – Hide Tabular Information*

## The Left-Side Buttons

The buttons on the left side of the homepage (figure 1) directly access technical battle rhythm and program information.



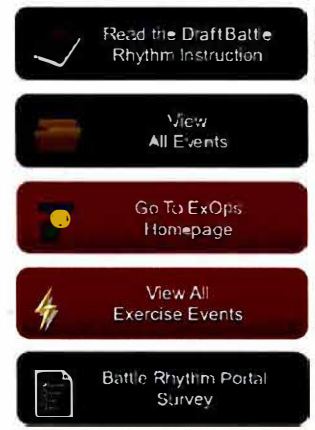
*Figure 1*

1. View Battle Rhythm Program Updates – Provides the latest information on new and upcoming portal capabilities and battle rhythm management activities.
2. Review the Interim Information Flow Diagram – provides the latest update to the information flow diagram.
3. Submit a 7-Minute Drill – Allows you to register your event, organization, or meeting and request changes to the battle rhythm.
4. Ask a Question –Provides a list of frequently asked questions and allows you to submit a question.
5. Targeted CFE Training –Provides links to training that specify a named cross-functional event.

## The Right-Side Buttons

The buttons on the right side of the homepage (figure 1) link to information about current and upcoming USCYBERCOM exercises.

1. **Read the Draft Battle Rhythm Instruction** – Opens the Battle Rhythm Instruction, USCCI 3000-04.
2. **View All Events** – Accesses all registered events, organizations, and meetings.
3. **Go to ExOps Homepage** – Links to the ExOps homepage.
4. **View All Exercise Events** – Accesses all events active in the current exercise.
5. **Battle Rhythm Portal Survey** – Offers a survey form for user-experience feedback.



*Figure 1*

# The Accordion Search Tool

The Accordion search tool (figure 1), at the bottom of the homepage, allows you to narrow a search using bins. Select a bin title to open it and reveal a subset of bins. Each bin (e.g., By Level, By Plans Number, etc.) breaks down into more and more bins until a useful grouping of cross-functional events, organizations, or meetings have been isolated. When an individual event is found and selected, the corresponding event page will open.

This filter design will help reduce your search time, while showing you up-front different routes you might take to find what you need. It also promotes awareness of the varying event types in operation and helps prevent superfluous activities.

<b>By CYBER Threat Actor</b>					<b>By PLANS NUMBER</b>				
China	Iran	Korea	Russia	VEO					
<b>By LOEs</b>					<b>By PARTNER</b>				
Prepare	Partner	Posture	Project	Protect					
<b>By Combatant Commands</b>					<b>By Strategy / Doctrine / Policy / Plans / Orders</b>				
USAFRICOM	USCENTCOM	USEUCOM	USINDOPACOM	USNORTHCOM	POTUS/NSC	DOD/OSD-P	USG(DOJ) Legal Authorities	JS/CJCS	Services
USSOUTHCOM	USSPACECOM	USSTRATCOM	USTRANSCOM		CCMDs	USCYBERCOM			
<b>By CYBER TEAMS</b>					<b>By Exercise (Examples)</b>				
CMF	CNMF	AFCYBER	FLTCYBER	ARCYBER/JFHQ-C					
MARFORCYBER									
<b>By Level</b>					<b>Additional Options</b>				
_CDR_BR	Board	Council	Working Group	Joint Planning Group					
					<b>Show All Events</b>				

*Figure 1 – Expanded View of all Bin Titles*

(b) (3) 10 U.S.C. § 130e



## The Meeting Management Tool

The new USCYBERCOM Battle Rhythm site now provides a tool suite that's useful for knowledge capture in support of all staff activities.

To access the tools, you must first have an event page created for your meeting, organization, or cross-functional event (CFE). If you don't yet have one, the Battle Rhythm Management Team (BRMT) will assist you. You can contact them at [uscc\\_battlerhythm@cybercom.ic.gov](mailto:uscc_battlerhythm@cybercom.ic.gov). Once your event page is online, follow the instructions below to use the tool suite.

Type "go br" in your browser to find the Battle Rhythm (BR) home page (figure 1). Then select the View All Events button on the right side of the page (Event Name list is displayed).

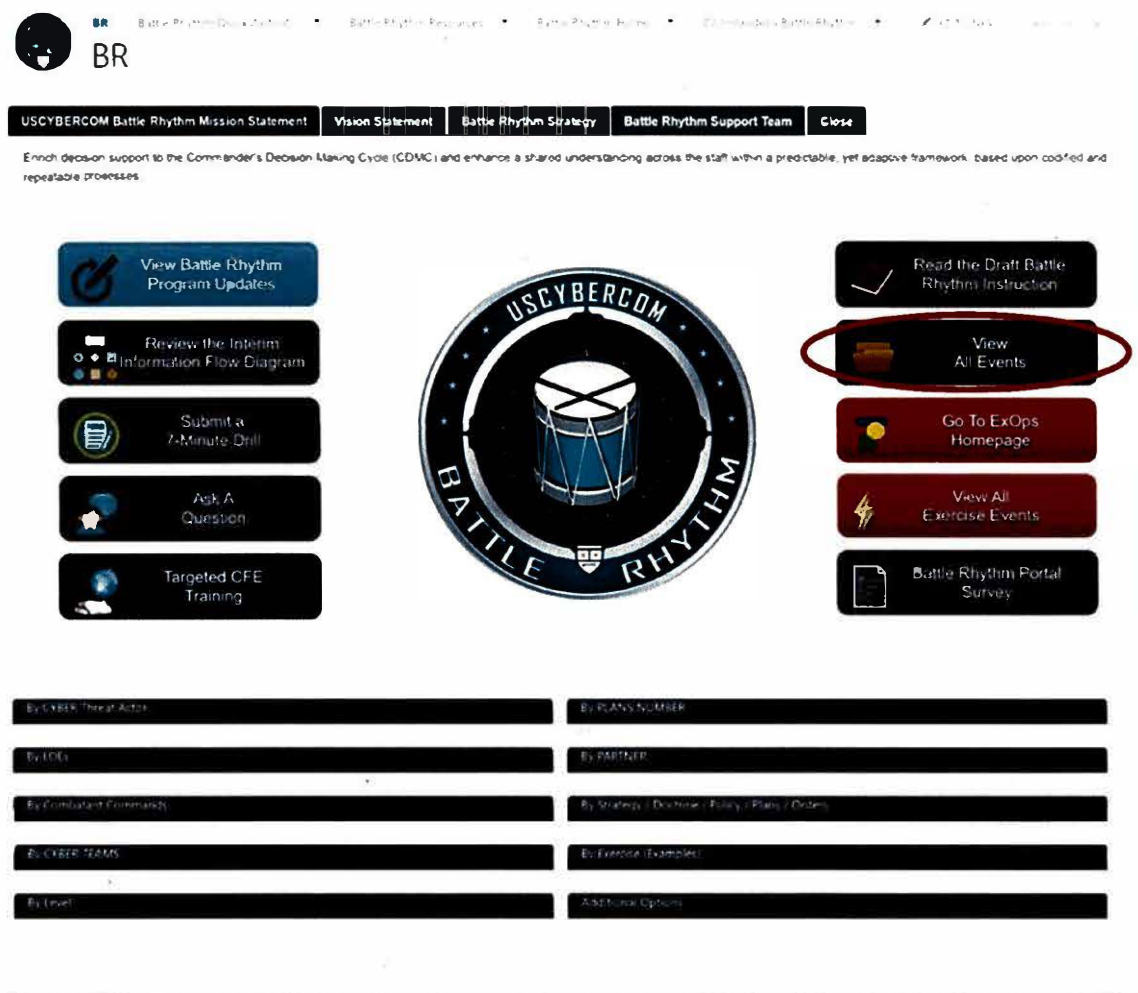


Figure 1 – Home Page with View All Events Circled

The tool suite is event-based, so you'll have to access your specific event first, then the tools will be available to support administration of only that event.

From the Event Name list (figure 2), select the event, organization, or meeting you'd like to manage. We'll select the CFE, *Battle Rhythm Management Board*, for demonstration purposes (Event Page for selected board is displayed).

BR

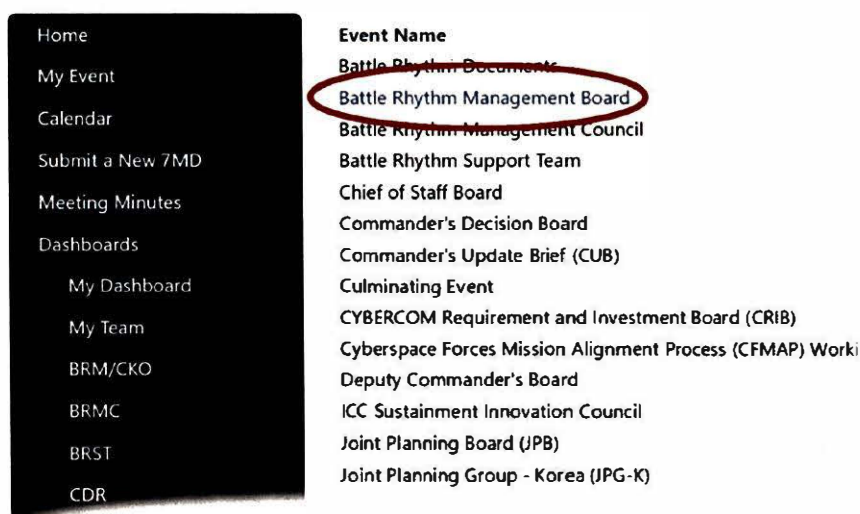


Figure 2 – Event Name List with BRMB Circled

The Event Page (figure 3) is a landing page for any given event, organization, or meeting registered on the portal. It enables you to access all administrative tools and resources provided. You may register your event by contacting the BRMT at [uscc\\_battlerhythm@cybercom.ic.gov](mailto:uscc_battlerhythm@cybercom.ic.gov). Any member of the team will happily help you through the process.

From here, you can create both agendas and meeting minutes. Find the Meeting Management Tool at the top-center of your event page, then select the globe icon (Meeting Minutes page is displayed).



Figure 3 – Event Page with Globe Icon Circled

Find **Set Up Next Agenda** at top-right and select the key icon (Meeting Minutes – New Item form is displayed).

**Meeting Minutes**

Event Name: Battle Rhythm Management Board    Return to Event Page    **Set Up Next Agenda**

**7MD Information**    **Create a New Meeting Minutes**

**Purpose**  
To validate and approve all related battle rhythm events and activities for inclusion in the approved battle rhythm.

**Chair:**    **Members:**    **Key Inputs**

Battle Rhythm Management Council    **Recommended BR Changes**  
Battle Rhythm Management Council    **Summary of Delegated Battle Rhythm Change Approvals made**

Meeting Name: test  
Meeting Location: NBP  
Meeting Start: Tuesday, March 3rd, 2020 00:00  
Meeting End: Tuesday, March 3rd, 2020 00:00

Meeting Name: Test 2  
Meeting Location: NBP 308  
Meeting Start: Friday, June 26th 2020 10:00

*Figure 4 – Meeting Minutes Page with Key Icon Circled*

Fill out the form (figure 5) and select **Save**. A Title must be given, or the agenda won't post. Start Date and End Date must be the same. For Minutes POC, enter the person assigned to record minutes for the next meeting.

**Meeting Minutes - New Item**

UID

Co chair

**Title \***

**Start Date**

**End Date**

Location

Attendees

Attendance

Next Meeting

**Minutes POC**

Enter a name or email address

12 AM 00

12 AM 00

12 AM 00

*Figure 5 – Top Portion of Meeting Minutes – New Item Form*

Note the field, Post-Meeting Minutes Notes, at the bottom of the form. It's a reserved space that lets the facilitator return later to record subsequent developments.

*Figure 6 – Bottom of Meeting Minutes – New Item Form*

To edit a posted agenda, return to Set Up Next Agenda and find the most recent entry at the bottom of the list.

*Figure 7 –Edit Most Recent Agenda*

Select the edit button left of the meeting name; the auto-generated Meeting Minutes form will display with agenda information filled in. Edit the form and select Save.

Meeting minutes can also be created apart from the agenda tool. Return to the Meeting Minutes page and select **Create a New Meeting Minutes** at the top-center of the page (Meeting Minutes – New Item form is displayed). Fill out and save as before.

*Figure 8 – Create Meeting Minutes without an Agenda*

# The Action Tracker

(b) (3) 10 U.S.C. § 130b

The *Meeting Management Tool* training article is prerequisite to learning about the *Action Tracker*. In it, you'll learn about creating an Event Page through which all its tools can be accessed.

To enter an action item, or task, find the *Action Tracker* header in the middle of the Event Page and select the link, *Create a New Task* (web form is displayed).

The screenshot displays the 'EventPage' interface for the 'Battle Rhythm Management Board'. The page is organized into several sections:

- Header:** Includes navigation links like 'Battle Rhythm Quickstart Info', 'Battle Rhythm Resources', 'Battle Rhythm Home', and 'Commander's Battle Rhythm'. It also features a search bar and a 'BR' logo.
- Event Information:** Shows 'Event Name: Battle Rhythm Management Board', 'Meeting Management Tool', and 'Status Indicator: Pending'.
- 7MD Information:** Contains fields for 'Purpose', 'Chair', 'Co-chair', 'Facilitator', 'POC', 'Alternate POC', 'Frequency', 'Start Date and Time', 'End Date and Time', 'Day of the Week', and 'Location'.
- Members:** Lists participants such as 'J070 CIO', 'J1 Deputy', 'J2 Deputy', 'J4 Deputy', 'J7 Deputy', 'J3 DDCO', 'J3 DDFO', 'J5 Deputy', 'J8 Deputy', 'J9 Deputy', and 'BRM'.
- Key Inputs:** Includes 'Battle Rhythm Management - Recommended BR Changes', 'Battle Rhythm Management - Summary of Delegated Battle Rhythm Change Approvals made by the BRM at the Cell level', and 'Output to: Culminating Event, Battle Rhythm Support Team, NO EVENT, Battle Rhythm Management Council'.
- Key Outputs:** Lists 'Approved BR Changes', 'Meeting Minutes', and 'test for brmb'.
- Action Tracker:** This section contains a list of tasks: 'Task Name: test', 'Task Name: testing', 'Task Name: Battle Rhythm Management Board', and 'Task Name: Battle Rhythm Management Board'. The 'Create a New Task' link is highlighted with a red circle.
- Document Library:** Includes 'Output Deliverables' (Draft\_Battle Rhythm Site JSv1, How To Test), 'Input Products' (Draft\_Battle Rhythm Site JSv1, How To Test), and 'Internal Documents'.
- Other Sections:** Includes 'Decisions', 'Notes', 'Key Links', 'Create a Link', and 'Contact Facilitator'.

Figure 1 – Select “Create a New Task”



Fill out the form and select **Save**. Note that the fields encircled below in red, **Supporting Event** and **Supported Event**, refer to CFEs, while the other two fields, indicating input and output, refer to products. The content of this form will be sent via e-mail to the person or group assigned to the task.

**Supporting Event**

Battle Rhythm Documents  
Battle Rhythm Management Board  
Battle Rhythm Management Council  
Battle Rhythm Support Team  
Chief of Staff Board  
Commander's Decision Board

Supporting Event (Input)

Add

**Supported Event**

Battle Rhythm Documents  
Battle Rhythm Management Board  
Battle Rhythm Management Council  
Battle Rhythm Support Team  
Chief of Staff Board  
Commander's Decision Board

Supported Event (Output)

Add

Save Cancel

*Figure 2 – Bottom Portion of New Task Form*

(b) (3) 10 U.S.C. § 130b

## Key Links

The *Meeting Management Tool* training article is prerequisite to learning about Key Links. In it, you'll learn about creating an Event Page through which all its tools can be accessed.

The Key Links feature will help frequent visitors jump quickly to what they normally want to see. To insert links, find Key Links in the lower-right corner of the page and select *Create a Link* (web form is displayed). Fill out the form and select *Save*.

The screenshot displays the 'EventPage' interface for the 'Battle Rhythm Management Board'. The page is organized into several sections:

- Header:** Includes navigation links like 'Battle Rhythm Quickstart Info', 'Battle Rhythm Resources', 'Battle Rhythm Home', and 'Commander's Battle Rhythm'. It also features a 'EDIT LINKS' button and a search bar.
- EventPage Section:** Contains a '7MD Information' tab, a 'Purpose' field, and a 'Members' list.
- Key Inputs Section:** Lists 'Battle Rhythm Management' tasks, including 'Recommended BR Changes' and 'Summary of Delegated Battle Rhythm Change Approvals'.
- Key Outputs Section:** Lists 'Approved BR Changes' and 'Meeting Minutes'.
- Action Tracker Section:** Lists tasks such as 'Task Name: test', 'Task Name: testing', and 'Task Name: Battle Rhythm Management Board'.
- Document Library Section:** Includes 'Output Deliverables' (Draft Battle Rhythm Site JSv1, How To Test) and 'Input Products' (Draft Battle Rhythm Site JSv1, How To Test).
- Key Links Section:** Located in the bottom right, it contains a 'Create a Link' button (circled in red) and a 'Contact Facilitator' button.

Figure 1 – Select “Create a Link”

(b) (3) 10 U.S.C. § 130b

## Document Library

The *Meeting Management Tool* training article is prerequisite to learning about the *Document Library*. In it, you'll learn about creating an Event Page through which all its tools can be accessed.

To upload a document, find the Document Library header at the lower-right of the Event Page and select *Upload Documents* (web form is displayed).

The screenshot shows the 'EventPage' interface for the 'Battle Rhythm Management Board'. The page is divided into several sections:

- Event Information:** Includes fields for Event Name, Meeting Management Tool, Status Indicator (Pending), Crisis Indicator (Normal), and My IFD.
- Key Inputs:** Lists Battle Rhythm Management Council and Summary of Delegated Battle Rhythm Change Approvals.
- Key Outputs:** Lists Approved BR Changes, Meeting Minutes, and test for brmb.
- Action Tracker:** Lists tasks such as 'Task Name: test', 'Task Name: testing', and 'Task Name: Battle Rhythm Management Board'.
- Document Library:** Contains sections for Output Deliverables, Input Products, and Internal Documents. The 'Upload Documents' button is highlighted with a red circle.
- Other Sections:** Includes 'Create a New Task', 'Decisions', 'Notes', 'Key Links', and 'Contact Facilitator'.

Figure 1 – Select “Upload Documents”

Browse to choose a file and select OK (web form for adding document metadata is displayed).

The screenshot shows the 'Add a document' dialog box. It includes a text input field for the file name, a 'Browse...' button, and a checkbox for 'Overwrite existing files'. At the bottom, there are 'OK' and 'Cancel' buttons.

Figure 2 – Browse for a Document to Upload

Fill out the form and select Save. For Event Name, always select your own event. For Product Name, select the output to which the document aligns. A product name must be selected, or the document won't display on the event page. The Training Content is exclusively for the Event Brief document type and allows the user to reach out to the BRMT for assistance. If the document is for internal use only, check the Internal Document option at the bottom. Select Save.

Document Type

Select the Type the document fits under.

Name \*  .docx

Title

EventName

**ProductName**

TrainingContent

Internal Document ☐

Save Cancel

*Figure 3 – Select a Product Name, so the Document will Post*

To see all uploaded items for that event, go back to Document Library and select the globe icon.

BR Battle Rhythm Quickstart Info Battle Rhythm Resources Battle Rhythm Home Commander's Battle Rhythm EDIT LINKS Search this site

## EventPage

**Event Name: Battle Rhythm Management Board** Meeting Management Tool **Status Indicator: Pending**

**7MD Information** **Key Inputs** **Crisis Indicator: Normal**

**Purpose:**  
To validate and approve all related battle rhythm events and activities for inclusion in the approved battle rhythm

**Chair:** CoS **Members:** J070 CKO, J1 Deputy, J2 Deputy, J4 Deputy, J7 Deputy, J3 DOCO, J3 DDOFO, J5 Deputy, J8 Deputy, J9 Deputy, BRM

**Co-chair:** None

**Facilitator:**

**POC:**

**Alternate POC:**

**Key Outputs**

Approved BR Changes → Culminating Event, Battle Rhythm Support Team

Meeting Minutes → NO EVENT

test for brmb → Battle Rhythm Management Council

**Action Tracker**

**My IFD**

**Output to:** Culminating Event, Battle Rhythm Support Team, NO EVENT, Battle Rhythm Management Council

**My Event:** Battle Rhythm Management Board

**Input from:** Battle Rhythm Management Council

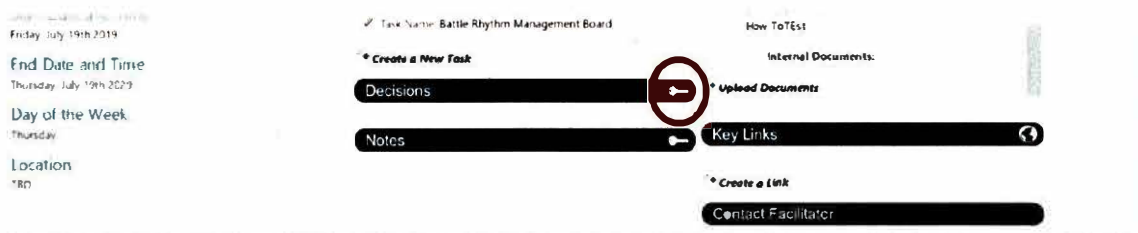
**Document Library** (circled in red)

*Figure 4 – Select the Globe for All Uploads*

## Decisions

The *Meeting Management Tool* training article is prerequisite to learning about *Key Links* and *Decisions*. In it, you'll learn about creating an Event Page through which all its tools can be accessed.

The *Decisions* feature allows you to store decisions of the Chairperson separately to speed up searches. To enter decisions, find *Decisions* at the bottom-center of the event page and select the key icon (web form is displayed). Fill out the form and select *Save*.



*Figure 1 – Select the Key Icon on the Decisions Header*