



Global Cyberspace Operations Synchronization

Defense Science Board

21 February 2017

The overall classification of this briefing is: **SECRET//NOFORN**

Classified By (b)(3) 130b
Derived From: USCYBERCOM SCG
AND
Derived From: NSA/CSSM 1-52
Dated: 20111011
Declassify On: 20420206



(U//~~FOUO~~) Facer Slide: What We Are Working To Achieve

- (U//~~FOUO~~) This slide provides context for the global synchronization process. There is a clear pedigree in strategic guidance for the development of a global strategy. That is done by the JS who will “Set the Globe” and by Coordinating Authorities (Global Synchronizers) who address complex threats through integrated planning.
- (U//~~FOUO~~) USSTRATCOM was designated the global synchronizer for cyberspace operations and the lead for the synchronization process. This designation and responsibility was delegated to USCYBERCOM in the 1 FEB 2016 CJCS EXORD to Implement Updated Cyberspace Operations Command and Control “C2 EXORD”.
- (U//~~FOUO~~) The command has an opportunity to centralize planning and develop capabilities across the full range of military operations.



(U//FOUO) What We Are Working To Achieve

- (U//FOUO) “The **perspective of this strategy is global**; it seeks to integrate the Joint Force across multiple domains – **moving from a regional to a global mindset.**”

CJCS, Forward to the 2016 NMS

- (S) Cyberspace is (b)(1) 1.4(a)

(b)(1) 1.4(a)

CJCS, 2015 JSCP

- (U//FOUO) “Ensure **U.S. freedom of action in cyberspace** while denying adversaries the same” therefore; “**integrate and synchronize cyberspace operations** with and across other domains, while **balancing regional and global priorities** and minimizing operational risk.”

CJCS, 1 FEB 2016 C2 EXORD

- (U//FOUO) “We have an opportunity. Through centralized planning, we will assess, prioritize, and shift apportionment to achieve our three mission areas. We will develop capabilities across the full spectrum (Phases 0 to 4). Don’t self limit and apply the lessons learned to recommend a different organization or means to train.”

CDRUSCYBERCOM, 3 FEB 2017

Proposed Problem Statement: We must more effectively apply the Cyber Mission Force (CMF) to close gaps and challenges associated with strategic deterrence and escalation control in order to deter adversaries by **imposing costs, denying benefits**, demonstrating resiliency, and encouraging adversary restraint while **balancing regional and global priorities** and minimizing operational risk.



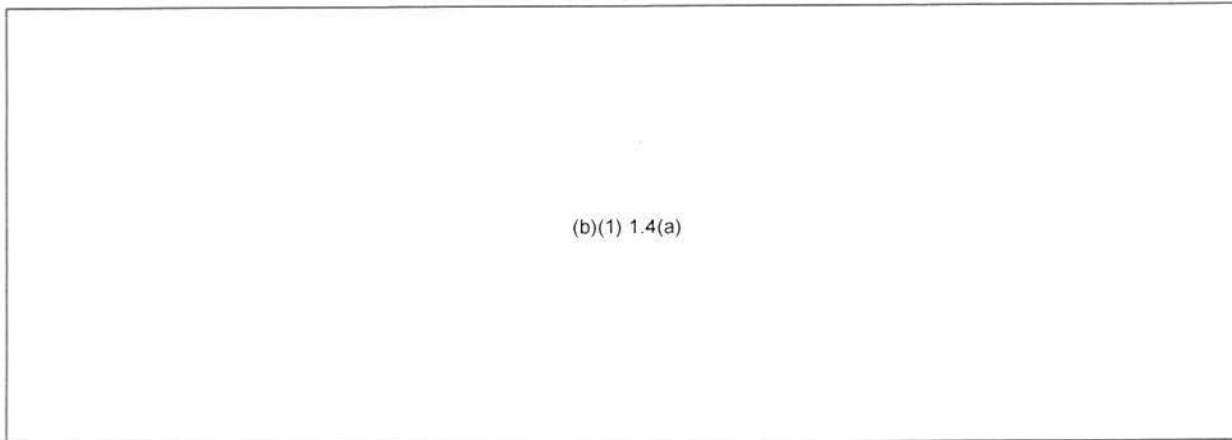
(U//~~FOUO~~) Facer Slide: Strategic Shift

- (U//~~FOUO~~) This effort is 18 months in the making, starting with the CJCS WARNORD dated 25 AUG 2015. This headquarters was tasked to:
 - Produce a CDR's Estimate for a Cyber Mission Force (CMF) balancing strategy and strategic deterrence and escalation framework.
- (U//~~FOUO~~) USCYBERCOM developed the framework and briefed (4) strategic shift recommendations at the 15 DEC JS Tank.
 - 1) Request: Modification of the CJCS C2 EXORD to enable resource informed CMF balancing
Approval: 1 FEB 2016 CJCS "EXORD to Implement Updated Cyberspace Command and Control"
 - 2) Request: DoD policy for Cyberspace Operations as a WoG integrated campaign in steady state
Approval: 7 MAR 2016 SECDEF MEMO "Cyberspace Operations ISO Deterrence, Shaping, and Escalation Control"
 - 3) Request:
Approval: (b)(1) 1.7(e)
 - 4) Request: JS ICW USCYBERCOM produce C2 optimization recommendation
Approval: DRAFT JFHQ-FWD Model
- (U//~~FOUO~~) One key task from the 1 FEB 2016 CJCS EXORD was to establish a lead for the global synchronization of cyberspace operations.



(U//FOUO) Strategic Shift

- (S//NF) The “Strategic Shift” was directed via CJCS: WARNORD DTG: CJCS/251708Z AUG 15¹
 - (U//FOUO) “Produce a CDR’s Estimate for a Cyber Mission Force (CMF) balancing strategy and strategic deterrence and escalation control framework”
 - (U//FOUO) Four strategic shift decision recommended and approved by Joint Staff
 - (U//FOUO) SECDEF 7 MAR 2016 Memo: DoD policy for Cyberspace Operations as WoG integrated campaign in steady state
 - (U//FOUO) 1 FEB 2016 CJCS C2 EXORD²: Modification of CJCS C2 EXORD to enable resource informed CMF balancing
 - (U//FOUO) [REDACTED] (b)(1) 1.7(e)
 - (U//FOUO) HPTs, DRAFT JFHQ-FWD Framework: JS ICW with USCYBERCOM produce C2 optimization recommendation



¹ (S//NF) Directs the posturing of the CMF to [REDACTED] (b)(1) 1.4(a) 25 AUG 2015 CJCS WARNORD: CMF Balancing Strategy –SECRET//NOFORN

² (S//REL TO USA, FVEY) Directs implementation of GCOS Global Synchronization Framework, completion of the first iteration by 1 OCT 2016, a balance between regional and global priorities and CMF focus on strategic deterrence and escalation control 1 FEB 2016 CJCS C2 EXORD: Implement Updated C2 Framework –SECRET//REL TO USA, FVEY



(U//~~FOUO~~) Facer Slide: Synchronization Planning Framework: Four-Step Process

- (U//~~FOUO~~) The 2015-2017 GEF states global synchronizers will: “lead a collaborative planning process in support of a designated mission or campaign plan. Provide a planning framework for CCMDs to use in developing functional intermediate military objectives (IMOs), and activities within their campaign plans.”
- (U//~~FOUO~~) March 2016, the CDRUSCYBERCOM approved the Cyberspace Global Synchronization Framework – a four-step process depicted on this slide.
 - (U//~~FOUO~~) GCOS process was informed by SOCOM Global Synchronization of Special Operations (GSOS) process
 - (U//~~FOUO~~) CDRUSCYBERCOM approved a prioritization MEMO on 19 MAY 2016 which was informed by:
 - (U//~~FOUO~~) Guidance for the Employment of the Force (GEF), Joint Strategic Capabilities Plan (JSCP), Chairman’s Risk Assessment (CRA)
 - (U//~~FOUO~~) The MEMO expressed (b)(1) 1.7(e)
 - (U//~~FOUO~~) (b)(1) 1.7(e)
 - (U//~~FOUO~~) (b)(1) 1.7(e)
 - (U//~~FOUO~~) (b)(1) 1.7(e)
- (U//~~FOUO~~) GCOS process was captured in USCYBERCOM TASKORD 16-0062 on 4 MAY 2016



(U//~~FOUO~~) Synchronization Planning Framework: Four-Step Process

(U) **Global Synchronizers:** “Will lead a **collaborative planning process** in support of a designated mission or campaign plan. Will provide a **planning framework** for Combatant Commands to use in developing functional Intermediate Military Objectives, and activities within their campaign plans.

2015-2017 Guidance for the Employment of the Force

* (U//~~FOUO~~) **Global Cyberspace Operations Synchronization (GCOS):** Will synchronize cyberspace operations via a four-step annual cycle that uses an “**ends, ways, means, and assess**” approach that links strategy-to-planning and planning-to-resourcing options in a manner that is transparent to all stakeholders, responsive to changing strategic conditions, and inclusive of all national and theater requirements.

USCYBERCOM TASKORD 16-0062

(b)(1) 1.4(a)



(U//~~FOUO~~) Facer Slide: GCOS Integrated / Prioritized Effects List

1. (U//~~FOUO~~) Global Sync Framework
 - (U//~~FOUO~~) CJCS issues WARNORD on 25 AUG 2015 directing a CDR's Estimate
 - (U//~~FOUO~~) USCYBERCOM delegated lead for global synchronization process
2. (U//~~FOUO~~) 2017 CRA priority adversaries
3. (U//~~FOUO~~) Endstates
 - (U//~~FOUO~~) Received endstates, objectives, and effects from CCMDs
4. (U//~~FOUO~~) CDR's Prioritization Memo
 - (U//~~FOUO~~) USCYBERCOM examined strategic guidance
 - (U//~~FOUO~~) Integrated and prioritized globally using CDR's Prioritization Philosophy memo
5. (U//~~FOUO~~) Component CDR's Estimates
 - (U//~~FOUO~~) Received CDR's Estimates from components

6. (S//REL TO USA, FVEY) [redacted (b)(1) 1.4(a)]
 [redacted (b)(1) 1.4(a)]

7. (S//REL TO USA, FVEY) [redacted (b)(1) 1.4(a)]
 - (S//REL TO USA, FVEY) [redacted (b)(1) 1.4(a)]
 - (S//REL TO USA, FVEY) [redacted (b)(1) 1.4(a)]
 - [redacted (b)(1) 1.4(a)]
 - (U//~~FOUO~~) Through this process mission partners identified new means to support USCYBERCOM (assessment/analytic work, capability/access)

8. (U//~~FOUO~~) OGF

- (S//REL TO USA, FVEY) [redacted (b)(1) 1.4(a)]



(U//~~F0U0~~) GCOS Integrated / Prioritized Effects List

(b)(1) 1.4(a)



(U) Questions