



United States Cyber Command

Operating Instruction

USCCI 3300-06

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Crew Operations and Procedures

1. **Purpose.** This Operating Instruction (OI) establishes crew procedures, specifically the requirement to plan, brief and debrief tactical missions conducted on behalf of USCYBERCOM.
2. **Supersedes/Cancellation.** This is the first issuance.
3. **Applicability.** This document applies to all operational DCO, OCO and DoDIN forces operating under USCYBERCOM authorities.
4. **Procedures.** Procedures are outlined throughout Enclosure 1.
5. **Responsibilities.** Responsibilities for this OI are outlined in Enclosure 1.
6. **Summary of Changes.** This is the first issuance.
7. **Releasability.** This OI is approved for public release; distribution is unlimited. DoD Components, other Federal agencies, and the public may obtain copies of this directive.
8. **Effective Date.** This OI is effective immediately upon release.

Enclosures:

Enclosure 1 – Roles, Responsibilities and Procedures
Attachment 1 – Glossary of References and Supporting Information
Attachment 2 – United States Cyber Command Tactical Planning, Briefing and Debriefing Manual.

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ENCLOSURE 1

Roles, Responsibilities and Procedures

1. **General.** This OI establishes crew procedures, specifically the requirement to plan, brief and debrief all tactical missions conducted on behalf of USCYBERCOM. In conjunction with other governing directives, this instruction prescribes operations procedures for cyberspace operations under most circumstances, but it is not a substitute for sound judgment or common sense. As a general rule, except as noted in paragraph 3.4.1, or in guidance that states an action “must” or “shall” be carried out, operations or procedures not specifically addressed in this OI may be accomplished if they enhance effective mission accomplishment and are approved for execution by appropriate command authorities. Additionally, the term mission commander is used throughout this guide and refers to the tactical mission commander. It is acceptable to replace the term mission commander with “senior crew member” or “mission lead” on missions where a mission commander is not required and/or has not been assigned. Note - Attachment 2 is not directive, however, it provided as an example and can be useful in ensuring adequate mission planning and employment.

2. Mission Planning.

2.1 Responsibilities. Individual crews, planners, and intelligence functions jointly share responsibility for mission planning. The mission commander is ultimately responsible for ensuring the sufficiency of all aspects of tactical mission planning to include complying with command guidance. Unit commanders may establish specific mission planning requirements but will ensure an appropriate level of mission planning is conducted prior to each mission.

2.1.1 Procedures. Effective mission accomplishment requires thorough mission planning and preparation. Failures in execution often result from poor mission preparation, therefore units will conduct thorough planning prior to every mission. General mission planning considerations can be found in Attachment 2.

2.1.2 Planning Process Requirements. Units will accomplish sufficient planning to ensure successful mission accomplishment for all phases of operations. At a minimum, mission planning will include intel (expected threats / identity and counter-tactics), mission, objectives, capability/effects delivery, Rules of Engagement (ROE), applicable Special Instructions (SPINS), cancel/abort/rollback criteria and contingency plans.

2.1.3 Time and Resources. Unit staff will provide crews sufficient time and resources to accomplish crew mission planning and mission briefing. Mission planning must be accomplished by members who understand the capabilities and limitations of their infrastructure, capabilities and tools in a realistic training and/or mission rehearsal environment. Commanders will ensure other activities, such as recurring academic training, training device periods, additional duties, etc., do not interfere with time allotted for mission planning, mission briefing and debriefing.

2.2 Crew Mission Planning. Detailed mission planning helps ensure mission objectives are understood by all crew members and an effective plan is developed to achieve the objectives.

2.2.1 Attendance and Currency. To the maximum extent possible, all crew members should be present during mission planning. The mission commander will review all crewmember training requirements and currency data to the maximum extent possible and review crew restrictions for each mission.

2.2.2 Responsibilities. The mission commander is ultimately responsible for validating the adequacy and completeness of all mission data and resources and must make risk determinations to cancel or abort missions. The mission commander must ensure crew substitutions are made in time for the substitute crewmember(s) to be thoroughly briefed, become familiar with the applicable mission data available and to rehearse with the rest of the crew in a realistic mission rehearsal environment as required/available. The requirements in this paragraph may only be waived by the Cyber Component Commander or their designee.

2.3 Intelligence and Threat Study. During mission planning, crews should receive a current intelligence briefing detailing current adversary activity, threat type and capabilities. Crews will also review applicable TTP and implement in accordance with mission requirements.

3. Normal Operations

3.1 Crew Logs. Crew logs (e.g. Master Station Log (MSL), OpNotes, Mission Reports (MISREPS)) are the official record of events that occur during a mission (live or simulated). The purpose of crew logs is to maintain an accurate and detailed record of all significant events. At a minimum, crew logs will include identification of on-duty personnel, major operational activities, significant communications, major system degradations and other abnormal system responses. Cyber Components shall determine the format for their respective crew logs. Maintain crew logs for one year.

3.2 Mission Briefing. A successful mission briefing covers objectives tasked by higher headquarters, assigns tasks to achieve those objectives, and ensures all crew members understand the plan.

3.2.1 The mission commander will conduct a crew mission briefing for all missions.

3.2.2 At a minimum, mission briefings will include, Classification, Roll call, Commander's Intent, Mission Objectives, ISR/Assessment Plan, Environmental Factors (e.g. weather), Enemy / Intel on objective (expected threats / identity and counter-tactics), Mission Overview, Crew Administration, Target information, Push location/times, Marshal Plan/Check-in, Ingress Plan, Actions on Target/Terrain, Egress Plan, Positive identification (PID)/Target engagement/ROE Criteria/SPINS, Contracts / Comm Plan / C2 Plan, cancel/abort/rollback criteria, Contingency plans (Environment disruptions, Minimum assets not met, Access/tool recovery plan, Roll Execution (ROLEX)) and Questions / Comments.

3.2.3 Mission briefings will be conducted no sooner than the duty day of the mission and no later than 1 hour prior to mission execution. The requirement in this paragraph may only be waived by the Cyber Component Commander or their designee.

3.2.4 Mission rehearsals are conducted at the discretion of the mission commander.

3.2.5 Crew members excused from the mission briefing, or substituted following the briefing, must receive a detailed briefing from the mission commander and be afforded an opportunity to rehearse his/her mission role with other crewmembers, as required. The requirements in this paragraph may only be waived by the Cyber Component Commander or their designee.

3.3 Debriefing. The mission commander will lead a mission debrief for every mission. The mission debrief will cover the following at a minimum: whether mission tasks and objectives were met, mission deviations and lessons learned.

3.4 Checklists, Local Procedures, and Crew Aids.

3.4.1 Crew members will strictly adhere to all checklists in a technical order (TO), all unit generated checklists or other higher headquarters (HHQ) directives. The requirements in this paragraph may only be waived by the Cyber Component Commander or their designee.

3.4.2 Units may develop local procedures specific to their mission when operations fall outside existing OI's and HHQ guidance. Crew members are encouraged to develop local crew aids such as charts, question banks, guides or other visual aids and processes to bolster proficiency, enhance mission briefings and enhance mission effectiveness. Any developed checklists, procedures and crew aids may be more restrictive than this OI, not less restrictive, and do not supersede this OI.

3.4.3 Briefing Guides. Units are encouraged to develop local briefing guides to ensure all necessary items are covered prior to each mission. Guides should contain procedural guidance addressing mission accomplishment with abnormal/degraded/inoperative equipment. Examples of briefing guides can be found in Attachment 2.

4. Operations Review Board (ORB). Cyber Components will establish an ORB process for conducting investigations to determine the cause of mission failures or significant events, including abnormal system responses or trends. Examples of circumstances requiring an ORB include: major system degradation, indications of erroneous system response/procedures with significant mission impact and significant events where the cause cannot be determined by initial assessment or when corrective action is beyond minimal retraining or minor procedural changes.

5. Administration.

5.3 Supplements. Components may supplement this OI to provide specific guidance to their aligned units. Any developed supplements may be more restrictive than this OI, not less restrictive, and do not supersede this OI.

5.4 Changes and Clarifications. USCYBERCOM J3 has overall authority for administration of this OI. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR). Coordinate and route recommended changes through the appropriate chain of command to USCYBERCOM J38.

ATTACHMENT 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

USCYBERCOM TASKORD 14-0061 USCYBERCOM Operational Processes (U//FOUO) dtd 131033Z MAR 14

Acronyms

CMF – Cyber Mission Force

DoD – Department of Defense

JFSE – Joint Fires Support Element

HHQ – Higher Headquarters

LL – Lessons Learned

MSL – Master Station Log

PBED – Plan, Brief, Execute, Debrief

OI – Operating Instruction

OPR – Office of Primary Responsibility

ORB – Operations Review Board

RM – Risk Management

ROE – Rules of Engagement

ROLEX – Roll Execution

OI – Standard Operating Procedure

SPINs – Special Instructions

TO – Technical Order

TTP – Tactics, Techniques and Procedures

USCYBERCOM – United States Cyber Command

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ATTACHMENT 2



United States Cyber Command Tactical Mission Planning, Briefing and Debriefing Manual

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PREFACE

In an effort to normalize cyber operations with other operational communities, operators within USCYBERCOM developed this tactical planning, briefing and debriefing manual. The intent of the effort was to develop an unclassified resource that was applicable across a broad spectrum of tactical mission types. The desired end state is for operators and planners to reference this manual to assist them in solving tactical problems, standardize operations and drive the command towards desired outcomes. This manual is provided as an example and is not directive.

INTRODUCTION

Purpose: This manual was written to provide basic structure and techniques to enhance the Plan, Brief, Execute and Debrief (PBED) cycle of tactical operations. Additionally, this manual provides procedures, timelines, and aids to standardize mission planning, briefing, and debriefing in order to simplify taskings and prevent common mistakes. This manual is focused on tactical considerations and is not intended to assist planning efforts at the operational level of war. For more information on operational level planning, reference *Joint Publication 5-0, Joint Planning*.

Scope: **This manual is authoritative, not directive in nature.** It is at the discretion of the operational level headquarters (HQ) to determine which portions of this manual are applicable to the tactical forces. As this manual is intended to demonstrate a broadly applicable standard, subordinate organizations and tactical units are encouraged to create supplemental tactical mission planning, briefing and debriefing aids that are tailored to their needs.

Background: Mission planning, briefing, and debriefing are important milestones for every mission.

Planning: Individual crews, unit operations, and intelligence functions jointly share responsibility for mission planning. Effective mission accomplishment requires thorough tactical mission planning and preparation. Failures in execution are often indicative of poor mission preparation.

Briefing: A mission briefing conveys the various elements of the mission and the plan to accomplish the objectives. The briefing and associated mission products will be derived from tactical mission planning and ensure all participants understand mission objectives and expectations. Briefings come in many forms (e.g. mass brief or crew brief) to ensure all participants are aware of the mission.

Debriefing: The debrief covers all aspects of the mission (planning, briefing and execution) and ensures all participants receive feedback through the development of Lessons Learned (LL) and Learning Points (LP).

Notes:

It is assumed that the majority of users of this manual have a working knowledge of tactical cyber missions to include associated terms and definitions. For readers needing a refresh, additional resources and reference material are provided in the appendixes.

The term Mission Commander (MC) is used throughout this manual and is intended for use in the context of a tactical mission lead. Additionally, the term mission commander is used throughout this guide and refers to the tactical mission commander. It is acceptable to replace the term mission commander with “senior crew member” or “mission lead” on missions where a mission commander has not been assigned.

MISSION PLANNING CELL ROLES AND RESPONSIBILITIES

Mission Planning Cell (MPC) Roles, Responsibilities and Composition: The term MPC is a generic term used to describe the personnel who plan the tactical portions of the mission and support the commander's intent by providing the MC with the tools required to accomplish the assigned mission. MPC teams are typically comprised of the MC, and as applicable, tactical mission leads and key personnel (i.e. mission partners) from assets executing the mission. The roles described in this section are recommended, not mandatory. The MC may designate additional roles as desired. Depending on the complexity and nature of the mission some MPC roles may be merged and the size of the MPC will vary. For example, a small-scale routine mission may have a single person MPC while a Large Force Employment (LFE) mission involving multiple mission partners may require an MPC of 20 personnel. As a general rule of thumb, commanders at every level should use one-third of the total time available between mission receipt and execution for leadership planning and allow two-thirds of the time for subordinate units to plan and prepare.

Mission Commander (MC): The MC is designated as the tactical leader of the tactical execution force. The MC derives this authority and responsibility from the commander through the Tasking Order. MCs are chosen based on their situational awareness (SA) of the fight and/or preponderance of mission capability. MCs should embody a command mindset. A MC must be ready to delegate, make tough decisions and act decisively. MCs should possess a solid foundation of cyber warfare operations, the capabilities to be employed and associated TTP. Successful mission accomplishment requires a MC who is prepared and organized. MC responsibilities include, but are not limited to:

- ☐ The MC may have help developing the tactical plan, however they bear ultimate responsibility for ensuring the completeness of the tactical plan
- ☐ Brief the mission, lead mission execution and debrief the mission
- ☐ Responsible for all mission related forces assigned in the tasking order
- ☐ Understand the tasking order change process and request changes to the tasking orders if required
- ☐ Coordinate with collateral organizations, mission partners and higher headquarters

Timekeeper: Assists the MC to meet planning suspenses and keep the MPC on schedule. Timekeeper responsibilities include, but are not limited to:

- ☐ Create comprehensive timelines that:
 - o Supports the MC's guidance and meets the tasking order objectives
 - o Details time needed to plan and prepare for the mission
 - o Lists milestones and deliverables with point-of-contact (POC) details
- ☐ Update timelines as required
- ☐ Provide time hacks to the MC as required to keep the MPC on time / task

Administrator: Assists the MC with admin planning tasks. Admin responsibilities include, but are not limited to:

- ☐ Maintain master copy of mission materials / deliverables with all changes annotated
- ☐ Responsible for editing/modifying content of presentation/whiteboard
- ☐ Manage Requests for Information (RFI) if intel support is not available

Intel Support: Provides the MPC with intelligence support. Responsibilities include, but are not limited to:

- ☐ Brief threats to mission success
- ☐ Submit/track/answer intelligence related RFIs

IDEAL PLAN, BRIEF, EXECUTE, DEBRIEF (PBED) BATTLE RHYTHM

This section is provided as an overview of the tactical mission lifecycle. It is NOT a checklist. The purpose of this section is to provide a high level outline of what to expect in ideal conditions.

Pre-Receipt of Mission/Order: Purpose is to ensure the MC understands the order and CDR's intent

- ☐ MC studies the tasking and develops the big picture scheme of maneuver
- ☐ Begin initial planning if draft (or final) order is received
- ☐ MC assigns positions to planning team members
- ☐ Helpful References: Initial Order Breakout, Mission Planning Timeline

Receipt of Mission/Order Issue: Purpose is to develop an 80% solution prior to convening the MPC

- ☐ Examine CDR's intent and intelligence reporting to identify the tactical problem
- ☐ Distill out the objectives, intent, and decisive points from the tasking order - focus on the desired end state
- ☐ Develop 80% plan - address the timeline, tasks, targets, terrain, threats, and tactics for overall mission
- ☐ Identify any external support requirements, logistics requirements, or support required from the mission owner
- ☐ Fill out the whiteboard and/or draft mission materials
- ☐ Helpful Reference: Prior to Initial Coordination Meeting

Initial Coordination Meeting: Purpose it to communicate the scheme of maneuver, discuss and resolve issues.

- ☐ This meeting is to ensure all participants are familiar with the CDR's intent, overall mission risk, current situation, and intelligence requirements while allowing the MC to introduce initial scheme of maneuver
- ☐ Helpful References:
 - o Initial Coordination Meeting, Tactical Planning Guide, and Communications Planning Guide

Midpoint Coordination: Purpose is to identify/correct any planning, de-confliction, or contingency shortcomings.

- ☐ This step may not be needed for small-scale routine missions
- ☐ Helpful Reference: Midpoint Coordination Meeting

Final Coordination Meeting: Final meeting includes the MC, intel support and appropriate leadership.

- ☐ Begin with timehack, roll call and review of CDR's intent and mission objectives. Allow intel support personnel to give a situation update. Brief the mission overview. Address all mission contingencies and clear up any questions from the mission participants. Allow time for leadership comments and set the time and place for mass briefing.
- ☐ Perform mission rehearsal/Rehearsal of Concept (ROC) Drills
- ☐ Bottom line: Is the plan specific, measurable, and realistic?
- ☐ Helpful Reference: Final Coordination Meeting

Brief: Purpose is to brief the plan to all participants.

- ☐ Ensure all participants are updated with current information prior to mission execution
- ☐ Helpful Reference: Standard Mission Briefing Format

Execute Mission: Purpose is to execute the planned mission IAW SPINS, ROEs, etc.

- ☐ Record/collect observations during the mission. Observations are made via automated means (chat logs, screenshots, command line history, etc.) or by manual means (e.g., Master Station Log (MSL) or pen and paper)
- ☐ Example observations include, but are not limited to, the date/time group (DTG) and details of:
 - o Significant execution events
 - o When key decisions are made
 - o Deviations from the plan that occurred during mission execution
- ☐ Submit MISREP

Debrief: Debriefing should occur at every level (mass debrief, crew debrief, element debrief)

- ☐ Debriefing is the opportunity to evaluate the mission results against the CDR's intent & mission objectives
- ☐ Identify lessons learned and evaluate the overall mission performance. Focus on the tactics used and their impact on mission accomplishment. Strive for more effective ways to address the tactical problem. Ensure pertinent information is passed to the HHQ / OPT for future planning.
- ☐ Helpful Reference: Standard Debrief Format

EXAMPLE MISSION PLANNING TIMELINE

Note: The below timeline is a notional timing/tempo and is situationally dependent. For example, deliberate planning may allow for a multi-day timeline while crisis action planning may dictate a compressed timeline.

- ☐ 0-24 - PRE-ORDER ISSUE AND ORDER ISSUE (Initial order breakout / Prior to initial coord)
- ☐ 0+00 - MPC CONVENES / INITIAL COORDINATION MEETING
- ☐ 1+00 - HAVE DATA ENTERED INTO THE MASTER COORD CARD
- ☐ 1+30 - FINALIZE MSN TIMELINE, INGRESS/EGRESS, DECONFLICTION ISSUES & CONTRACTS
- ☐ 2+00 - MIDPOINT COORDINATION MEETING (IF REQUIRED)
- ☐ 2+30 - COMPLETE ALL DELIVERABLES & COORDINATE ALL ORDER CHANGES WITH HHQ
- ☐ 3+00 - QC PLAN AND ADJUST IF NECESSARY
- ☐ 3+30 - REVIEW PRESENTATION
- ☐ 4+00 - FINAL COORDINATION MEETING AND BRIEFING

INITIAL ORDER BREAKOUT

- ☐ After receiving the order or draft order, make working copies for MPC participants
- ☐ Review the tasking and targets then crosscheck with available assets/infrastructures/capabilities
- ☐ Notify key mission planners of MPC location, time and details (DCO, VTC or dial-in info)
- ☐ Formulate proposed employment plan of capabilities and mission types
- ☐ Check with units to ensure taskings can be met and periodically monitor force availability
- ☐ If order changes are needed, coordinate changes with HHQ and applicable operations centers
- ☐ Notify appropriate mission partners of any approved order changes
- ☐ Coordinate with the applicable infrastructure owner regarding upcoming outages or dependencies

PRIOR TO INITIAL COORDINATION MEETING

Note: The purpose of this step is to develop an 80% solution prior to convening the MPC. When the MC brings an 80% plan to the MPC, remaining tactical planners can focus on contingencies, comm plan, assessment plan, etc.

- ☐ Assign MPC Roles
 - o Timekeeper drafts MPC timelines
- ☐ Break out the Order
 - o Suggested participants: Intel support, MC and key mission partners
 - o Reference directives for Commander's intent and tactical objectives
 - o Develop Specified/Implied Tasks
 - o Review restrictions (ROEs/SPINs)
 - o Review assigned assets/forces/weapon systems/capabilities - submit Request for Forces (RFF) as necessary
 - o Targets/network ranges/terrain
- ☐ Review Time-over-Target(TOT)/terrain(T)/vulnerability periods/on call status
- ☐ Orders of Battle
 - o Friendly systems capabilities/limitations (Blue order of battle)
 - o Threats (Red order of battle)
- ☐ Review MISREPS/LL from previous relevant mission(s)
- ☐ Develop initial big picture game plan
 - o Identify required forces/personnel
 - o Initial environment/terrain considerations
 - o Work from the objective (target/terrain) backwards
 - o Determine which assets (including anticipated network or infrastructure deconfliction issues) need to be where/when and then decide the best way to get them there and what support they will need
- ☐ Set a time and place for the initial coordination brief
- ☐ Identify recommended MPC participants (e.g. MC, Intel support, SMEs and off-site mission partners)
- ☐ Prepare distributed collaboration tools (DCS, mIRC, VoSIP, OneNote, SharePoint, etc.,)
- ☐ Prepare the planning space (e.g. OneNote, whiteboard, map, and/or worksheets, etc.,)
 - o Put the following on the whiteboard (as applicable):
 - Name, call signs (C/S), and contact details for MC and key mission planners
 - Commander's intent, mission overview and objectives
 - Constraints/Restrictions
 - All available/assigned assets/capabilities
 - Timelines for planning and execution
 - Suspense times for mission deliverables and briefings
 - Ensure the following is on the network map (use Intel/network architectures)
 - Targets/Terrain
 - Comm paths between nodes (primary, secondary, tertiary)

SUGGESTED WHITEBOARD LAYOUTS FOR PLANNING

Note: The whiteboard layouts below are based on best practices but may not fit every planning scenario. The layouts are good templates to start from and are designed to facilitate good planning discipline.

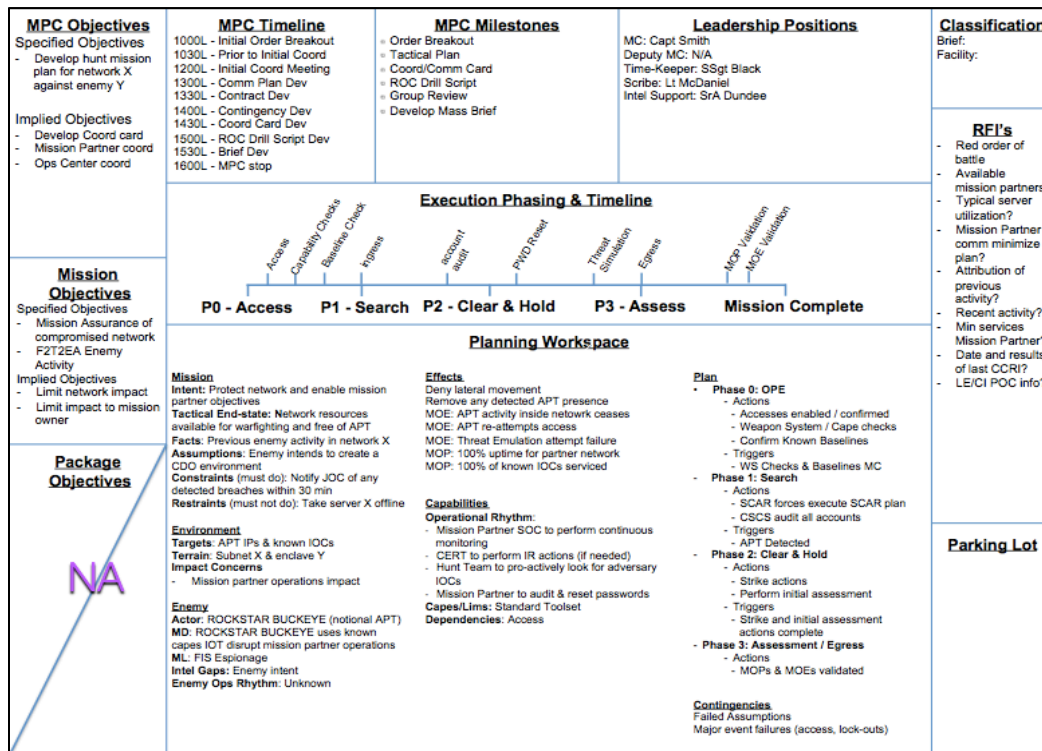


Figure 1 – Example Whiteboard Layout for Planning – Side 1

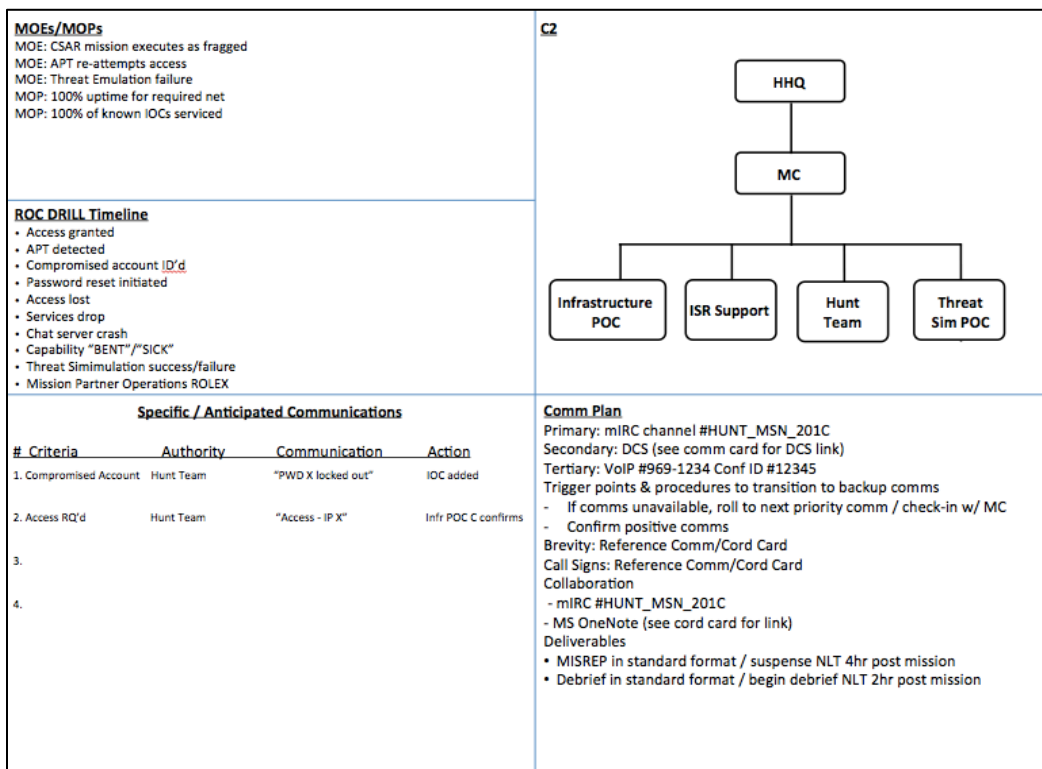


Figure 2 – Example Whiteboard Layout for Planning – Side 2

TACTICAL PLANNING GUIDE

MISSION

- ☐ What is the commander's intent?
 - o Cyber Tasking Order (CTO), Tasking Order (TO), etc.
 - o Cyber operations directives - describes CDR execution guidance and intent
- ☐ What are the mission tasks required to accomplish the mission?
 - o What are the specified tasks? What are the implied tasks?
- ☐ What are the facts and assumptions for this mission?
 - o Assumptions should be validated via RFIs and evaluated for a contingency if assumption fails
- ☐ Formulate and submit RFIs for missing information
- ☐ What are the constraints (must do) and restraints (must not do)?

ENVIRONMENT

- ☐ Terrain/Target Owner (e.g., Program Management Offices (PMOs))
- ☐ What is the political/military (POL/MIL) situation?
- ☐ What do the most current governing directives say?
 - o Constraints and Restraints
 - o ROEs (i.e., political/tactical/legal restrictions)
 - o SPINs/Pre-approved actions (PAA)
- ☐ Weather (that could affect the location of mission and/or the units supporting the mission)
- ☐ Network Environment
 - o Topology
 - o Network Degradation /Authorized Service Interruptions (ASIs)/Periods of Non-disruption (PONDs)
 - o Are there redundant systems in this environment?
- ☐ Physical Environment
 - o Infrastructure concerns and ROEs
 - o Air conditioning (e.g., can the building HVAC sustain the mission requirements)
 - o Wiring/Circuits/Loads, alternate sources of power (i.e., backup generators)

ENEMY

- ☐ Reference J2 products
- ☐ What is the enemy's goals/objectives (broad or narrow)
- ☐ What is the enemy's strategies/methods of operation?
- ☐ What are the enemy's normal or baseline activities and/or configuration?
- ☐ What are the adversary's strengths/weaknesses?
- ☐ What is the enemy's order of battle
- ☐ Have they targeted the terrain before? / What method/TTP was used?
- ☐ What are the most likely and most dangerous (ML/MD) COAs?
- ☐ What are the known intel gaps?
 - o Has an RFI been submitted for each intel gap?

EFFECTS

- ☐ What are the effects that the commander intends to achieve?
- ☐ What are MOEs/MOPs that can be set to assess the objectives/tasks of the plan?
 - o What is the collection plan to support the assessment plan?
- ☐ What are the IGL considerations?

CAPABILITIES

- ☐ What forces are assigned in the order?
- ☐ Are weapon systems/capability pairings in line with the assigned target/terrain?

- ☐ Are assigned assets sufficient to accomplish the mission?
 - o Are the right forces apportioned?
 - o Are there assets that can be allocated?
 - o Are additional forces (i.e. RFF) required?
 - o What is the Minimum Force (MINFORCE) requirement?
- ☐ Are any external assets required (e.g. DISA, LE/CI)?
- ☐ For joint missions – what component assets are available to support?
 - o What integration planning must take place to account for these assets/capabilities?

PLAN

- ☐ Does the plan require multiple missions/packages with multiple routes?
- ☐ Terrain/Target de-confliction
- ☐ What is the acceptable level of risk (ALR)?
- ☐ What are the TGL considerations?
- ☐ What are the OPSEC considerations for the mission?
- ☐ Is the scope adequate and does the plan mission satisfy the tasking?
- ☐ Will the plan accomplish the mission?
- ☐ What is the GO/NO-GO criteria?
 - o E.g. Are MINFORCE requirements met?
- ☐ Target Deliverables
 - o How to collect and what format
 - o Where does the collected data need to go / how will the data be transferred?

PHASING

- ☐ What are the phases and phase triggers?
 - o Will triggers be time based or event based?
- ☐ What are the timeline constraints for mission accomplishment?

CONTRACTS

- ☐ Ensure that contracts encompass:
 - o Marshalling, ingress, de-confliction, communications, egress/recovery and phase transitions
- ☐ CACA Format
 - o Criteria: What is the trigger event?
 - o Authority: Who makes the call?
 - o Communication: What will be communicated? (Brevity Codes and Tactical Chat Abbreviations)
 - o Actions: What action will be performed?
- ☐ Prioritized communications plan
 - o Triggers/contracts for transitioning between primary and backup comm
 - o Reference: Comm Planning Guide

CONTINGENCIES

- ☐ How will the plan account for changes in the Mission, Environment, Enemy, Effects and Capabilities?
- ☐ How will the plan change if the timelines changes (e.g., compressed TOT/T, extended VUL window)
- ☐ What are the triggers and/or decision points that lead to contingencies?
- ☐ What are the abort criteria and what is the abort plan?
- ☐ What are the knock-it-off (KIO) criteria and what is the KIO plan?
- ☐ What are the rollback criteria and what is the rollback plan?

INITIAL COORDINATION MEETING

- ☐ Timehack:
 - o Start on time; introduce self and deputy
 - o Identify, establish or communicate the chain of command
- ☐ Roll Call:
 - o Introduce key representatives and mission partners
- ☐ Security / Classification
- ☐ State purpose of the meeting
 - o Present the 80% solution
 - o Assign work roles
- ☐ Intel updates (PIRs/RFIs)
- ☐ Commander's Intent
- ☐ Mission Objectives
- ☐ Objective Assessment Plan
- ☐ Environment brief (ASI, weather (WX), etc.)
- ☐ Intel brief
- ☐ Mission overview:
 - o Admin – Comm plan
 - o Access
 - o Marshal/initial ingress—network deconfliction
 - o Major mission events
 - o Other off-site mission partner briefs
 - o Egress
- ☐ Timeline:
 - o Set next meeting time
 - o Set product suspenses and ID delivery mechanism, POC and format of deliverables
- ☐ Contact information for all assets
- ☐ Questions

COMMUNICATIONS PLANNING GUIDE

OBJECTIVE: Develop a simple plan to specify who should talk, when, and via what medium.

- ☐ Check orders and SPINs, ROEs, PAAs, etc., for applicable:
 - o Comm standards and procedures
 - o Check-in procedures
 - o Code words and brevity terms
 - o Authentication
- ☐ Comm plan specifics:
 - o Weapon system/location operations
 - o Sortie period/timing
 - o Chat rooms/channels (i.e. single chat room vs multiple chat rooms)
 - Specific server names/URLs/IPs as needed
 - Chat room assignments
 - Room purposes (execution vs. planning)
 - o Multi-level security considerations
 - o Triggers/contracts for transitioning between primary and backup comm
- ☐ Ensure the comm plan is delivered to all mission partners via Comm / Coord Card (see example next page)
 - o Maintain version control (e.g. "Current as of DATE/TIME")

Note: The comm / coord card examples below are based on best practices but may not fit every scenario. The layouts are good templates to start from and are designed to facilitate good planning discipline.

Figure 3 – Example Comm / Coord Card Side 1

Figure 4 – Example Comm / Coord Card Side 2

MIDPOINT/FOLLOW-ON COORDINATION MEETING

- ☐ Timehack
- ☐ Roll Call
- ☐ Security
- ☐ State purpose of the meeting and validate current plan/Identify deficiencies
- ☐ Intel updates (PIRs/RFIs/EEIs)
- ☐ Have place holder slides (template) ready
 - o Identify missing mission planning products
 - o Combine slides/media into one presentation
- ☐ Review the plan with a focus on the mission execution criteria
 - o Does the plan meet the objectives?
 - o Did the planners solve the tactical problem?
 - o What information is missing?
 - o Does the organization and flow of the mission make sense?
 - o What deconfliction issues need to be resolved?
 - o Do the contingency plans make sense?
- ☐ Review the plan with a focus on communicating the information
 - o Who will present the material?
 - o Will the briefing material fit in the time allotted?
 - Identify mission critical slides/material in the event of compressed briefing time.
 - o Does the organization and flow of the briefing material make sense?
- ☐ Timelines
 - o DTG for the next meeting?
 - o Good Idea Cutoff Line (GICL) deadline?
 - o Set product deadlines
- ☐ Questions

FINAL COORDINATION MEETING / BRIEF PREP

- ☐ Timehack
- ☐ Roll Call
- ☐ Security
- ☐ State purpose of the meeting
 - o Present current plan, ROC drill, finalize plan
- ☐ Intel updates (PIRs/RFIs/EEIs)
- ☐ Review the plan with a focus on the mission execution criteria
 - o Does the plan meet the objectives?
 - o Did the MPC solve the tactical problem?
 - o Does the organization and flow of the mission make sense?
 - o Do the contingency plans make sense?
- ☐ Review the plan with a focus on communicating the information
 - o Who will present the material?
 - o Does the organization and flow of the briefing material make sense?
- ☐ Rehearsal of Concepts Drill (ROC)
 - o Exercise plan, contingencies and contracts
 - Build script
 - Rehearse the mission
 - o Identify gaps and deficiencies in plan, including:
 - Contracts/Triggers/Timing/Phases

MISSION BRIEFING FORMAT

- ☐ Timehack
- ☐ Classification
- ☐ Roll call
- ☐ Commander's Intent
- ☐ Mission Objectives
- ☐ ISR/Assessment Plan
- ☐ Environmental Factors
- ☐ Enemy / Intel on objective
- ☐ Mission Overview
- ☐ Crew Administration
- ☐ Target information (TOTs, etc.,)
- ☐ Push location/times
- ☐ Marshal Plan/Check-in
- ☐ Ingress Plan
- ☐ Actions on Target/Terrain
- ☐ Egress Plan
- ☐ Positive identification (PID)/Target engagement/ROE Criteria
- ☐ Contracts
- ☐ Comm Plan / Command and Control (C2) Plan
- ☐ Contingencies
 - ☐ Environment disruptions
 - ☐ Minimum assets not met
 - ☐ Access/tool recovery plan
 - ☐ ROLEX
- ☐ Questions / Comments

Notes:

After mission planning, one or more briefs are given. For complex missions, a brief to operational leadership is typically given immediately following the MPC. The Mass Brief and individual package briefs should take place on the day of execution before the mission starts.

Depending on the situation, the ops leadership and Mass Brief can be combined into a single brief. As a reminder, the Leadership Brief is not intended to be an approval brief. By the nature of the tasking order, the operational tasking authority has already approved/ordered the mission. The purpose of the Leadership Brief is for the local operational leadership to perform final vector checks on the tactical plan and cross-cue the tactical plan against the operational objectives. The purpose of the Mass Brief is to ensure all mission participants, especially crewmembers, are familiar with the details of the plan and the purpose of the mission. For more information on the Leadership Brief, please reference Terms and Definitions in Appendix B.

Recommended participants for the Mass Brief are: MC, Intel support, operational leadership, mission partners and other key mission participants.

This briefing format can be used for the multiple briefs associated with mission execution (e.g. Mass Brief, Leadership Brief, Crew Brief, etc.) however the focus areas and emphasis items will be different as the audiences are different. For example, at the Mass Brief, the emphasis may be on phasing and contracts, while at the Crew Brief the emphasis may be on effects delivery and data collection efforts (i.e. capabilities).

DEBRIEF

DEBRIEF PRESENTATION FORMAT:

- ☐ Classification
- ☐ Debrief ROEs
- ☐ Admin/Alibis
- ☐ Review Objectives
- ☐ Planning (Discuss how mission planning went)
- ☐ Mission Brief (Discuss how the mission brief went)
- ☐ Execution (Discuss how mission execution went)
- ☐ Big Rocks (i.e. major friction points encountered during the mission)
- ☐ Debrief Focus Points (DFPs)
- ☐ Lessons Learned
- ☐ Assessments

For debrief tips and best practices, see [Appendix A](#).

SUGGESTED WHITEBOARD LAYOUT FOR DEBRIEFING

Note: The whiteboard layouts below are based on best practices but may not fit every debriefing scenario. The layouts are good templates to start from and are designed to facilitate organized mission debriefs.

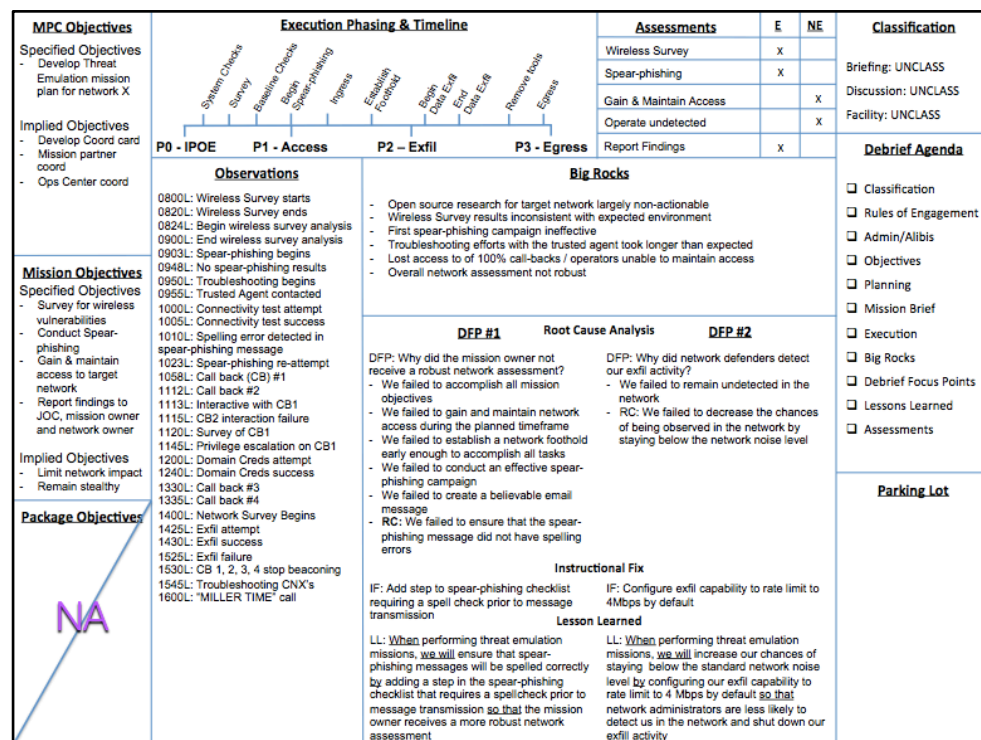


Figure 5 – Example Debrief Layout

APPENDIX A: Generating Lessons Learned for the Debrief

Debrief Terminology:

- ☐ Observation: Actual events that occurred and any factual piece of information resulting from operator performance or event inputs
- ☐ Reconstruction: Process of looking at the mission and determining the facts
 - o Results in a timeline of notable events that occurred.
- ☐ Debrief Focal Point (DFP): Areas / aspects of the event that impeded achievement of the desired outcome or mission accomplishment.
 - o Focus is on overall mission accomplishment, not individual actions.
 - o Always in the form of an externally focused question.
- ☐ Root Cause (RC): The core reason the problem occurred.
- ☐ Instructional Fix (IF): The “what” and “how” to address the root cause - Must be measurable & repeatable.
- ☐ Contributing Factor (CF): Stimuli (normally external) that may have contributed to the event
- ☐ Lesson Learned (LL): Narrative statement that combines the DFP, RC, and IF
 - o LL are used when mission objectives were negatively impacted
- ☐ Learning Point (LP): Narrative statement that combines the DFP, RC, and IF
 - o LP are used when something went wrong that doesn’t negatively impact a mission objective OR when something positive of note occurred.
- ☐ Lesson Observed (LO): A repeat LL.

Debrief Analysis Process:

- ☐ Reconstruction
- ☐ Assess mission objective accomplishment and ID big rocks
- ☐ Generate DFP
- ☐ “Walk Down” from DFP
 - o Ask “why” until the unrecoverable point is reached (the point that no matter what you had done, the issue was unavoidable)
- ☐ Identify Root Cause (RC)
- ☐ Create Instructional Fix (IF)
 - o Must address the “how” as well as be measurable and repeatable
- ☐ Combine DFP, Root Cause, and Instructional Fix into a Lesson Learned

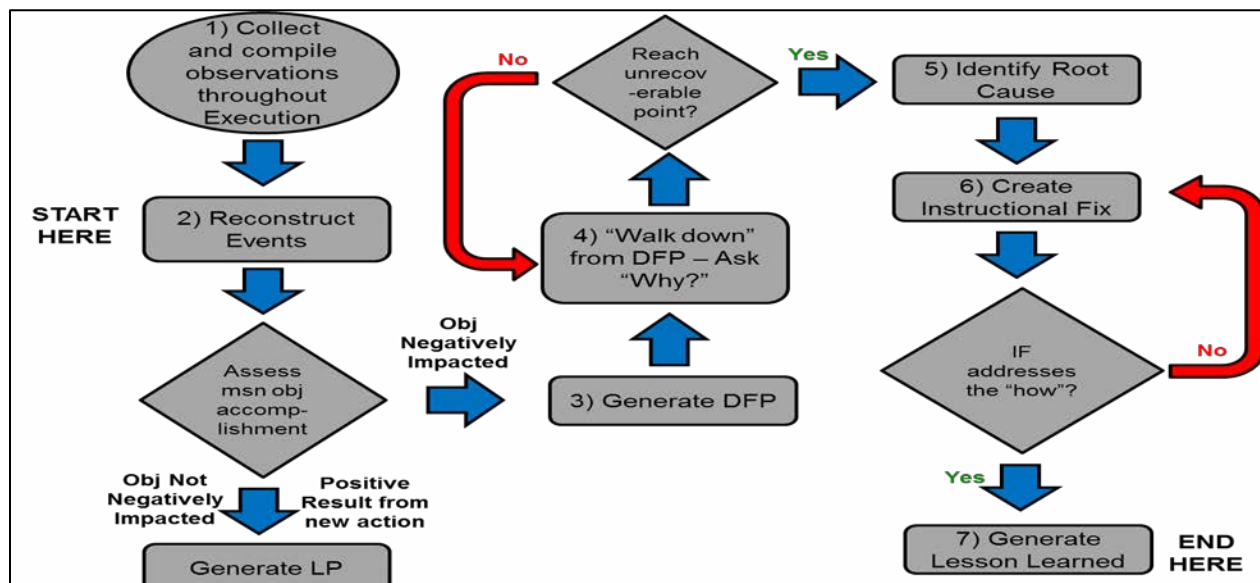


Figure 6 – Debrief Analysis Process Flow

Lesson Learned ‘Equation’ = When <activity>, 1/RC by IF so that not DFP

Figure 7 – How to craft a Lesson Learned

Lesson Learned Example:

- ☐ **DFP:** Why was the effect requested by the commander delayed 37 minutes?
- ☐ **RC:** I failed to ensure that credentials were set up for the mission
- ☐ **IF:** Add a step in the mission SOPs that validates credentials prior to ingress
- ☐ **Lesson Learned:** When performing effects missions, I will ensure that credentials are set up by adding a step in the mission SOPs that validates credentials prior to ingress so that effects missions stay on schedule

Common Debrief Pitfalls:

- ☐ Not identifying the Root Cause - If you only address a symptom, you are likely to repeat the same mistake
- ☐ DFP “walk down” not internally focused
 - o ID what “I/we” did/can effect, so “I/we” can fix it for the future
- ☐ Jumping to an Instructional Fix before identifying the Root Cause
 - o Avoid: “I already know what went wrong... Here’s simply what we do!”
 - o You can have suspicions, but always run through the process
- ☐ Not owning up to mistakes - Leave your ego and self-preservation at the door
- ☐ DFP is not externally focused - DFPs address objective accomplishment, not specific events

Good Questions for Framing the Debrief:

- ☐ Was the Commander’s intent met?
- ☐ Did we stick to the plan?
- ☐ Was the plan adequate?
- ☐ Were the mission objectives completed / successful?
- ☐ Were there any safety, network, or connectivity concerns during mission execution?
- ☐ Did contingency operations go as planned?
- ☐ If you could go back in time and change anything about the mission plan / execution, what would it be?
- ☐ If I had to execute this same mission tomorrow, how would I make it better?
- ☐ If a colleague had to execute this same mission tomorrow, what would I tell them to do or not do?

Miscellaneous Debriefing Tips:

- ☐ The mission lead controls the debrief
- ☐ Stay neat and organized
- ☐ Identify highest priority problem areas that must be addressed
- ☐ At a minimum, answer what the DFP is, where it occurred and its impact to mission planning or execution
- ☐ Have a sense of urgency because time will pass more quickly than expected
- ☐ There may be multiple root causes for a problem area
- ☐ Problem areas may group into same root causes
- ☐ A good lesson learned includes:
 - o When the action will be accomplished
 - o What action will be performed
 - o How the action will be performed
 - o Why does the action need to be accomplished?

APPENDIX B: TERMS AND DEFINITIONS

Assessment—The continuous monitoring / evaluation of the current situation and progress of an operation toward mission accomplishment. It involves deliberately comparing forecasted outcomes to actual events to determine the overall effectiveness of force employment. (JP 3-0)

Campaign—A series of related major operations aimed at achieving strategic and operational objectives within a given time and space. (JP 3-30)

Commander's Intent—A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders. (JP 3-0)

Contingency (operational)—In operational planning, a situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect US interests. (JP 5-0)

Contingency (tactical)—In tactical planning, a planning consideration such as a change in weather, unexpected terrain variables, etc., that requires a plan or procedure for mitigation.

Ops Leadership Brief—The ops leader is the individual who provides final vector for the tactical execution of the plan. By the nature of the tasking order, the operational organization has already approved/ordered the mission. The purpose of the Ops Leadership Brief is to allow for final vector check that the tactical plan is consistent with the operational objectives.

Effects—A effect is a physical and/or behavioral state of a system that results from an action, a set of actions, or another effect. A desired effect can also be thought of as a condition that can support achieving an associated objective, while an undesired effect is a condition that can inhibit progress toward an objective. (JP 3-0)

Large Force Employment (LFE)—Multiple weapons systems or forces executing mutually supportive mission types in the same AOR during the same vul period on the same or overlapping AO.

Measures of Effectiveness (MOE)—Reports that state the effectiveness of a unit based on an analysis of results achieved during mission execution. (JP 1-02)

Mission—Missions are operations conducted with an intended purpose. Missions are conducted by a unit and/or units with relevant capability and preponderance of capacity. The base mechanism used to achieve mission objectives is sorties. Missions may require multiple sorties from multiple units in order to accomplish the mission's objectives. (JP 3-0)

Objective—1. The clearly defined, decisive, and attainable goal toward which every operation is directed. 2. The specific target of the action taken which is essential to the commander's plan. (JP 1-02)

Operation—1. A sequence of tactical actions with a common purpose or unifying theme. 2. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. (JP 1-02)

Rules Of Engagement (ROE) —ROE impose political, tactical, and legal limitations upon commanders; they delineate how commanders intend to use force and maneuver to protect forces and prosecute the mission. Commanders must ensure that initial ROE and all subsequent changes or modifications are known and understood by all combat members, especially the lower levels who directly apply combat power and deadly force. (JP 5-00.2)

Task—A clearly defined action or activity specifically assigned to an individual or organization that must be done as it is imposed by an appropriate authority. (JP 1-02)

APPENDIX C: COMMON ACRONYMS AND SHORT-HAND LIST

ALR - Acceptable Level of Risk	ME3C-(PC) ² - Mission, Environment, Enemy, Effects, Capabilities, Plan, Phasing, Contracts, Contingencies
AOR - Area of responsibility	MINFORCE - Minimum Forces
ASI - Authorized Service Interruption	MISREP - Mission Report
AS&W - Attack Sensing and Warning	ML - Most Likely
BPT- Be prepared to	MLR - Main Line of Resistance
C2 - Command and Control	MOE - Measurement of Effectiveness
CACA - Criteria, Authority, Communication, Actions	MOP - Measurement of Performance
CC - Commander	MPC - Mission Planning Cell
CCDR - Combatant Commander	MPCC - Mission Planning Cell Chief
CDO - Contested, Degraded, Operationally Limited	MSN - Mission
CDR - Commander	MSL - Master Station Log
COA - Course(s) of Action	NKE - Non-Kinetic Effects
CPT - Cyber Protection Team	NSL - No Strike List
CTO - Cyber Tasking Order	OBE - Overcome by Events
DCO - Defensive Cyber Operations	OCO - Offensive Cyber Operations
DFP - Debrief Focus Point	OC - Operations Center
DISA - Defense Information Systems Agency	OPORD - Operation Order
DMC - Deputy Mission Commander	OPT - Operational Planning Team
DMC - Deputy Mission Planning Cell Chief	ORB - Operational Review Board
DoD - Department of Defense	PAA - Pre-approved Action
DoDIN - DoD Information Networks	PBED - Plan, Brief, Execute, Debrief
DTG - Date Time Group	PC - Package Commander
FEBA - Forward Edge of the Battle Area	PID - Positive Identification
FRAG/FRAGO - Fragmentary Order	PMO - Program Management Office
GICL - Good Idea Cut-off Line	POA&M - Plan of Actions and Milestones
GP - General Planning	POL/MIL - Political/Military
HGI - How Goes It	POND - Period of non-disruption
HVAC - Heating, Ventilation and Air Conditioning	RFF - Request for forces
IGL - Intelligence Gain/Loss	RFS - Request for support
IN - Intelligence	ROC - Rehearsal of Concept
IOT -In order to	ROE - Rules of engagement
ISO - In support of	SA - Situational Awareness
ITO - Integrated Tasking Order	SCAR - Strike Coordination and Reconnaissance
I&W - Indications and Warnings	SITREP - Situation Report
JFHQ - Joint Force Headquarters	SOP - Standard Operations Procedures
JFSE - Joint Fires Support Element	SPINS - Special Instructions
JIE - Joint Information Environment	SPO - Special Project Office
JRE - Joint Regional Enterprise	TACREP - Tactical Report
JRSS - Joint Regional Security Stack	TCNO - Time Compliance Network Order
KIO - Knock It Off	TGL - Technical Gain/Loss
LFE - Large Force Employment	TOT/T - Time over Target/Terrain
LL - Lesson Learned	TO - Technical Order
LO - Lesson Observed	UNODIR - Unless Otherwise Directed
LP - Learning Point	USCC - United States Cyber Command
MBA - Main Battle Area	VUL - Vulnerability
MC - Mission Commander	WRT - With Respect/Regard To
MD - Most Dangerous	