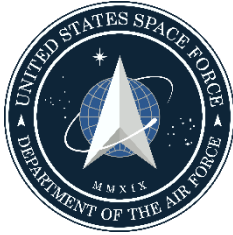


**BY ORDER OF THE CHIEF OF
SPACE OPERATIONS**

**SPACE FORCE OPERATING
INSTRUCTION (SPFSOI) 90-1**



10 JUNE 2026

Special Management

**SPACE STAFF BATTLE
RHYTHM OPERATING INSTRUCTION**

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This instruction describes how the United States Space Force (USSF) Headquarters Staff (Space Staff) implements the Boards, Bureaus, Centers, Cells, and Working Groups (B2C2WG) joint framework and battle rhythm. The USSF will refer to its construct as the “Space Staff battle rhythm.” The Director of Staff’s Enterprise Integration Office (SF/DSI) is the Office of Primary Responsibility (OPR) for this Space Force Staff Operating Instruction (SPFSOI). This instruction is only applicable to the members of the Space Staff and those with a contractual obligation to abide by the terms of Department of the Air Force (DAF) issuances, except where otherwise noted. This publication does not apply to the United States Air Force with the exception of Air Force Reserve and Air National Guard personnel performing in Space Staff roles. Refer recommended changes and questions about this publication to the OPR using the DAF Form 847, *Recommendation for Change of Publication*, and forward to hqsf.ds.dsi@spaceforce.mil. Ensure that all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

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Chapter 1

GENERAL INFORMATION

1.1. Purpose. This instruction describes principles and standards to meet leadership's goal of integrating and executing Space Staff activities through structured and repeatable decision-making processes – the Space Staff battle rhythm. These processes are also intended to simultaneously optimize senior leaders' time and effort. Due to the natural competition between these goals, this instruction focuses on relaying principles, rather than defining prescriptive approaches for every situation.

1.2. General Overview. The B2C2WG construct organizes and integrates a large staff and enables the development of an effective battle rhythm to enhance timely and effective decision-making and support to subordinate formations. Throughout the joint force, staffs leverage the B2C2WG construct to improve decision-quality information and share awareness up, down, and across to other organizations. Staff structures and processes across the joint force have become more complex to perform the necessary cross-functional analysis and coordination to support decision-making, but headquarters growth and increased complexity cannot impede agile and relevant support to the Chief of Space Operations (CSO). The B2C2WG construct enables an organization to:

1.2.1. Continually review and assess the organization and its processes in terms of how effectively they support decision-making requirements to operate with speed and agility.

1.2.2. Define the role of the headquarters within the larger strategic framework, the reality of globally integrated operations, and its front office relationships with partners and stakeholders.

1.2.3. Organize and assign functional expertise and analytic capability across the staff and mission partners (directorates, working groups, operational planning teams, bureaus, centers, cells, and decision boards) to enhance decision-making with thoughtful and deliberate interaction.

1.3. Battle Rhythm Overview. The battle rhythm provides the structure for managing a headquarters' most important internal resource – time – and directly supports decision making and the operations of subordinates and mission partners. The Space Staff executes internal battle rhythms to maintain effective and efficient coordination and control, accountability, and administration characteristics, ensuring the major directorate principals remain accountable through the Director of Staff to the CSO, Vice CSO (VCSO), and Chief Master Sergeant of the Space Force (CMSSF) for major headquarters functions. Higher headquarters requirements or external organization battle rhythms also influence the internal battle rhythms of the organization.

1.3.1. Inputs and outputs of battle rhythm events logically support each other and the CSO's decision-making requirements. Critical paths map inputs to and outputs from the B2C2WGs that carry an idea, issue, or information from its inception all the way to a decision board and back. The purpose of individual battle rhythm events should be clear (task, purpose, agenda) and its inputs and outputs should provide a rationale and linkage for the B2C2WG within the critical path. The 7-Minute Drill (7MD) format effectively describes and vets battle rhythm events for the decision authority to charter it.

1.3.2. B2C2WGs are arranged around decision-making requirements with decision-making venues (boards) as culminating events. Staff should schedule and logically arrange battle rhythm events around decision point events, while allowing flexibility, adaptability, and the ability to handle dynamic changes in mission requirements or higher headquarters or subordinate demands. The battle rhythm has structure and a foundation built from routine staff and unit interaction, planning, and prioritization.

1.3.2.1. Decision Boards. The decision authority gives guidance or makes decisions at specified intervals, or boards. The board is a designated group of principals within the headquarters that meets with the purpose of providing guidance or decision. The decision authority or their designated delegate chairs the board, which convenes to synchronize assets, prioritize planning, or allocate resources. Decision board meetings are singular, regularly scheduled battle rhythm events where multiple requirements for decision are brought to efficiently manage senior leaders' time and consolidate efforts from multiple working groups (WGs) and operational planning teams (OPTs).

1.3.2.2. Synchronization Meetings (Syncs). Prioritization and resourcing of planning efforts with limited manpower and subject matter experts (SMEs) are important to retain staff focus on those actions important to the CSO or VCSO. The designated Sync chair with decision authority must be postured to prioritize staff planning efforts in line with the headquarters' priorities, ensuring the highest priority problems receive the most planning attention and resources. Syncs meet to direct, prioritize, coordinate and synchronize activities between and among staff directorates.

1.3.2.3. Boards, centers, WGs, and OPTs carry out the Joint Planning Process (JPP), and their interactions are the key to efficient and effective functioning of the staff in supporting decision-making. OPTs form to address problems and interact with WGs with specific expertise prior to decision points (i.e., CSO Decision Board or L2 Decision Board).

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Chief of Space Operations (CSO). Chairs the CSO Decision Board. Provides additional guidance, through the VCSO or Space Force Director of Staff (SF/DS), as applicable, for L2 Sync Meetings, L2 Decision Boards, Working Groups (WGs), and Operational Planning Teams (OPTs).

2.2. Chief Master Sergeant of the Space Force (CMSSF). Acts as Chief Senior Enlisted Advisor for the service. Registers views and subject matter expertise on guardian welfare during CSO decision boards.

2.3. Vice Chief of Space Operations (VCSO). Chairs the L2 Sync Meeting and L2 Decision Boards. Directs the establishment of and provides guidance to WGs and OPTs and dissolves them when no longer needed.

2.4. Space Force Director of Staff (SF/DS). Preferred delegate to chair the L2 Sync Meeting and L2 Decision Boards. SF/DS also serves as the senior level coordinator and central authority on the Space Staff battle rhythm:

2.4.1. Establishes, defines, and documents battle rhythm principles, standards, and best practices. Educates Space Staff personnel using formal and ad-hoc measures.

2.4.2. Coordinates the conduct of battle rhythm meetings and maintains a central repository of related artifacts, such as 7-minute drills (7MDs), Read-Aheads (RAHs), Summaries of Conclusions (SOCs), etc.

2.4.3. Manages key initiatives, projects, activities, and milestones for decisions, including tracking the status of key initiatives and collecting data from WGs and OPTs as required.

2.4.4. Identifies and prioritizes key initiatives (in consultation with the VCSO through the L2 Sync) executed by WGs and OPTs to bring to L2 Decision Boards.

2.5. Space Staff Level 2 (L2) Principals. Vote and register views at L2 Sync Meetings and L2 Decision Boards. L2s determine what personnel or resources will support WGs and OPTs.

2.6. Other Office of the Chief of Space Operations (OCSO) Space Staff Elements. Other Space Staff elements such as the Assistant Chief of Space Operations for Future Concepts and Partnerships (ACSO/FCP), the Mobilization Assistant (OCSO/MA), the Foreign Policy Advisor (SF/POLAD), and Test and Evaluation (SF/TE) will customarily be invited to L2 Decision Boards and CSO Decision Boards to serve in their defined capacities and register views at the discretion of the meeting chair. Other special assistants, task force leaders, and Air Staff elements supporting the Space Staff, etc. may also be invited depending on the topic. These entities may also be assigned roles and offer resources IAW the approved 7MD. These roles will typically be centered on registering views and providing subject matter expertise.

2.7. Field Commands (FLDCOMs), Component Field Commands (C-FLDCOMs), Direct Reporting Units (DRUs), and Field Operating Agencies (FOAs). Like other OCSO Space Staff elements, organizations that directly report to the CSO may be assigned roles and offer resources per an approved 7MD. However, the Space Staff battle rhythm is not intended to cater to, or center on, the tasks or activities of non-Space Staff organizations.

Chapter 3

SPACE STAFF BATTLE RHYTHM

3.1. Battle Rhythm Overview. The battle rhythm is designed to provide any Space Staff member with a recognizable and repeatable means of collaborating on and making decisions about important tasks or initiatives. Given the very dynamic nature of Space Staff activities, the battle rhythm relies on a tailored description of the task or initiative at hand and who should be a part of addressing it. The Space Staff will utilize the 7MD format. The 7MD is an event charter that clearly outlines the battle rhythm event with its task(s), purpose, and agenda. The intent of a 7MD is to clearly define battle rhythm events to leadership within a 7-minute timeframe. Once approved by leadership, the 7MDs will guide how the Space Staff proceeds. These core meetings are the foundation for the Space Staff battle rhythm:

3.1.1. The CSO Decision Board provides the CSO with a forum to receive information on specific topics, provide strategic vectoring, and make decisions.

3.1.2. For items not warranting a CSO Decision Board, the L2 Decision Board provides authoritative guidance on the approach and/or resources the Space Staff will pursue to accomplish a task or initiative.

3.1.3. L2 Sync meetings allow the VCSO, or SF/DS when delegated, to define battle rhythm activities by reviewing and approving 7MDs. Often, this results in the creation, modification, or dissolution of a WG or OPT.

3.1.4. WG and OPT meetings focus on accomplishing the tasks specified in the 7MD. Task accomplishment will be presented/briefed at an L2 Decision Board or CSO Decision Board prior to completing other staff actions.

3.2. CSO Decision Board (CSO-chaired). This board provides the CSO with a forum to receive information on specific topics, provide strategic vectoring, and make decisions. Every CSO Decision Board will be preceded by an L2 Decision Board to collect views and develop recommended approaches or resourcing solutions. The CSO's Strategic Initiatives Group (SIG) serves as scribe for the meeting, collects votes/views of any principal, drafts the SOC, and coordinates with SF/DSI to finalize the SOC.

3.2.1. Occurrence: Sessions will generally be scheduled on Tuesdays and may be canceled if there are no topics for discussion.

3.2.2. Location: For unclassified topics, in-person at Pentagon Room 4E868, and telecon for out-station organizations. For classified topics, SF/DSI will coordinate/schedule a suitable conference room and the classified bridge/dial-in information.

3.2.3. Required Attendance: L2 principals. If pre-approved by the CSO, Principal Deputies may attend in the absence of their principal and the L2 must have also delegated authority to make decisions on their behalf. In the event neither is available, offices will register their vote or views to the CSO's SIG and SF/DSI, in writing, prior to the meeting or be registered as abstaining and/or having no equity and no comment. **Note:** L2s are welcome to invite SMEs or action officers to brief their specific topic.

3.2.4. Other Attendance: other OCSO Elements and FLDCOMs, C-FLDCOMs, etc. may be required to attend per an approved 7MD.

3.3. L2 Decision Board (VCSO or SF/DS-chaired). L2 Decision Boards precede CSO Decision Boards to collect views and develop recommended approaches or resourcing solutions. For items not warranting a CSO Decision Board, the L2 Decision Board provides authoritative guidance on the approach and/or resources the Space Staff will request to accomplish a task or initiative. There are three types of L2 Decision Boards: routine, ad hoc, and quarterly status reviews. Routine L2 Decision Boards are regularly scheduled battle rhythm events with their occurrences noted in 3.3.1. Ad hoc L2 Decision Boards convene after a WG or OPT reaches a point at which they need guidance and/or resources to proceed in their work. Quarterly status review L2 Decision Boards will convene at least quarterly to review the progress of WGs and OPTs in general. SF/DSI serves as scribe for the meeting, collects votes/views of any principal, drafts and finalizes the SOC.

3.3.1. Occurrence: Sessions will generally be scheduled on the first Friday of the month and will be added as needed or canceled if there are no topics for discussion. Note if the VCSO is chairing, the invite will use the term “VCSO Decision Board” and if SF/DS or another principal is chairing, the invite will use the term “L2 Decision Board.”

3.3.2. Location: For unclassified topics, the meeting convenes in-person at the Pentagon. The room will be designated in the meeting invitation, and telecon for out-station organizations. For classified topics, SF/DSI will coordinate/schedule a suitable conference room and the classified bridge/dial-in information.

3.3.3. Required Attendance: L2 principals. If pre-approved by the VCSO, Principal Deputies may attend in the absence of their principal and the L2 must have also delegated authority to make decisions on their behalf. If neither is available, the principal will register their vote or views to the VCSO’s Front Office and SF/DSI, in writing, prior to the meeting or be registered as abstaining and/or having no equity and no comment. **Note:** L2s are welcome to invite SMEs or action officers to brief their specific topic.

3.3.4. Other Attendance: other OCSO Elements and FLDCOMs, C-FLDCOMs, etc. may be required to attend per an approved 7MD.

3.4. L2 Sync (VCSO-chaired). L2 Sync meetings allow the VCSO, or SF/DS when delegated, to define battle rhythm activities by reviewing and approving 7MDs. The VCSO renders decisions on staff assignments and battle rhythm requirements for each topic (e.g., CSO Decision Board, L2 Decision Board, etc.). It also provides a venue for senior leaders to disseminate guidance and intent for ongoing events and activities, while also facilitating discussion on items requiring senior leader visibility. Any L2 can submit a proposed 7MD on a topic of interest, referred to as a “staff initiative.” See [paragraph 5.1](#) below for submission instructions.

3.4.1. Occurrence: Sessions will generally be scheduled every other Thursday and may be canceled if there are no topics for discussion or as needed based on VCSO availability.

3.4.2. Location: In-person. Location depends on room availability and meeting clearance level.

3.4.3. Required Attendance: Principals from L2s; Principal Deputies may attend in absence of their principal without approval/notification and must have delegated authority to make decision on behalf of their principal. If the Principal or Deputy is unable to attend, the L2s’ front office will notify VCSO’s front office for awareness.

3.4.4. Other Attendance: other OCSO Elements and FLDCOMs, C-FLDCOMs, etc. may be required to attend per VCSO or SF/DS direction, typically in connection with discussing a relevant 7MD.

3.5. Working Groups (WGs). The purpose, members, meeting frequency and location, inputs, and outputs of the WG are captured in a 7MD. They are expected to be enduring, cross-functional, and formed to develop, maintain, and leverage Space Staff subject matter expertise on topics of continuing interest (e.g., Manpower). WGs define options, assign tasks to WG members, and produce actionable products. They also provide analysis and recommendations as assigned. Lastly, WGs are expected to support OPTs where their assigned tasks intersect (e.g., if an OPT requires options on personnel resources, they may consult the Manpower WG to help define specific options or produce resourcing estimates).

3.6. Operational Planning Teams (OPTs). The purpose, members, meeting frequency and location, inputs, and outputs of an OPT are also captured in a 7MD. However, OPTs are expected to be temporary and dissolve upon completion of their assigned tasks. Like WGs, OPTs define options, assign tasks to OPT members, and produce actionable products. Where necessary, they coordinate with WGs when assigned tasks intersect.

3.7. Bureaus, Centers, and Cells. These are permanent cross functional staff integrating organizations that have dedicated manpower and facilities for current operations. The Space Staff does not currently use these type of staff elements; however, these elements are available for the Space Staff to explore and grow in the future.

Chapter 4

ADMINISTRATION

4.1. SF/DSI organizes the battle rhythm and schedules all CSO Decision Boards, L2 Decision Boards, and L2 Syncs. This includes:

- 4.1.1. Collecting all proposed 7MDs prior to L2 Sync meetings and posting approved 7MDs for reference.
- 4.1.2. For CSO Decision Boards and in conjunction with the SIG, collecting and providing Executive Summaries (EXSUMs) prior to the meeting.
- 4.1.3. For CSO Decision Boards, L2 Decision Boards, and L2 Syncs, arranging a conference room and/or digital venue, developing a seating chart if needed, and ensuring that there is a communications plan in place (e.g., audio-visual support), in coordination with the WG or OPT representative or action officer (the OPR).
- 4.1.4. Distributing unclassified read-aheads (RAHs) (see below for special instructions relating to the CSO Decision Board and L2 Decision Boards). For Secret (SIPRNet)/Top Secret (JWICS)/Special Access Program (SAP)-level material, SF/DSI will provide the OPR with a distribution list, but the OPR must distribute the RAHs.
- 4.1.5. Working with SIG (for CSO Decision Boards), the VCSO Front Office (for L2 Decision Boards), and/or OPRs as needed to draft and publish SOCs. Drafters have five (5) business days to submit their draft SOC to the SF/DSI team.
- 4.1.6. Working with SIG, the VCSO Front Office, and OPRs to ensure outcomes/taskings identified in battle rhythm meetings are tracked through completion. This will typically be through status boards, EXSUMs, or via ETMS2 taskers as appropriate.

4.2. WGs and OPTs. WGs and OPTs are expected to administer their activities in line with the approved 7MD. At a minimum, WGs and OPTs must:

- 4.2.1. Maintain a repository of documents tied to their efforts (Teams, SharePoint, etc.) and provide SF/DSI with access to help maintain general awareness of work status.
- 4.2.2. On request, provide SF/DSI with briefings or documentation about work status and to support status boards or other data calls when requested by senior leaders.
- 4.2.3. Provide briefers to support CSO Decision Boards and L2 Decision Boards when efforts are mature enough to require approach or resourcing decisions.

4.3. Repositories. Once presented and finalized, SF/DSI will post unclassified Space Staff battle rhythm artifacts on the Space Staff governance page (see references).

4.4. Frequency. Lead times for artifacts are spelled out in **Chapter 5** below. SF/DSI endeavors to post SOCs within one week of them being finalized.

4.5. Initiating a WG or OPT. Space Staff personnel may request the initiation of a WG or OPT by submitting initiatives that require cross-functional work to the SF/DS. The SF/DS will bring the WG or OPT initiative proposals to the next L2 Sync meeting for consideration and approval.

Chapter 5

MEETING ARTIFACTS

5.1. 7-Minute Drill (7MD). 7MDs are recognized throughout the joint force and are considered a best practice for staff battle rhythms. The 7MD is an event charter that defines battle rhythm events with clear task(s), their purpose and an agenda. When preparing a 7MD, authors should focus on providing a clear description of the event name, a purpose, key tasks, stakeholder participation, event details, inputs, outputs, and meeting agenda. Refer to **Attachment 3** for the Space Staff standard template. Staff initiative 7MDs should be submitted to the SF/DSI workflow: hqsf.ds.dsi@spaceforce.mil NLT 1200 Eastern Time (ET), two (2) business days prior to a scheduled L2 Sync for inclusion on the agenda. SF/DSI maintains the 7MD template and approved (unclassified) Space Staff 7MDs on the Space Staff governance page (see references). **Note:** The 7MD is not a substitute for a decision brief or staff package, as it is designed to provide a high-level overview of staff topics and initiatives.

5.2. Presentation Slides/Decision Briefs. The OPR or AO should be prepared to present their topic, including relevant background or contextual information, and any details that aid leadership in deciding on how to proceed. These deliverables are necessary for CSO Decision Boards and L2 Decision Boards so leadership can make informed and timely decisions or vectors.

5.3. Executive Summary (EXSUM). Every CSO Decision Board requires OPRs to submit an EXSUM to SF/DSI (see references). The OPR is responsible for ensuring all briefing POCs are listed on the EXSUM, along with specified participants per the 7MD, and any proposed additions or deletions.

5.4. Read-Aheads (RAHs). OPRs provide RAHs, to include briefing slides such as a decision brief or staff package and supporting documents (tabs), prior to meetings.

5.4.1. Soft copy RAHs are always required with a suspense NLT 1200 ET, two (2) business days prior to the scheduled meeting. Send soft copy materials to the following offices:

5.4.1.1. For CSO Decision Boards, email the SF/DSI workflow: hqsf.ds.dsi@spaceforce.mil and the CSO SIG Workflow: SF.CSO.SIG.All@spaceforce.mil

5.4.1.2. For L2 Decision Boards, email the SF/DSI workflow: hqsf.ds.dsi@spaceforce.mil and the VCSO Front Office (VCSO Executive, Junior Executive, and Executive Assistant). See the Space Staff governance page for a list of the current VCSO front office points of contact (POCs).

5.4.2. Hard copy RAHs are required for two meeting types, due NLT 1200 ET, two (2) business days prior to the scheduled meeting:

5.4.2.1. For CSO Decision Boards, provide one hard copy to the CSO's Front Office (4E858) and one to the VCSO's Front Office (4E944); double sided/no staples/no holes.

5.4.2.2. For L2 Decision Boards, provide one hard copy to the VCSO Front Office (4E944).

5.5. Summary of Conclusions (SOCs). The SOC highlights the meeting subject, summary, USSF equities/impacts to the joint force, views of others, decisions/outcomes/action items, and the way forward.

5.6. Special Instructions for Secret (SIPRNet), Top Secret (JWICS) and Special Access Program (SAP) Artifacts. For these materials, SF/DSI relies on the OPR to distribute the RAHs. Similarly, the OPR is expected to file these materials, consistent with good record-keeping practices, when needed for future reference.

SHAWN N. BRATTON, General
Vice Chief of Space Operations

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

DoDI 5025.01, *DoD Issuances Program*, 1 Aug 2016

DAFPD 90-1, *Policy, Publications, and DoD Issuance Management*, 24 Mar 2023

AFI 33-322, *Records Management and Information Governance Program*, 23 Mar 2020

AFMD-1, *Headquarters Air Force (HAF)*, 5 Aug 2016

HOI 33-3, *Correspondence Preparation, Control, And Tracking*, 26 Aug 2022

Space Staff Governance Page:

<https://usaf.dps.mil/sites/hqsf/Governance/SitePages/Home.aspx>

Deployable Training Division Joint Staff J7, *Insights and Best Practices Focus Paper: Joint Headquarters Organization, Staff Integration, and Battle Rhythm 3rd ed.*, September 2019.

https://www.jcs.mil/Portals/36/Documents/Doctrine/fp/jtf_hq_org_fp.pdf

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Product*

Abbreviations and Acronyms

7MDs – 7—Minute Drills

AOs—Action Officers

B2C2WG—Boards, Bureaus, Centers, Cells, and Working Groups

CMSSF—Chief Master Sergeant of the Space Force

CSO—Chief of Space Operations

DAF—Department of the Air Force

DAFPD—Department of the Air Force Policy Directive

DRUs—Direct Reporting Units

ET—Eastern Time

ETMS2—Enterprise Tasking Management System 2

EXSUM—Executive Summaries

FLDCOM—Field Command

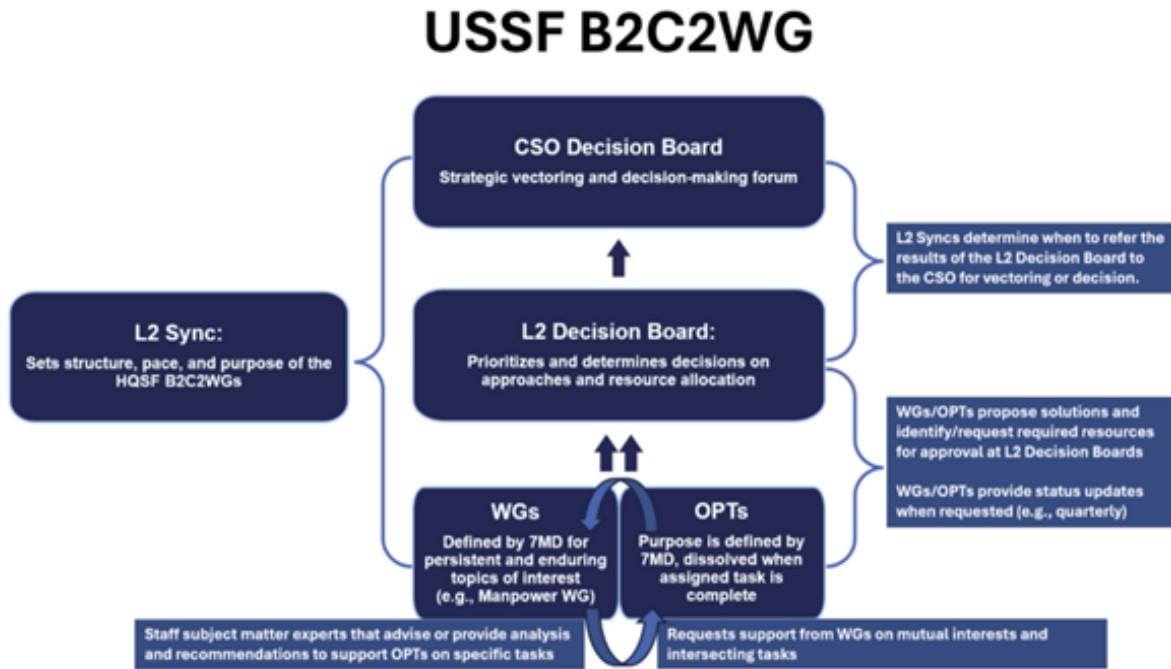
HOI—Headquarters Operating Instruction

HQ—Headquarters

HQSF—Space Force Headquarters
IAW—In accordance with
L1—Level 1
L2—Level 2
L3—Level 3
NIPRnet—Non-Classified Internet Protocol Router Network
NLT—No later than
NSC—National Security Council
OPR—Office of Primary Responsibility
OPTs—Operational Planning Teams
POC—Point(s) of Contact
RAH—Read-Ahead
SAP—Special Access Programs
SF/DS—Space Force Director of Staff
SF/DSI—Director of Staff Enterprise Integration
SIG—Strategic Initiatives Group
SIPRnet—Secret Internet Protocol Router Network
SMEs—Subject Matter Experts
SOC—Summary of Conclusions
SPFSOI—Space Force Staff Operating Instruction
Sync—Synchronization Meeting
TS—Top Secret
USSF—United States Space Force
VCSO—Vice Chief of Space Operations
WGs—Working Groups

Attachment 2 HQSF BATTLE RHYTHM


Figure A2.1. HQSF Battle Rhythm.



Attachment 3

7-MINUTE DRILL (7MD) TEMPLATE

Figure A3.1. 7Minute Drill (7MD) Template.



UNCLASSIFIED

L2 Decision Board

7-Minute Drill

Approved _____ Date _____
 Name _____
 Position (Dir) _____

<p>PURPOSE</p> <ul style="list-style-type: none"> The L2 Decision Board is a GO/SES-level decision board that is chaired by VCSO (DS in VCSO absence). This board is an enduring cross-functional organization whose purpose is to provide decisions on Working Group (WG) and Operational Planning Team (OPT) actions/outputs, or a recommendation for submission to the CSO Decision Board. Additionally, the board will receive Quarterly updates on Working Group and OPT activities until Courses of Action are recommended for decision. 	<p>INPUTS/OUTPUTS</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #003366; color: white;"> <th style="padding: 2px;">INPUTS</th> <th style="padding: 2px;">FROM (EVENT)</th> </tr> </thead> <tbody> <tr style="background-color: #e0e0e0;"> <td style="padding: 2px;">WG/OPT Milestone Updates/Decision requests</td> <td style="padding: 2px;">WG/OPT leads</td> </tr> <tr style="background-color: #e0e0e0;"> <td style="padding: 2px;">FCOM JPP products</td> <td style="padding: 2px;">FCOMs in response to orders</td> </tr> <tr style="background-color: #003366; color: white;"> <th style="padding: 2px;">OUTPUTS</th> <th style="padding: 2px;">TO (EVENT)</th> </tr> <tr style="background-color: #e0e0e0;"> <td style="padding: 2px;">G&I to OPTs/WGs Decision on COAs</td> <td style="padding: 2px;">WG/OPT Leads</td> </tr> <tr style="background-color: #e0e0e0;"> <td style="padding: 2px;">Decision to send to CSO</td> <td style="padding: 2px;">CSO DB</td> </tr> <tr style="background-color: #e0e0e0;"> <td style="padding: 2px;">Meeting Minutes</td> <td style="padding: 2px;">DS</td> </tr> </tbody> </table>	INPUTS	FROM (EVENT)	WG/OPT Milestone Updates/Decision requests	WG/OPT leads	FCOM JPP products	FCOMs in response to orders	OUTPUTS	TO (EVENT)	G&I to OPTs/WGs Decision on COAs	WG/OPT Leads	Decision to send to CSO	CSO DB	Meeting Minutes	DS
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<p>PARTICIPATION</p> <ul style="list-style-type: none"> Lead AO: Insert Name (DS) Chair: VCSO Required Attendees: DS, S1, S2, S3/4/7, S6, S5/8, FCP Optional Facilitators: TF-F, SAF/SQ, CSO SA, VCSO SA, DDS, SIG, CMSSF, MA to CSO, LL, PA <p>EVENT DETAILS</p> <ul style="list-style-type: none"> Location: Pentagon, SECAF Small Conference Room (4E868) Frequency: Weekly 	<p>AGENDA</p> <ul style="list-style-type: none"> Opening Remarks WG and OPT In-Progress Review WG and OPT COA Decision or recommendation to CSO DB Around the Room <p style="text-align: right; margin-top: 20px;">Last Review Date: 29 Sept 25</p>														

“Semper Supra”

Figure A3.2. Drafting the Elements of a 7MD.

Title: Battle Rhythm Event Name (descriptive and unique)

Purpose: Brief description. Why? What tasks are assigned or in progress? So what? – what is the board, bureau, cell, center, working group or operational planning team providing, supporting, impacting, etc.?

Participation: - AO: Who is the responsible party (rank/name/org) for the B2C2WG and status updates?

Who receives, compiles and delivers information?

- Chair: Position and/or title of the meeting chair/decision making authority

- Attendees: Sections or units that must attend (tasked to the staff)

- Other Attendance: Other sections, units or stakeholders with subject equities

Event Details: - Allocation of resources (time/facilities) and any collaborative tool requirements

- Location: Ensure size of room matches the number of attendees

- Frequency/Duration: When, Day and Time, and amount of time allotted for the meeting

Inputs: - List of specific information needed from a specific unit or attendees prior to the meeting

- List of other B2C2WGs, events, activities, decisions, or products that feed information or support this B2C2WG

- Milestones Updates – status and progress in accomplishing tasks or goals

- Decision Requests – vectoring or decisions required to continue work

Outputs: - List of updated products resulting from ongoing activities

- List of B2C2WG events or other decisions/events/products this B2C2WG provides information to or supports

Agenda: - Provide an overview of how the meeting will run from start to finish. Overviews may include but are not limited to:

- Roll Call and Minutes from last meeting
- Opening Remarks from the chair/principal

- Responses/updates to previous due outs
- Review of upcoming suspense dates or issues
- Proposals, Recommendations, Requests, or Decisions
- New action items/due outs