



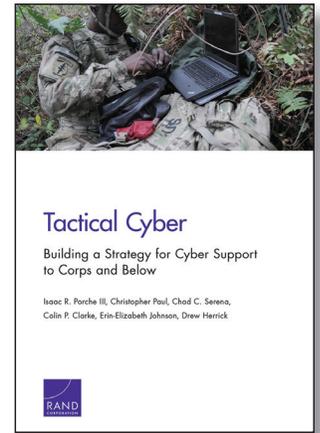
Tactical Cyber

Building a Strategy for Cyber Support to Corps and Below

Isaac R. Porche, III, Christopher Paul, Chad C. Serena, Colin P. Clarke, Erin-Elizabeth Johnson,

Drew Herrick

www.rand.org/t/RR1600



Tactical Cyber

Building a Strategy for Cyber Support to Corps and Below

Isaac R. Porche III, Christopher Paul, Chad C. Serena, Colin P. Clarke, Erin-Elizabeth Johnson, Drew Herrick



RAND Arroyo Center was asked by U.S. Army Cyber Command's G35 office to develop and document an Army strategy for providing cyber support to corps and below. This report proposes a strategy for tactical Army cyber operations, enumerating overarching goals, objectives, and associated activities. Instructive case studies are provided that support implementation of the strategy.



KEY FINDINGS

- For cyber operations, the Army will need to build trust and operate with JIIM partners. The Army must be able to employ cyber capabilities at all echelons, including tactical echelons.
- The Army must be able to operate with existing authorities and prepared to operate with increased authorities it might gain in the future.



RECOMMENDATIONS

- The Army should plan to coordinate with these higher echelons and partner agencies/nations to plan and conduct tactical cyber operations.
- Relationship building takes time; the Army should not ask for more than a cyber partner can reasonably be asked to give, especially in the case of new relationships.
- Operations (i.e., “doing cyber”) give relationships a chance to grow and mature and provide opportunities to demonstrate the utility of relationships and willingness to serve partner. With military partners, the Army might find that exercises at command posts and at combat training centers afford opportunities for “doing.”
- The Army should make a cyber partnership a “good deal” for a partner up front, which might mean initially subordinating the Army’s goals and interests to those of the partner.
- As the Army considers how best to embed a cyber capability at tactical echelons, it should identify how to establish and maintain a relationship between the personnel who will serve at those tactical echelons and the partner agencies and organizations with which they will frequently interact.



ARROYO CENTER

RAND Arroyo Center is the Army's federally funded research and development center for studies and analyses. Its mission is to help Army leaders make decisions that are informed by objective, high-quality analysis. For more information visit Arroyo's website at www.rand.org/ard.