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News from the Front (NFTF)

COMBINED JOINT TASK FORCE – OPERATION
INHERENT RESOLVE

Future Operations Synchronization Board
(FOSB)



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CALL LNO to ARCENT Forward
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FOSB Process

Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR) conducts the Future Operations Synchronization Board (FOSB) weekly in order to develop the weight of effort for CJTF-OIR future operations. The function of the FOSB is to allow the CJTF-OIR CJ3 (Combined-Joint Operations Officer) to synchronize operations and support to operations throughout the Combined Joint Operations Area (CJOA) for the short-medium timeframe. Conducted weekly on Wednesdays, the FOSB meeting focuses on the six-week period, beginning 10 days after the FOSB meeting. The chair of the FOSB is the CJTF-OIR CJ3.

Purpose of the FOSC is to outline, synchronize, allocate, and de-conflict the CJTF-OIR weight of effort (WoE) for all operations, activities, and actions (OAAs) within the CJOA for the short-medium timeframe (6 weeks).

Key Tasks:

- Confirm any changes to CJOA Battlefield Geometry
- Discuss upcoming OAAs (Operations, Actions, Activities)
- Determine CJTF weight of effort
- Discuss CAOC asset availability
- Discuss ISR & fires asset availability
- Synchronize lethal and non-lethal effects

The desired End-state that the WoE for all CJTF-OIR OAAs within the CJOA have been sufficiently outlined, allocated, synchronized, and de-conflicted for the short-medium timeframe.

CJTF-OIR FOSB:

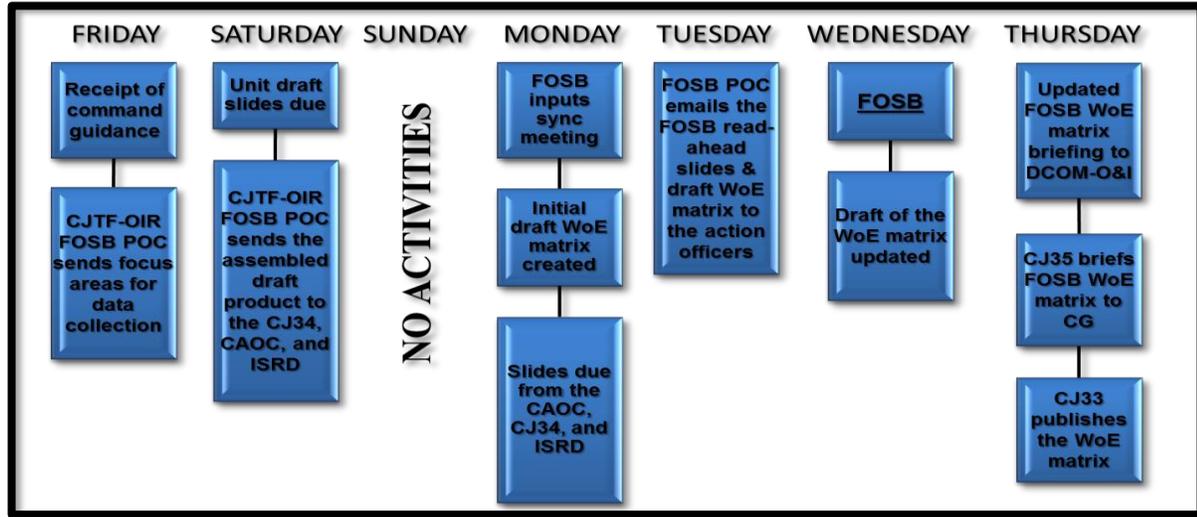
- CJTF-OIR FOSB Chair; Brigadier General
- CJTF-OIR FOSB POC; Major
- CJTF-OIR Orders POC: Sergeant First Class

Phase I: Preparation

The CJTF WoE directly informs the planning and allocation of CJTF assets, specifically ISR and fires. The weekly FOSB, which generates the approved CJTF WoE, is completed through a three-phase weekly cycle. The first phase of the FOSB is the preparation phase, which is executed weekly between Friday and the following Tuesday. The publication of the previous week's approved FOSB WoE is also the trigger to commence the preparation phase of the FOSB process.

The first step in the preparation phase is the receipt of command guidance, by the CJTF-OIR FOSB POC, regarding specific focus areas for the next FOSB. Phase I of the CJTF-OIR FOSB meeting process necessitates that on the Friday prior to the FOSB, the CJTF-OIR FOSB POC sends any changes to requirements and focus areas for data collection to the supporting units. On the Saturday prior to the FOSB, all units submit their draft slides to the board lead planner and the CJTF-OIR FOSB POC sends the assembled draft product to the CJ34, CAOC, and ISRD. The draft product assists in the development of the fires, air support, and ISR collection plans, which are discussed at the FOSB.

On the Monday before the FOSB, the FOSB inputs synchronization meeting is conducted to assess and evaluate unit inputs and generate the initial draft of the WoE matrix. Additionally on Monday, the CJ34, CAOC, and ISRD submit their products to the CJTF-OIR FOSB POC. The final action in the FOSB preparation process, which occurs on Tuesday prior to the FOSB, is when the board lead planner emails the read-ahead slides to the action officers, including the draft WoE matrix that was created from the FOSB inputs synchronization meeting.



Phase II: Execution

The execution phase of the FOSB includes both the weekly meeting and the immediate actions resulting from the meeting. Prior to commencing the FOSB, the supporting units confirm their communication status and notify the FOSB lead planner of any last-minute changes. Print outs of the FOSB meeting slides are also generated and distributed to CJTF-OIR senior leaders before the conference begins. The FOSB meeting generally lasts one hour and the draft WoE matrix is adjusted based on discussion and direction from the CJ3. Following the conclusion of the FOSB, an updated draft WoE matrix is distributed to the action officers via email and SharePoint. The updated draft of the WoE matrix remains in a draft status until approved by the Deputy Commander Operations and Intelligence (DCOM-O&I) and the Commanding General (CG).

Phase III: Approval and Dissemination

The approval process commences on the day following the weekly FOSB meeting, and concludes upon publication of the approved CJTF-OIR WoE matrix. On the day following the FOSB meeting, the CJ35 briefs the DCOM-O&I on the six week FOSB WoE matrix and other concerns discussed during the weekly FOSB. The DCOM-O&I provides his or her guidance for modifications to the FOSB WoE matrix prior to presentation to the CG.

Based on the feedback and guidance from the DCOM-O&I, the FOSB lead planner notifies the action officers of any significant modifications to the WoE matrix. Once all modifications and refinements to the WoE matrix are complete, the CJ35 conducts a briefing to the CG covering the proposed WoE matrix, specifically the first two weeks. The CG will then approve, disapprove, or provide guidance for additional modifications to the WoE matrix. Once the the CG approves the

WoE matrix, the CJTF-OIR CJ33 publishes the WoE matrix through the official orders process. Copies of the approved WoE matrix are also published to the CJTF-OIR SharePoint portal.

Supporting Activities

The success of the weekly FOSB process depends on receiving lists of commander's priorities, all OAAs requiring CJTF-OIR support, and the recommended rank within CJTF-OIR WoE from CJFLCC-I, SOJTF-I, and CJIATF-S. The success of the FOSB inputs synchronization meeting relies upon having LNOs from CJFLCC-I, SOJTF-I, and CJIATF-S present to answer RFIs regarding operational timelines and resource requirements. The presence of these LNOs is also critical to the success of the FOSB DCOM-O&I out-brief following each Wednesday's FOSB.

The CJTF-OIR CJ2 will provide an assessment of DA'ISH prioritized CJOA efforts, an assessment of activities conducted by CJOA actors that influence the operational environment, and anticipated operational effects of weather. The CJTF-OIR CJ34 will brief lethal and non-lethal targeting efforts, as well as resource constraints or other factors that may affect ability to support proposed CJTF WoE. The CJTF-OIR ISRD will brief proposed planned ISR effectiveness to support collection requirements.

A CFACC representative will attend the FOSB and provide an overview of air asset availability for the first two weeks discussed in the FOSB, as well as constraints or other limiting factors due to air asset availability and planned sequencing of operations.

Best Practices / Lessons Learned

1. **Integrating the FOSB into Theater Level Planning:** The adoption and integration of the FOSB into theater level planning for the CJOA has been essential to the success of CJTF-OIR. The concepts of current operations and plans have been well established in the Army, and working groups and boards to support these planning horizons already exist. Future operations, however, has not historically received the same amount of attention, and for good reason. Current operations are clearly defined as operations that are currently occurring and are dynamic. Plans occur in the distant future and are less susceptible to immediate influence. Future operations incorporates a degree of both plans and current operations, which makes this planning horizon uncomfortable to work in. The FOSB allows the CJTF-OIR staff to incorporate to current events in the CJOA with the future plans for the next six-week planning horizon, but in a brief synchronization meeting that prevents becoming overly-involved in a planning working group.
2. **The FOSB is Brief and Focuses on Synchronization:** The best practice of the CJTF-OIR FOSB is that it strictly is for synchronization. The entire three-phase FOSB process is designed to occur rapidly and repeatedly, week after week. The FOSB meeting itself is limited to a one-hour period, and is strictly dedicated to synchronizing efforts. The changes that are a product of the FOSB relate to the WoE, so as to allow the flexibility to adapt, but not so much as to making substantial changes. The FOSB process that CJTF-OIR developed has found the "sweet-spot" in relation to future operations planning.

Conclusion

Overall, the FOSB is an extremely valuable process that can be beneficial to all operational/theater level planners.