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Preface

This field manual (FM) sets forth techniques and procedures for implementing United States (U.S.) Army psychological operations (PSYOP) doctrine contained in FM 33-1. It provides general guidance for commanders and planners who must consider the psychological impact of military operations on various target audiences. It also provides guidance for PSYOP personnel preparing operational elements for commitment. It describes procedures for carrying out PSYOP programs in support of other military operations. PSYOP commanders and trainers at all levels should use it with the Army Training and Evaluation Program (ARTEP) to plan and conduct their training.

It integrates PSYOP into the Army's battlefield operating systems (BOS) and is intended for ArmyWide dissemination. Its organization generally follows the sequence of the product development process from planning through impact assessment.

This manual is a guideline, not a regulation. As such, the techniques and procedures it presents should not limit the user, as long as he follows Army doctrine, national policy, and the commander's intent.

In this manual, the word "opponent" applies to groups or individuals who are engaged in conflict-military, political, or otherwise-with the United States, whether or not war has been formally declared.

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The provisions of this publication are the subject of the international agreements listed in the references.

Many terms, acronyms, and abbreviations are found in the manual. Users should refer to the glossary for their meanings or definitions.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

CHAPTER 1

Overview



The PSYOP mission is derived from the supported unit's mission. This manual describes basic PSYOP techniques and procedures the commander and planners use to accomplish their missions. It shows how PSYOP personnel may use these techniques and procedures to change the behavior of a target audience, to capitalize on other assets, to project power, and to assess the effect of PSYOP in support of the commander in chief's (CINC's) theater campaign plan. The appendixes further describe recommended formats, technical capabilities, and techniques. (DO NOT CONFUSE THE PSYOP CAMPAIGN WITH THE THEATER CAMPAIGN PLAN, WHICH IT SUPPORTS.)

PSYOP in the Operational Continuum

PSYOP function in peace, conflict, and war. They support special and conventional operations as a force multiplier. For example, during building-clearing in urban operations, PSYOP personnel use loudspeakers to convince belligerents that their position is untenable and to encourage them to cease hostilities. This use of loudspeakers, combined with demonstrations of firepower, can reduce casualties. Loudspeaker operations were effective in urban operations in the 1989 Operation Just Cause in Panama.

To be effective, PSYOP must be an integral part of their commander's mission planning process. PSYOP may be particularly effective in—

- Reducing the intensity and duration of armed combat.
- Making armed combat unnecessary.
- Taking advantage of an opponent's psychological stress during combat operations when armed conflict is used as a psychological weapon.

Special Operations Imperatives

As a special operations (SO) element, PSYOP are planned and employed based on the SO imperatives (Figure 1-1, page 1-2). These imperatives give focus to special operations forces (SOF) and SO doctrine in the operational continuum. They

require that PSYOP personnel plan and execute military PSYOP in accordance with (IAW) national policy guidelines. For a complete discussion of the SO imperatives, see FM 100-25.

PSYOP Capabilities and Limitations

The PSYOP unit's ability to accomplish its mission is directly related to the scope of the mission and the PSYOP assets available. PSYOP support to a commander is based on a number of internal and external factors (Figure 1-2, page 1-3).

PSYOP Cycle

The PSYOP cycle aids in converting the mission into programs of support. (See Figure 1-3, page 1-4). The cycle consists of three phases: assessing, planning, and executing. During these phases, the PSYOP personnel apply the following processes:

- Intelligence gathering.
- Target audience analysis.
- Product development.
- Media selection.
- Media production.
- Dissemination.

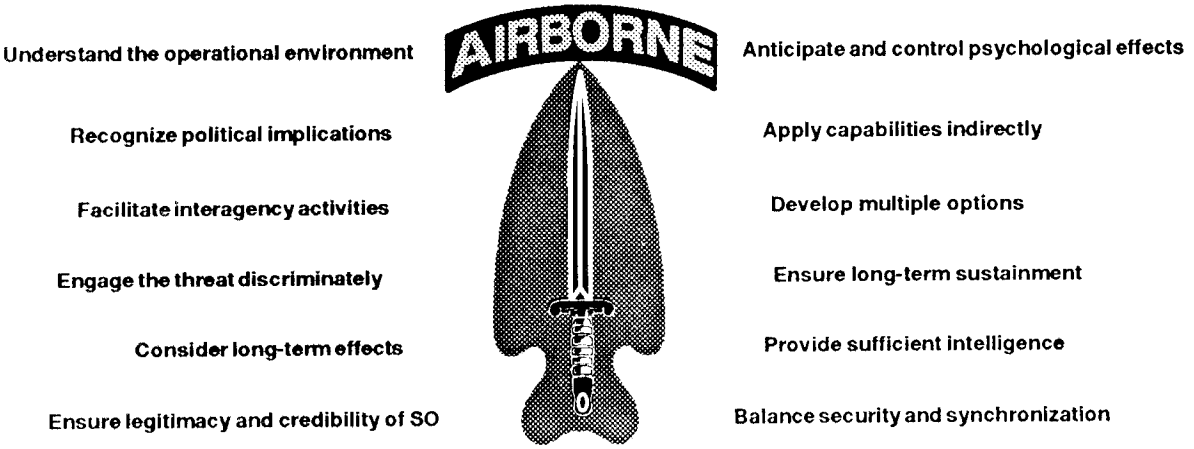


Figure 1-1. SO imperatives.

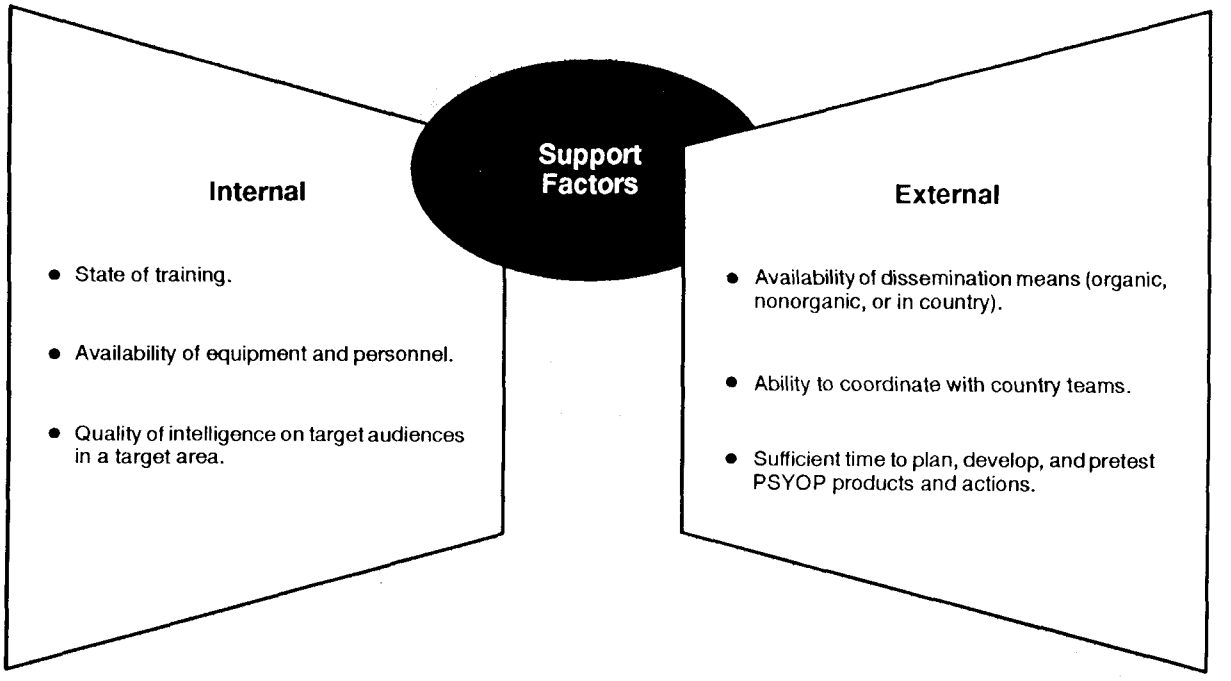


Figure 1-2. Internal and external support factors.

Monitoring is applied continuously during the cycle. During assessment, PSYOP personnel gather intelligence information. As part of this process, they consider their own situation, environmental influences, target audience, and they collate information. During planning (target audience analysis, product development, and media selection), they analyze the mission, compare courses of action (COAs), develop recommendations (decisions), and tailor assets. Execution includes media production and dissemination. In applying these processes, PSYOP personnel pretest and posttest the product and modify it based on feedback.

Summary

Developing and executing a PSYOP campaign in support of a theater campaign plan is a dynamic application of the PSYOP cycle to produce behavior changes in target audiences that aids military operations and supports the commander's mission accomplishment. The chapters in this manual outline the processes through which PSYOP personnel develop PSYOP supporting plans, products, and actions. These supporting plans, products, and actions, combined with the actions of other agencies, yield a PSYOP campaign in support of the theater campaign plan. This cycle must be continuous, evolutionary, and closely coordinated with the supported forces combat operations.

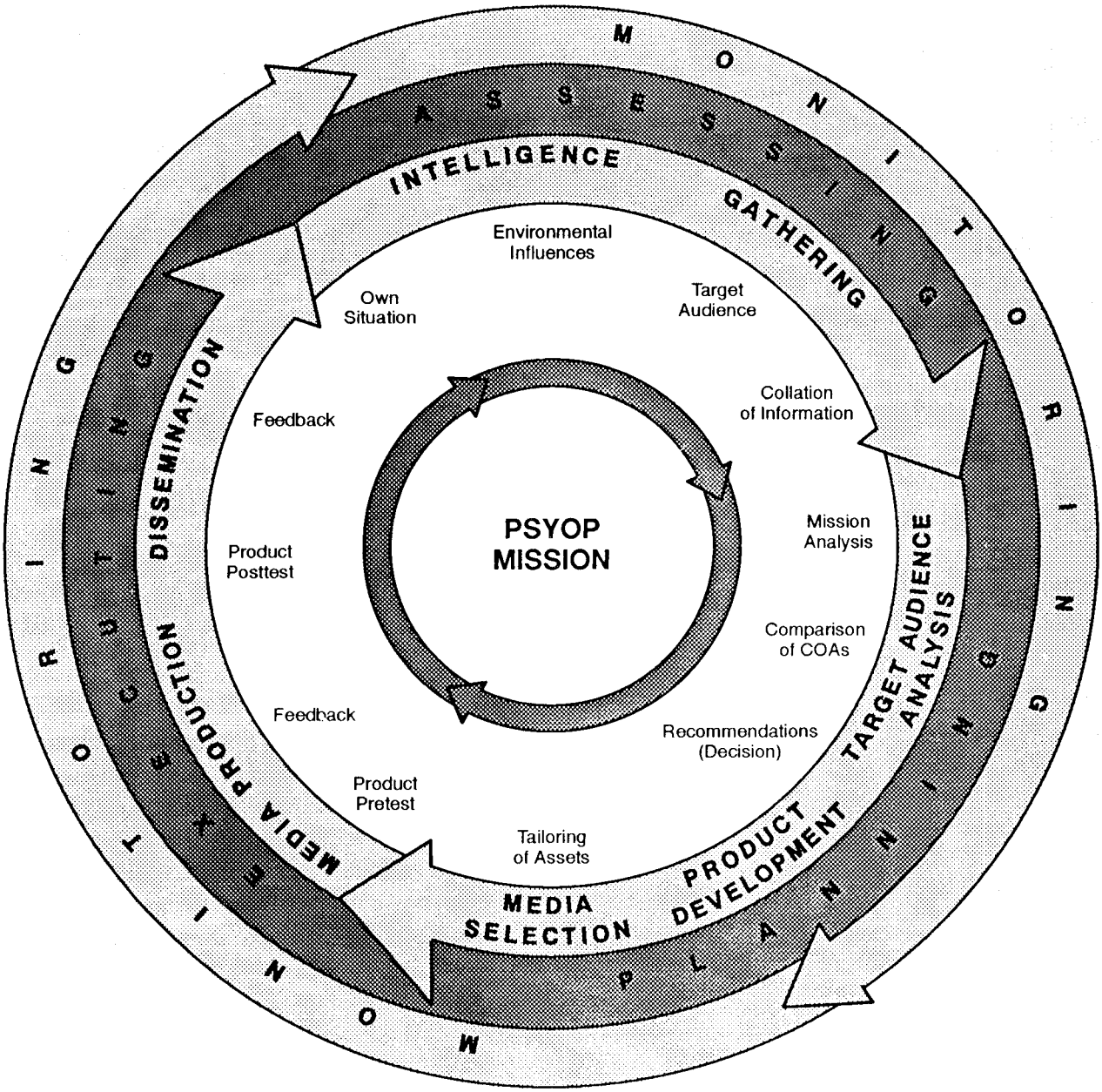


Figure 1-3. The PSYOP cycle.

CHAPTER 2

Capabilities and Limitations



PSYOP may support operations of general purpose (GP) and SO forces, provide assets for non-PSYOP dissemination missions, and provide the commander with a method of informing his opponent of his alternatives. The PSYOP unit's ability to accomplish its mission depends on the scope of the mission and the PSYOP assets available. A full understanding of the commander's mission and the type of support required is critical to the success of the PSYOP support.

Role and Responsibilities

PSYOP units operate as support units, not as stand-alone forces. Their primary role is to support other military units or U.S. Government agencies in accomplishing U.S. national objectives. Their overall responsibilities are to—

- Assess the psychological impact of military operations.
- Advise the military commander or the Department of Defense (DOD) mission director on PSYOP campaigns.
- Develop and conduct PSYOP campaigns in support of military operations.
- Counter hostile propaganda.

Other Uses of PSYOP Assets

PSYOP units may support other military units in a variety of ways. PSYOP assets and expertise may support a commander's other mission-oriented activities, such as disaster relief. In domestic cases, the commander must ensure PSYOP assets are being employed in a dissemination role only and not to project a PSYOP message. PSYOP assets may also support a commander's deception plan or the activities of the military or other government agencies. (See Appendix A.)

PSYOP assets provide target audience information and regional and language expertise. They also disseminate information and products that explain the intent

of military operations to target audiences. For example, a commander may use PSYOP assets to inform civilians that the purpose of an operation is to reduce civilian casualties and minimize their interference in the operation.

Considerations in Using PSYOP Assets

Commanders must consider PSYOP capabilities and limitations when integrating PSYOP in other military operations (Figure 2-l). As in all military operations, time is a major consideration. To ensure effective PSYOP support, commanders must give timely predeployment notification to PSYOP assets. The PSYOP campaign begins before the main body of combat forces arrives in country. In addition, operations officers should integrate PSYOP liaisons directly into their staff to ensure continuous PSYOP input during the planning process.

Accurate and complete information about the major factors that influence the target audience is often not part of the intelligence collection plan. Such lack of information restricts the number of exploitable vulnerabilities. Restrictions on news, public discussion, and travel limit the information available to evaluate PSYOP effectiveness.

Effective PSYOP require imaginative personnel who know the target audience's language. These personnel must also understand the political, economic, cultural, social, and ideological conditions of the target audience.

Capabilities	Limitations
Amplifying the effects of military operations.	Untimely predeployment notification to PSYOP assets. Insufficient PSYOP input during planning process.
Informing audiences in denied areas.	Inaccessibility of accurate and complete information.
Overcoming censorship, illiteracy, or interrupted communications systems.	Restrictions that limit information needed to evaluate PSYOP effectiveness.
Giving guidance or reassurance to isolated or disorganized audiences.	Lack of qualified personnel.
Targeting opponent audiences to diminish morale or to reduce the will to resist.	Inaccessibility of potential target audience.
Sustaining the morale of resistance fighters.	
Exploiting ethnic, cultural, religious, or economic differences.	
Giving opponent audiences alternatives to continued conflict.	
Influencing local support for insurgents.	
Supporting deception operations.	
Projecting a favorable image of U.S. actions.	
Using face-to-face communication, key communicators, and mass media to engage every practical avenue to influence the behavior of the target audience.	

Figure 2-1. PSYOP capabilities and limitations.

Target audiences may be beyond the limits of PSYOP targeting methods due to physical or policy limitations. In these cases, PSYOP planners must refer these targets to other agencies for targeting.

Operational Continuum

PSYOP units function in peace, conflict, and war. PSYOP may be strategic, operational, tactical, or consolidation. Strategic, operational, and tactical PSYOP depend on the size of the target audience, the geographical area in which the programs are applied, and the time span in which observable results are required. Consolidation PSYOP are designed to return an area to normalcy in the aftermath of war or conflict.

Strategic PSYOP

Strategic PSYOP are generally designed to further broad or long-term aims in support of general strategic planning, with measurable effects becoming visible in the indefinite future. U.S. Army PSYOP forces can be task organized to support strategic PSYOP. Strategic PSYOP objectives and conditions among opponents (opportunities) that may contribute to reaching those objectives are shown in Figure 2-2, page 2-4.

Operational PSYOP

Operational PSYOP are regional or national in scope. They are directed at regional target audiences and planned to change audience behavior more rapidly than strategic PSYOP. Operational PSYOP demonstrate characteristics of both strategic and tactical PSYOP and are the bridge that links them together. Operational PSYOP objectives and conditions among opponents (opportunities) that may contribute to reaching those objectives are shown in Figure 2-3, page 2-4.

Tactical PSYOP

Tactical PSYOP are prepared and executed in objective areas in direct support of military tactical operations. Tactical PSYOP objectives and conditions among opponents (opportunities) that may contribute to reaching those objectives are shown in Figure 2-4, page 2-5.

Consolidation PSYOP

Consolidation PSYOP are conducted in newly accessible or formerly opponent-held territory. Emphasis is on a return to normalcy. The objectives of consolidation PSYOP and conditions among opponents (opportunities) that can contribute to reaching those objectives are shown in Figure 2-5, page 2-5.

Objectives	Opportunities for PSYOP Success
Support and explain U.S. political policies, aims, and objectives abroad.	Military successes of friendly forces.
Relate the U.S. political policies and aims to the aspirations of the target audience, where practical.	Shortages of food, housing, clothing, or other necessities in the target area.
Arouse public opinion or assert political pressures for or against a military operation.	Graft and corruption among opponent leaders.
Influence the design of foreign strategy and tactics.	Manpower shortages in the opponent's military.
Amplify economics and other nonviolent forms of sanctions against an opponent.	Opponent country's inflation and unequal and exorbitant taxation.
Stimulate dissension between opponents' military and political elites.	Opponent country's racial and religious intolerance.
Undermine confidence in the opponents' leadership and aims.	Political disunity and lack of confidence in opponent leaders.
Lower the morale and efficiency of opponent civilians.	Opponent's use of terrorism, midnight soldiers and arrests, censorship, travel restrictions, and other repressive activites.
Encourage disaffection among opponents on the part of ethnic, social, political, economic, and other elements having grievances against each other.	
Interfere with opponent's communication and control systems.	
Elicit the support of neutral audiences or promote continued neutrality.	
Make friendly leaders stronger and opponent leaders weaker.	
Give hope and moral support to resistance elements	
Support a counterelite.	
Gain support in newly accessible areas.	
Augment or complement tactical PSYOP.	

Figure 2-2. Strategic PSYOP.

Objectives	Opportunities for PSYOP Success
Prepare target country's population for the introduction of U.S. forces.	Inability of opponent's government to provide for the needs of the people.
Minimize civilian interference with U.S. operations.	Failure of draftees or reservists to report for duty.
Capitalize on opponent's defeats.	Defections and/or desertions.
Counter enemy propaganda.	Loss of internal communications (radio, TV, telephone, computer nets).
Encourage disaffection of opponent's forces and population.	Failure of transportation systems.
	Failure of opponent governments' allies to come to their assistance.
	Increasing international support for U.S. efforts.
	Inability of opponent's forces to defeat or inflict damage on U.S. or allied forces.

Figure 2-3. Operational PSYOP.

Objectives	Opportunities for PSYOP Success
Lower the opponent's morale and combat efficiency.	Numerous defeats and high casualties.
Increase the psychological impact of lethal weapons.	Heavy and effective artillery or bombardment.
Support deception operations.	Precarious military situations.
Facilitate the occupation of opponent's areas by delivering ultimatums and giving rallying point locations or directions for the cessation of hostilities.	Insufficient or inferior supplies and equipment.
Support strategic PSYOP by furnishing detailed, timely information on local vulnerabilities that may be used in strategic plans and operations.	Bad news from the homefront.
Give information and directions to friendly elements operating in the target area.	Excessive periods of combat.
Give specific, direct support to tactical commanders on short notice.	Ethnic or political minorities forced into combat against their will.
Build a favorable image of U.S. soldiers and leaders.	Overaged, inexperienced, or untrained troops and leaders.
	Poorly indoctrinated soldiers.
	Epidemics and lack of adequate medical services.

Figure 2-4. Tactical PSYOP

Objectives	Opportunities for PSYOP Success
Promote a favorable image of U.S. and allied forces.	Improvement in the physical and psychological well-being of the target audience.
Enlist the support of key communicators.	Reparations for war damages.
Enlist the cooperation of the population in restoring order.	Repatriation of dislocated civilians.
Reduce support for saboteurs.	Resumption of social services.
Promote rebuilding and reorganization of a functional system of government.	Resumption of open communications.
	Restoration of human rights.
	Resumption of industry and trade.

Figure 2-5. Consolidation PSYOP.

Summary

PSYOP derive their effectiveness from being an integral part of the operation from start to finish. They are not substitutes for combat power, but they may significantly enhance the combat unit's mission accomplishment. When skillfully and closely integrated with military and political actions, they act as a catalyst and can often make the difference between success and failure in mission accomplishment.

CHAPTER 3

PSYOP Cycle and Planning Procedures



As with any operation, detailed PSYOP planning upon recelpt of mission is essential. PSYOP must be fully Integrated Into the operation plan (OPLAN) or operation order (OPORD). The PSYOP cycle relies on specific external and Internal planning procedures.

PSYOP Cycle

PSYOP planning follows a deliberate cycle that examines external and internal planning requirements. It is designed to carry the mission from conception through execution and follow-up assessment. The PSYOP cycle has three basic phases—assessing, planning, and executing. (See Figure 1-3, page 1-4.)

Assessing

During this phase, the PSYOP commander identifies and assesses several factors: his own situation, the environmental influences, and the target audience. He gathers and collates the information relative to these factors and includes it in the PSYOP commander's estimate.

Planning

The planning phase involves the complete analysis of the mission and the comparison of COAs. Based on the recommendations by his staff, the PSYOP commander selects the COAs and tailors his assets to ensure successful execution of the mission. The planning phase produces an OPLAN or OPORD.

Executing

During the executing phase, the PSYOP commander issues orders to supporting units. The PSYOP products are pretested and posttested and the feedback is evaluated. The final assessment of these factors may lead to reassessing the situation and further PSYOP planning.

PSYOP Processes

The PSYOP cycle aids in converting the mission into programs of support. During the cycle, the PSYOP personnel apply the following processes:

Intelligence Gathering

PSYOP personnel use intelligence products in a dual approach. The first approach is the analytical approach. During this approach, PSYOP personnel use extensive background data to assemble a "picture" of the target. The second approach is the target approach. In this approach, the PSYOP personnel search for a target audience that has the power to channel its behavior to produce the desired results. PSYOP personnel continuously use the dual approach when planning and implementing PSYOP.

Target Audience Analysis

After PSYOP planners analyze the target audiences, they classify them into two groups—intermediate and ultimate. The group classification is determined by the target audience's likely effectiveness in generating a desired behavior. When selecting a target audience, the PSYOP planner adheres to the purpose of group classification. The function of the intermediate audience is to send a message. Examples of intermediate audiences are foreign key communicator and media. The function of the ultimate audience is to act on a message.

Product Development

The product development process is normally the responsibility of the product development center (PDC). The product development process involves —

- Coordinating the PSYOP mission.
- Analyzing the target audience.
- Determining the capability of PSYOP planners and regional experts to produce draft models of PSYOP products and actions.

Media Selection

During product development and agents of action selection, the PDC selects the appropriate media. This selection is based on the accessibility and susceptibility of the target audience. The PDC finishes and disseminates the products and actions consistent with program production and dissemination capabilities, agent abilities, and campaign design.

Media Production

After the objective, target audience, theme, and media have been selected, the PDC begins developing a package or prototype for the production facility. PSYOP units pretest these prototype products to determine their effectiveness.

Dissemination

PSYOP personnel determine the best means to disseminate PSYOP products to selected target audiences. Then they assess the impact these products have on the target audience.

External Planning Procedures

External planning support includes the deliberate planning process and time-sensitive planning process for contingency operations. This support also includes the duties the PSYOP staff officer performs.

Deliberate Planning Process

During this planning, the PSYOP staff officer develops the PSYOP estimate and annex or appendix and integrates them into the rest of the plan. The level of the OPLAN or OPORD dictates whether the PSYOP staff officer develops a PSYOP annex or appendix. Generally, if the operations portion of an OPLAN is written as an annex to the basic plan, the PSYOP staff officer prepares a PSYOP appendix to the operations annex for the OPLAN.Volume I of Joint Operations Planning and Execution System (JOPES) covers the deliberate mission planning process.

PSYOP Estimate. The first step in planning PSYOP support for an OPLAN or OPORD is to produce the PSYOP estimate. See Appendix B for the correct PSYOP estimate format. The PSYOP staff officer prepares the PSYOP estimate.

The basic purpose of the PSYOP estimate is to evaluate the commander's proposed COAs from a PSYOP viewpoint. The PSYOP staff officer evaluates, prioritizes, and suggests COAs that PSYOP can best support, considering both opponent and friendly capabilities. He must work closely with intelligence officers (S2/G2/J2) to obtain the information and intelligence he needs to evaluate the PSYOP situation properly. Since target audiences are both inside the area of operations (AO) as well as outside, the PSYOP staff officer must tailor his information and intelligence requests to reflect both areas. Besides listing target audiences, the PSYOP staff officer must ask the questions, "Who has the power (to help me accomplish my mission)?" and "Are they accessible (via PSYOP dissemination means)?" If potential target audiences are inaccessible by organic PSYOP dissemination means, the PSYOP staff officer must request dissemination help from other agencies.

Once the PSYOP staff officer and the other staff officers have completed their estimates, the commander selects a COA. He then outlines it to the staff. He may select one of the proposed COAs, a combination of two or more, or a completely new one.

PSYOP Annex or Appendix. The staff officers then write their portions of the OPLAN or OPORD based on the COA the commander selects and his modified mission statement. At corps level and below, the PSYOP portion of an OPLAN or OPORD is normally Annex D. At theater level, it is normally Appendix 4 to Annex C (Operations) of the OPLAN. See Appendix C for the correct PSYOP annex format. The PSYOP annex at corps level and below outlines the situation and the PSYOP mission and describes the concept of the operation. It also provides information and guidance PSYOP personnel need to conduct successful PSYOP in support of the operation.

Time-Sensitive Planning

Time-sensitive planning is an organized, systematic approach to planning for a crisis situation. It is used when the circumstances do not allow adequate time for the normal deliberate planning sequence to take place.

Under conditions requiring time-sensitive planning, the PSYOP staff officer must quickly analyze and provide input on the PSYOP situation for the operational reporting of an event or incident of national interest (operational report [OPREP]-3 PINNACLE/CINC assessment). PSYOP input is then prepared from the OPREP-1 containing the commander's estimate. Following further evaluation of the completed product and all available information, intelligence, and reference material, the PSYOP staff officer prepares the PSYOP input for the OPREP-1 operations order. All these steps are normally performed in less than 24 hours in a time-sensitive situation for which no previous plan exists. Formats and requirements for time-sensitive planning are found in the JOPES.

PSYOP Staff Officer Duties

The PSYOP staff officer has four major duties as shown in Figure 3-1. Under each category is a list of his responsibilities.

Planning

- Participates in long-range PSYOP planning in support of military missions within the theater.
- Assists in crisis-action planning.
- Assists in contingency planning.
- Assists in exercise planning.

Coordinating

- Obtains the CINC's approval for theater PSYOP policy.
- Exercises the necessary staff supervision to ensure the CINC's directives, intentions, and orders are properly executed.
- Coordinates PSYOP in support of UW, other PSYOP programs or components, joint task forces, and allied PSYOP.

Advising

- Advises the commander, staff, and subordinate units on PSYOP activities and programs.
- Advises the public affairs office on the effect of hostile PSYOP for use in troop information and command information programs.
- Advises on requirements of the command for trained PSYOP personnel, units, equipment, supplies, and research.
- Provides technical advice and assistance in the reorientation of defectors and EPWs.
- Provides input to new organizations, equipment, techniques, requirements, and capabilities.

Training

- Prepares the PSYOP portion of training plans.
- Exercises special staff supervision over PSYOP training throughout the command.
- Assists in foreign military PSYOP training.

Figure 3-1. PSYOP staff officer duties.

Internal Planning Procedures

Internal planning includes those factors that the PSYOP unit commander controls by virtue of his position. He looks at the mission, taskings, and other requirements his headquarter gives him and determines where, when, and how much effort to devote to these factors to ensure the best possible PSYOP support.

Product Development Center

The PSYOP commander has direct influence over his PDC. The PDC, which has the mission of developing PSYOP materials, is the hub of PSYOP activity within a PSYOP unit. It normally has personnel from several elements within the PSYOP unit, as well as indigenous personnel when operating in a foreign environment. Generally, a PDC has four functional sections:

- Plans and programs section (PPS).
- Target audience analysis section (TAAS).
- Testing and evaluation section (TES).
- Product development section (PDS).

All PDC sections work closely in mutually supportive coordination with each other. See Figure 3-2, page 3-7, for the functions of each section.

Readiness

Readiness is a critical requirement for PSYOP units. Constant effort is required to keep trained linguists proficient and to train PSYOP soldiers lacking skills in a foreign language. PSYOP soldiers must be well trained in both common skills and PSYOP-unique skills in spite of ongoing operations and deployments. They must also stay up-to-date on current events in their unit's area(s) of responsibility.

PSYOP units should conduct frequent preparation for overseas movement to ensure all members are administratively prepared for immediate worldwide deployment. Administrative matters include shots, wills, powers-of-attorney, personal data, and allotments. Units must keep airborne-qualified soldiers current in airborne operations to support contingency or SO. Commanders must ensure units follow testing programs. They use the following programs to evaluate the ability of the unit to support its real-world missions successfully and to determine any possible training shortfalls:

- ARTEP mission training plans (MTPs).
- Locally devised tests or series of tests.

Commanders ensure their units maintain adequate stocks of prepacked visual, audio, and audiovisual products for their primary areas of responsibility. Commanders must check the time-phased force deployment data list. They use this list to verify that their units (or elements of their units) are in the transportation flow of the supported unit early enough to provide effective PSYOP support from the beginning of an operation. Load plans and deployment rosters must be kept up to date to minimize problems when a unit receives a mission without prior

notification. Commanders also rehearse or, at the very least, talk through deployment procedures with their units to uncover potential problem areas and ensure a smooth operation.

Task Organization

PSYOP units am task organized to enhance their ability to conduct specific missions. PSYOP commanders may support the following missions and operations:

- Peace enforcement.
- Counterinsurgency operations.
- Counterdrug (CD) operations.
- Contingency operations short of war.
  - Disaster relief.
  - Shows of force.
  - Noncombatant evacuation operations (NEO).
  - Recovery.
  - Attacks and raids.
  - Freedom of navigation and protection of shipping.
- Demonstrations.
- Deception operations.
- Consolidation operations.
- Enemy prisoner of war/civilian internee (EPW/CI) operations.
- Other activities specified by the National Command Authorities (NCA).

A psychological operations task force (POTF) may be organized using the regional battalion command and control (C^2) element, one or more regional support companies, assets from the tactical support battalion, and elements of the PSYOP dissemination battalion (PDB). A PSYOP task group (POTG) may be formed along similar lines using elements of regional support battalions, tactical support battalions, PDB, and EPW battalion. Other organizations may be tailored to fit the specific contingency.

Summary

External planning procedures (external from the PSYOP unit) include deliberate and time-sensitive planning, preparation of the PSYOP estimate and annex, and the duties of the PSYOP staff officer. Internal planning procedures include the organization and composition of the PDC, unit readiness and what it consists of, mission tailoring of PSYOP units for various contingencies, and possible missions PSYOP may support.

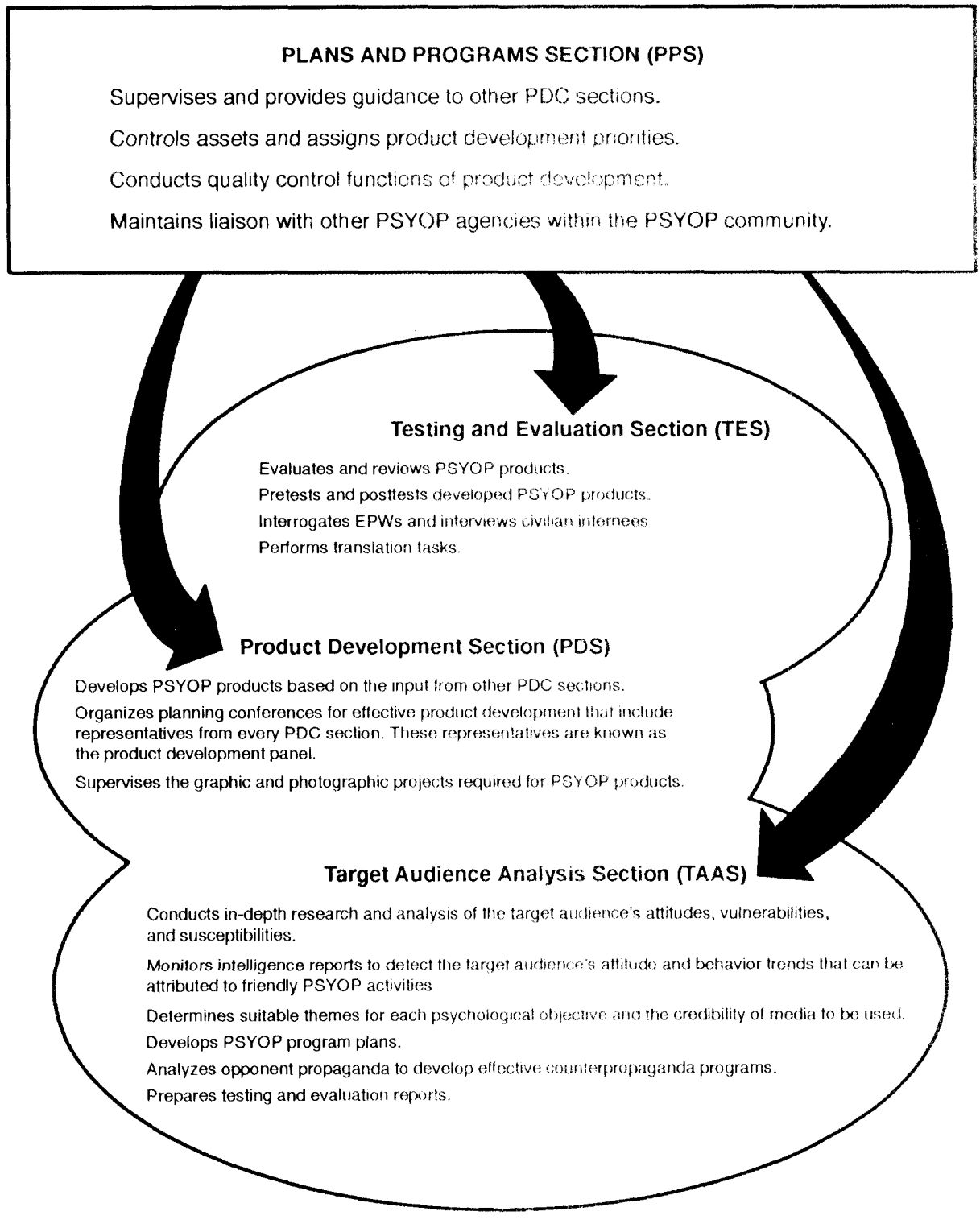


Figure 3-2. Functions of the PDC.

CHAPTER 4

PSYOP Campaign Planning



PSYOP campaign development and Implementation are used to modify the behavior of various target audiences in support of U. S. objectives. In practice, the scope of PSYOP campaigns is determined by national goals: political, economic, social, military, Idealoglcal, or religious. PSYOP are just another means of the informational Instrument of national power by which a nation may seek to maintain or enhance its power.

Considerations

PSYOP campaigns prepared in support of the CINC's theater campaign plan require a series of decisions related to policy at the national level and to techniques at the tactical level. From policy to techniques, however, basic planning considerations are the same: What should the PSYOP campaign accomplish? With what target? When? How? PSYOP campaign planning must not only be done at all echelons and within national policy but also within the limits of OPLANs, capabilities, and intelligence.

The PSYOP planner must choose products and actions that are most likely to induce the desired behavior in the target audience. To reach this decision, the PSYOP planner considers available intelligence about the target audience, knowledge of the proposed PSYOP campaign, and the PSYOP unit's capabilities. He reaches his decision by seeking answers to these questions: What has the opponent been telling the target audience? What does the target audience know and think about the topic of the proposed PSYOP campaign? At what time should the PSYOP campaign be launched to receive the most favorable results? Will the proposed PSYOP campaign address the perceived needs of the target audience? Will it gain and hold the initiative? Has the opponent succeeded in building up a resistance to this particular kind of PSYOP campaign? Will the desired change require a long or a short PSYOP campaign? (Panic, for example, can be brought about in a relatively short time, but habits of cooperation can be instilled only by a sustained effort.) Finally, is the desired outcome achievable? Can the desired

change be influenced by channeling existing attitudes (relatively easy), or must the PSYOP campaign reverse stoutly held beliefs (very difficult)?

The PSYOP planner uses several worksheets as tools in answering these and other questions. The work sheets listed below allow him to structure the PSYOP campaign development and implementation.

- Target audience analysis work sheet (MAWS).
- Product/action work sheet (P/AWS).
- Program control sheet (PCS).
- Campaign control sheet (CCS).

PSYOP campaign planning begins with an analysis of the supported unit's mission. From this analysis, the PSYOP planner derives the PSYOP mission. Once the PSYOP mission has been derived, he then determines who (target audience) by doing what (PSYOP objective) can help accomplish the mission. He prepares a list of target audiences and PSYOP objectives. He then prepares a TAAWS for each target audience-PSYOP objective combination.

NOTE: If there are multiple objectives for a particular target audience, then a separate TAAWS must be prepared in respect to that target audience.

Once a TAAWS is completed, the PSYOP planner then uses the P/AWS to develop various PSYOP products and actions that will elicit the desired behavior in the target audience. Upon approval, the P/AWS are then consolidated and transferred to a PCS that reflects all the PSYOP products and actions contemplated to influence that particular target audience.

As PSYOP programs dealing with particular target audiences are approved, they are posted on the CCS, which reflects all the current and future PSYOP programs for the campaign. Figure 4-1, page 4-3, shows the development sequence of the various work sheets. Figure 4-2, page 4-4, which is essentially an inverted Figure 4-1, shows how control works once the basic PSYOP campaign plan is approved.

NOTE: PSYOP planning worksheets are designed in an 8½-by 11-inch format for easy use.

Target Audience Analysis Work Sheet

The TAAWS serves two functions. First, it forms a logical framework for the analysis of a target audience, ensuring all major areas of analysis are covered. Second, it also serves as an executive summary for later reference when developing PSYOP products and actions. An in-depth analysis of a target audience may take more than one sheet of paper to complete. The following paragraphs are keyed to match the numbers circled on the sample TAAWS. (See Figure 4-3, page 4-6.) These paragraphs describe the information required for the TAAWS.

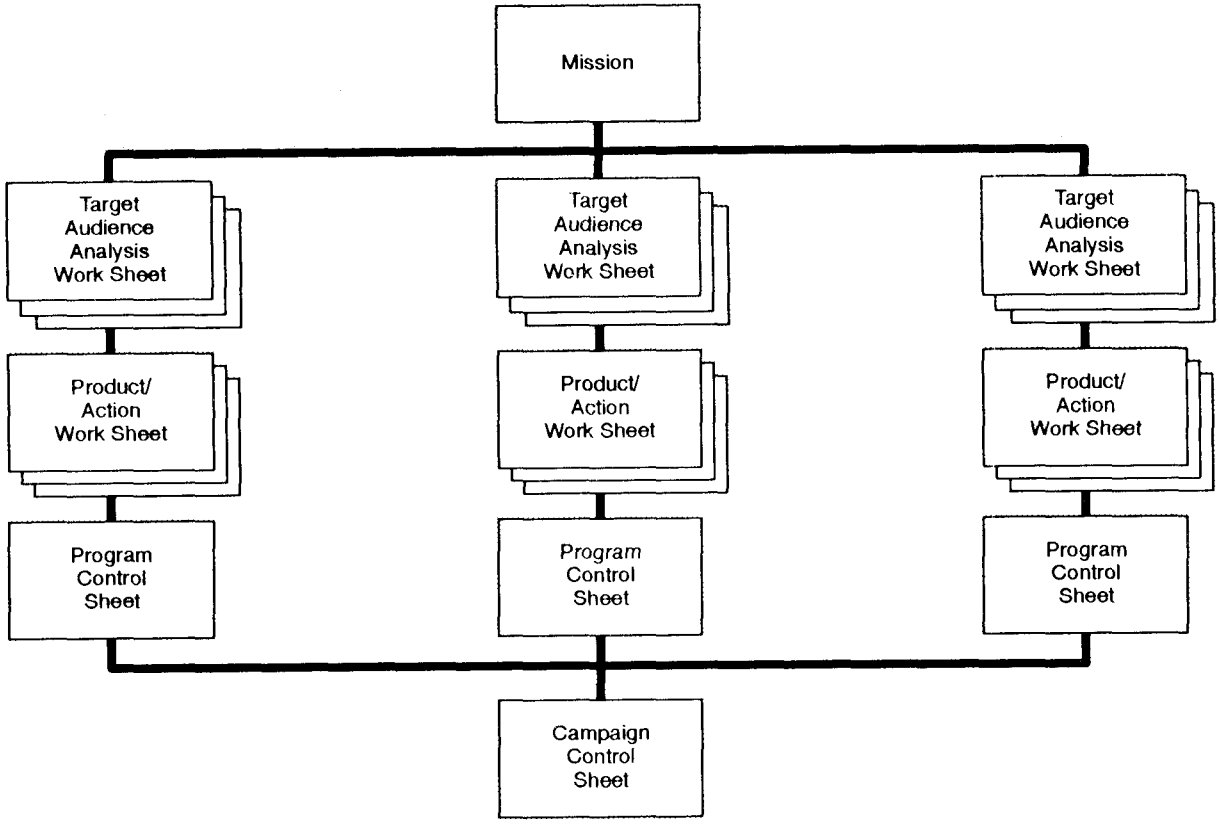


Figure 4-1. Work sheet development sequence.

National Objective

In block **1,** enter the primary U.S. objective in the AO. Depending on the level of conflict and the level the PSYOP staff officer is working, this block may be modified. The following are examples of national objectives:

- A PSYOP staff officer working on a CINC staff involved in a Desert Storm-type scenario might enter the following as a national objective: "Remove the Iraqi forces from Kuwait."
- A PSYOP officer working under the control of the U.S. country team in a military operation short of war would insert one of the country team's three to five objectives, such as the following: "Enhance country X's defense capabilities."

Supported Unit's Mission

In block **2,** enter the supported unit's mission. This information is used at the operational or tactical level. It is taken directly from the supported unit's OPLAN or OPORD. For example "3d Brigade, 2d Division, attacks to seize the high ground vic GL213314 NLT 020500JAN92."

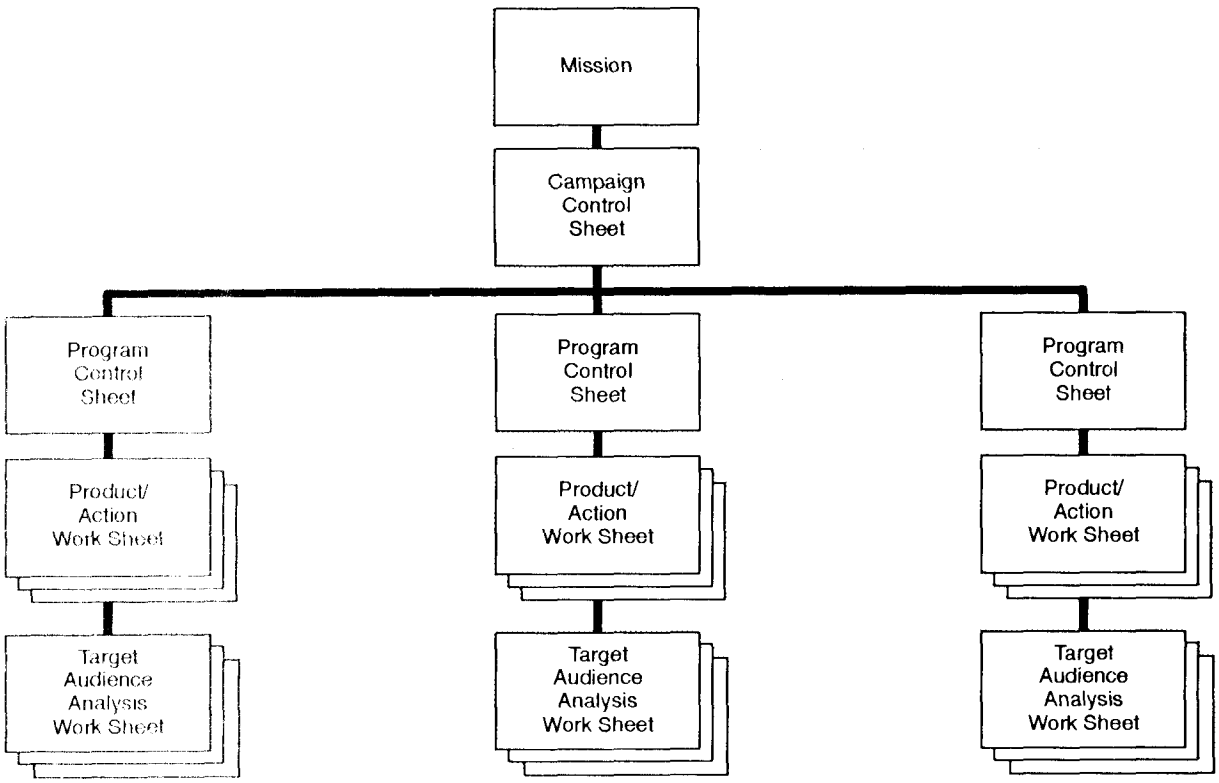


Figure 4-2. Control after PSYOP campaign approval.

PSYOP Mission

In block **3,** enter the PSYOP mission derived from the supported unit's mission and restate in PSYOP terms what PSYOP will do to support that mission. For example: "PSYOP supports the 3d Brigade by executing a deception operation to enhance the brigade's attack."

Target Audience

In block **4,** briefly describe the target audience. For example: "Company grade officers of the 44th Shock Division."

PSYOP Objective

In block **5,** briefly describe the behavior PSYOP desire to elicit in the target audience. For example: "Officers of the 44th Shock Division will deploy their forces toward the southwest."

Conditions

In block **6,** briefly describe the conditions affecting the target audience over which it has little or no control. All aspects of the environment that affect the target audience are considered. Some examples are:

- Low pay for company grade officers.
- Faulty communications equipment.

- Little or no resupply.
- No professional noncommissioned officer (NCO) corps.
- Absentee senior leadership (battalion/brigade commanders).
- Tradition of the military as "guardians of the people."
- Lack of initiative in junior officers.

Effectiveness

In block **7,** evaluate the ability of the target audience to perform the PSYOP objective. Rank this ability low, moderate, or high. For example: The effectiveness of the company grade officers of the 44th Shock Division to "orient their forces toward the southwest" would be ranked "low to moderate." The lack of initiative cited in block **6** would indicate that such a decision would have to be made at a level higher than company grade officers.

Vulnerabilities

In block **8,** enter vulnerabilities. These vulnerabilities are unfulfilled needs as perceived by the target audience. These needs are determined from an analysis of the target audience's conditions.

Themes and Symbols

In block **9,** enter themes and symbols. Themes and symbols are items that have some type of significance for the target audience. They may include themes related to family or home, the uselessness of the struggle, or the overwhelming power of the force facing them. Themes and symbols that portray the target in a humiliating or degrading fashion should be avoided.

Susceptibility

In block **10,** evaluate the degree to which the target audience will be affected by and respond to a given theme or symbol. This evaluation is based on analysis of the conditions and vulnerabilities of the target audience and is rated low, moderate, or high.

Accessibility

In block **11,** describe which medium or media are used to reach the target audience and why. For example: "The company grade officers are easily targeted by leaflets, tactical frequency modulated (FM) radio, and loudspeakers. The target audience has little access to television."

Impact Indicators

In block **12,** enter impact indicators. These indicators are observable behavior that will indicate success or failure to achieve the PSYOP objective. For example Increased patrolling in the southwest sector; decreased activity in the southeast sector; movement of troops into the southwest sector; extensive efforts at fortification of the southwest sector.

TARGET AUDIENCE ANALYSIS WORK SHEET

National Objective	Supported Unit Mission	PSYOP Mission
Target Audience	PSYOP Objective	
Conditions		Effectiveness
Vulnerabilities	Themes & Symbols	Susceptibility
1.	1. A.	1. A.
	B.	B.
	C.	C.
2.	2. A.	2. A.
	B.	B.
	C.	C.
3.	3. A.	3. A.
	B.	B.
	C.	C.
Accessibility		
Impact Indicators		

THIS IS A SAMPLE OR SUGGESTED FORMAT.

Figure 4-3. Target audience analysis work sheet.

Product/Action Work Sheet

The next step in the PSYOP campaign development is designing prototype products and actions by using the P/AWS. PSYOP planners use the P/AWS in much the same manner as the TAAWS. The P/AWS provides a structure for developing PSYOP products and actions and, once the product or action is fully developed, serves as an executive summary. The following paragraphs are keyed to match the numbers circled on the P/AWS. (See Figure 4-4, page 4-9.) These paragraphs describe the information required for the P/AWS.

NOTE: Information for blocks 1 through 5 for the P/AWS is transcribed from the corresponding blocks in the TAAWS. This repetition ensures that planners maintain mission focus throughout the PSYOP campaign development.

Themes and Symbols

In block **6,** enter themes and symbols. Take themes and symbols from the TAAWS and modify them to fit the product and/or action being developed. Enter only the themes and symbols used in the product and/or action.

Product Concept

In block **7,** describe the product and/or action. Show how the themes and symbols are integrated to elicit the desired response in the target audience.

Dissemination

In block **8,** detail how this product and/or action is to be disseminated. Specify the media to be used and the frequency, timing, and location of dissemination.

Impact Indicators

In block **9,** describe the behavior that this product and/or action should elicit. For example: A leaflet designed to elicit surrender of enlisted soldiers may result in their officers threatening death to any soldier in possession of such a leaflet.

NOTE: These indicators may not always be the same as on the TAAWS.

Related Programs

In block **10,** note other products/actions or programs that this product and/or action supports. Also note the impact these products/actions or programs have on this product and/or action.

Approval

In block **11,** use as an audit trail for approval of the product and/or action. Each level in the chain of command up to the final approving authority should initial this block.

Program Control Sheet

Once PSYOP products and actions are developed to elicit a certain behavior in a target audience, these products and actions are consolidated into a single PSYOP

program by using the PCS. As its name implies, the PCS is an administrative tool for monitoring all the products, actions, and media used in a specific PSYOP program. PSYOP planners fill out a PCS for each target audience and its associated PSYOP objective. The following paragraphs are keyed to match the numbers circled on the sample PCS. (See Figure 4-5, page 4- 10.) These paragraphs describe the information required for the PCS.

NOTE: As with the P/AWS, information for blocks 1 through 5 for the PCS is taken directly from the corresponding blocks in the TAAWS.

Dissemination

In block **6,** enter one-line descriptions of all PSYOP products and actions supporting this particular program. Consolidate and condense the dissemination descriptions from the individual P / AWS. The size of the dissemination block allotted to each medium may vary.

NOTE: Only the media actually used in this particular program are included in this block.

Impact Indicators

In block **7,** enter impact indicators supporting this particular program. Consolidate and condense the impact indicators from the individual P / AWS and align them with their corresponding items in block **6.** The size of the impact indicators block allotted to each medium may vary.

Campaign Control Sheet

PSYOP planners use the CCS to maintain control of numerous PSYOP programs in support of the mission. Like the PCS, the CCS is primarily an administrative tool that the PSYOP planners use to graphically depict the entire PSYOP campaign. They can use the CCS to resolve conflicts and to manage development, production, and dissemination resources. The following paragraphs are keyed to match the numbers circled on the sample CCS. (See Figure 4-6, page 4- 11.)

Program

In block **1,** enter the program identification code. This code is determined by the target audience (identified by a letter) and the PSYOP objective (identified by a number). The letters and numbers are then combined to identify specific programs as shown in the following example

Target audience: **"A" -** "Company grade officers."

PSYOP objectives: **"l" -** "Orient forces toward the southeast."

"2" - "Surrender their forces."

NOTE: Program A-1 would be the PSYOP program designed to influence the company grade officers to orient their forces to the southeast.

PRODUCT/ACTION WORK SHEET

National Objective	Supported Unit Mission	PSYOP Mission
Target Audience	PSYOP Objective	
Themes and Symbols		
Product Concept		
Dissemination		
Impact Indicators		
Related Programs		Approval

THIS IS A SAMPLE OR SUGGESTED FORMAT.

Figure 4-4. Product/action work sheet.

PROGRAM CONTROL SHEET		
National Objective	Supported Unit Mission	PSYOP Mission
Target Audience	PSYOP Objective	
Media	Dissemination	Impact Indicators
TV		
Radio		
Print		
Loudspeaker		
Face-to-Face		

THIS IS A SAMPLE OR SUGGESTED FORMAT.

Figure 4-5. Program control sheet.

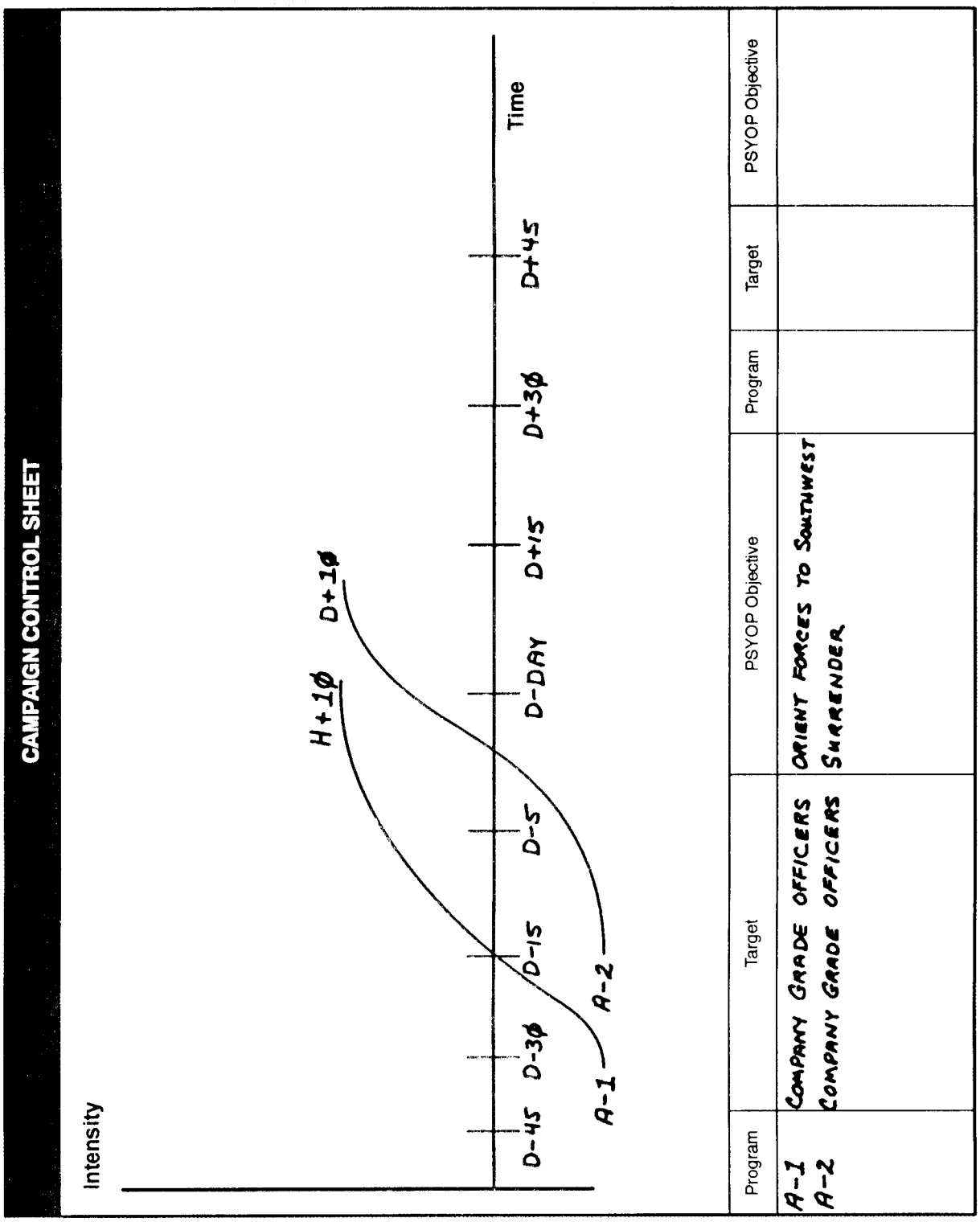


Figure 4-6. Campaign control sheet.

Target

In block **2,** enter the target audience "Company grade officers."

PSYOP Objective

In block **3,** enter the PSYOP objective: "Orient forces toward the southeast."

Intensity

In block **4,** enter a graphic depiction of the intensity of the different PSYOP programs in the overall campaign over time. For example: Program A-1 starts development and production at D-30 (below the horizontal time line). Dissemination starts at D-15, peaks rapidly, and stops at H+10 on D-Day. program A-2 starts its development at D-15 and finishes at D+10.

Summary

PSYOP campaign planning is a logical step-by-step process that combines national objectives, target audience analysis, and the supported unit's mission into a workable PSYOP campaign. The planning identifies the objectives and through the CCS provides a historical record of the total PSYOP campaign and its impact on military operations. It also helps the planner allocate and control PSYOP resources in the AO.

CHAPTER 5

Intelligence Gathering



PSYOP Intelligence is processed information about a particular target audience. It is based on knowledge of an entire AO, scope of mission, society, geography, demographics, and weather. This chapter identifies intelligence systems, products, and information the PSYOP personnel must tap and use to support the commander's effort to conduct successful PSYOP. This chapter is not intended to provide a complete review of the intelligence process. FMs 34-1,34-3, and 34-6 serve as excellent overviews of intelligence operations.

Army Intelligence and Electronic Warfare

The mission of Army intelligence and electronic warfare (IEW) units is to support the commander with situation development, target development, electronic wartfare (EW), and commercial data retrieval systems designed to access open source counterintelligence. These missions are critical for the PSYOP intelligence preparation of the battlefield (IPB) process. They are also critical in—

- Refining the target audience analysis.
- Timing of programs.
- Disseminating PSYOP products.
- Measuring PSYOP effectiveness.

To ensure that PSYOP intelligence needs are met, PSYOP personnel must clearly state their commander's needs to the IEW community. Included in the Army IEW mission are five basic tasks that apply to PSYOP program indications and warning, situation development, target development, EW, and counterintelligence. FM 33-1 includes a thorough explanation of these tasks.

IEW Support Architecture for PSYOP

In the intelligence discipline, IEW consists of U.S. assets (strategic, operational, and tactical), non-DOD assets, and host nation (HN) assets. U.S. assets consist of strategic, operational, and tactical intelligence.

Strategic Intelligence

Strategic intelligence is generated at the national level, primarily by the Defense Intelligence Agency (DIA), the Central Intelligence Agency (CIA), and the National Security Agency (NSA). These agencies provide—

- Analytical services.
- Finished intelligence products.
- Extensive data bases.
- Other services of interest to PSYOP units.

The PSYOP unit S2 must use the established DOD system to ensure that the intelligence material produced by these organizations reaches the PSYOP planners.

Operational intelligence

Operational intelligence is generated at the theater level by Army echelons above corps (EAC) military intelligence brigades. These brigades are tailored to support the regions in which they operate and can provide vital intelligence to PSYOP commanders. These brigades contain five intelligence, discipline-specific organizations and a fusion center described in the following paragraphs.

Human Intelligence (HUMINT) units debrief prisoners of war, detainees, and other personnel. They also exploit documents, conduct long-range surveillance, conduct liaison with HN forces, and conduct low-level and controlled collection activities. HUMINT can provide insight into the opponent's intentions and deliberations. It can also provide information on the opponent's training, morale, and decision-making process. However, HUMINT is limited by timeliness, effects of previous PSYOP products and/or actions, and the availability and accessibility of collectors.

Signals Intelligence (SIGINT) units collect, locate, evaluate, analyze, and fuse intercepted enemy emissions. Interceptions may provide indications of opponent plans and operations. They may also provide some insight into the opponent's decision-making process. If a product is to be disseminated through radio or television broadcasts, SIGINT can locate the necessary facilities. SIGINT can provide timely intelligence but is susceptible to opponent's deception operations, which could lead to false SIGINT assessments.

Imagery Intelligence (IMINT) is collected by EAC units using optical and infrared sensors, imaging radars, electro-optical sensors, and multispectral sensors. IMINT applications for PSYOP focus on dissemination of the product. A PSYOP program that attempts to influence an observable activity may also be evaluated using IMINT resources. The primary disadvantage of IMINT is the capability of the sensors used. Some sensors may be limited by weather conditions and darkness. IMINT can only provide a snapshot of what is happening at one particular time and place, with little indication of enemy intentions.

Technical Intelligence (TECHINT) is the product of captured, confiscated, or gratis enemy materiel (including PSYOP-related equipment) that is evaluated for its potential use against friendly forces.

Measurement and Signature Intelligence (MASINT) results from the analysis of technical and scientific data derived from special sensors. This information can be used to identify opponent's electronic equipment.

Echelons Above Corps Intelligence Center

Each Army theater brigade fuses the collection of discipline-specific information in a fusion center called the echelons above corps intelligence center (EACIC). The EACIC supports the theater Army (TA) command. It is the center for collection management, all-source intelligence production, and the coordination of all theater Army intelligence support. The EACIC should be able to fill most PSYOP operational intelligence requirements.

Tactical Intelligence

Tactical intelligence is generated by both SOF and GP forces intelligence organizations. At this level, HUMINT is intensive because of the interface with the local population therefore, linguists and interrogators will be in high demand. PSYOP personnel must plan carefully with supported commands for access to tactical HUMINT information. The key to tactical intelligence is the swift exploitation of collected information. Other disciplines used at the tactical level include—

- Counterintelligence to aid in operational security, deception, and face production.
- SIGINT.
- IMINT.

Non-DOD Intelligence Assets

Virtually all PSYOP missions will require intelligence assistance from non-DOD agencies. Unit S2s and collection managers should be aware of these agencies and their intelligence-related products. The information provided by these agencies may prove invaluable to the success of PSYOP. Listed below are major agencies that may produce PSYOP-related intelligence on a routine basis:

- CIA.
- DIA.
- NSA.
- Department of Justice (DOJ) to include the Drug Enforcement Administration (DEA) (found in most narcotics producing nations.)
- Federal Bureau of Investigation (FBI).
- Immigration and Naturalization Service (INS).
- U.S. Marshals' Service.
- Department of Treasury, to include the U.S. Customs Service and the Bureau of Alcohol, Tobacco, and Firearms (BATF).
- Department of State (DOS).
- United States Information Agency/Service (USIA/USIS).
- Department of Transportation (DOT).

- United States Agency for International Development (USAID).
- Department of Commerce.
- Federal Aviation Administration (FAA).
- Foreign Broadcast Information Service (FBIS).
- U.S. Border Patrol.

Host Nation Assets

The U.S. Embassy or Consulate is the center for PSYOP intelligence information in the HN. The country team is a critical element for providing PSYOP-related intelligence or information. These agencies may have already collected much of the intelligence that the PSYOP intelligence officer needs. They may also maintain large data bases and historical records that PSYOP units may use. For example, USIS maintains data on HN radio and television programming and on the general attitudes of the HN population. USAID can provide information on ongoing development projects and the impact of these projects on the HN population. Use of these assets will save PSYOP personnel time and avoid duplication of effort.

Deployed units (Special Forces [SF], Civil affairs [CA], military police [MP]) can also provide PSYOP personnel with PSYOP-related intelligence products. These units often work closely with the civilian population and may be able to provide information based on this relationship, although providing information is not their primary role in the HN.

HN agencies are also excellent sources of intelligence related to PSYOP. Examples of other units or agencies that can provide HN support to the PSYOP intelligence effort may include HN—

- Military units.
- Paramilitary groups and militia units.
- Police.
- Government agencies or ministries.
- PSYOP units.

IEW Support to PSYOP

PSYOP programs need current, accurate information, and they must have an aggressive intelligence collection management process. For example, commanders must ensure that the PSYOP senior intelligence officers (SIOs) formally task Army production organizations (for example, the U.S. Army Intelligence and Threat Analysis Center) for PSYOP-related products to support contingency planning and current operations. Non-DOD U.S. Government organizations may also be formally tasked for support. The best PSYOP-related intelligence collectors and producers include the CIA, the DIA, and the DOS. Trained collection managers are qualified to begin formal routine support from these valuable sources of information. Every country in the world is covered for intelligence purposes by these government organizations.

Most analysts in intelligence organizations are aware of PSYOP (including CA) community requirements. Although much intelligence at the national and theater level is created for GP forces, most products address PSYOP-related topics as a matter of analytical procedure.

Commanders must ensure that their personnel are an integral part of the supported command's all source intelligence center, EACIC, or equivalent. As a minimum, PSYOP liaison personnel should work in or closely with the supported unit's intelligence organization. Its intelligence personnel should be tasked to extract PSYOP-related information from all incoming reports, paying particular attention to the cultural, social, economic, religious, and political environments of the target audience.

In most cases, PSYOP commanders will task the following organizations for intelligence support the United States Army Civil Affairs and Psychological Operations Command (USACAPOC) G2; the United States Army Special Operations Command (USASOC) G2; the theater Army special operations support command (TASOSC) intelligence support element; the U.S. Army Intelligence and Security Command's EAC brigades assigned to theaters; or the United States Special Operations Command (USSOCOM) J2. Numerous other service intelligence organizations are available for support, depending on task organization, including HN intelligence services. It is the PSYOP unit S2's responsibility to ascertain the intelligence organization's capabilities (the who, what, and where).

PSYOP SIO is the focal point for the PSYOP intelligence effort. The SIO for Joint Psychological Operations Task Force (JPOTF) is the nucleus of the PSYOP IPB process. The JPOTF SIO is normally the S2 of a regionally oriented PSYOP battalion. The SIO and his staff perform the most detailed IPB of the AO that the environment permits.

In addition to performing the traditional duties of the intelligence officer, such as coordinating intelligence assets to meet the commander's needs, the SIO must aggressively search for information to fulfill the PSYOP unit's unique intelligence requirements. The SIO and his staff must translate the intelligence needs of their unit into precise and observable collection requests. Eliciting timely and PSYOP-relevant intelligence is the primary function of the SIO The SIO must work closely with the operations officer and the PDC chief to ensure a unity of effort in intelligence collection and analysis.

PSYOP Analysis

PSYOP analysis is essential to successful PSYOP mission accomplishment (Figure 5-1, page 5-6). A PSYOP program prepared without it jeopardizes the PSYOP mission and the supported commander's mission. Since most intelligence is generated for GP forces, PSYOP personnel must glean PYSOP-related information from this intelligence and request specific PSYOP information needed for PSYOP analysis.

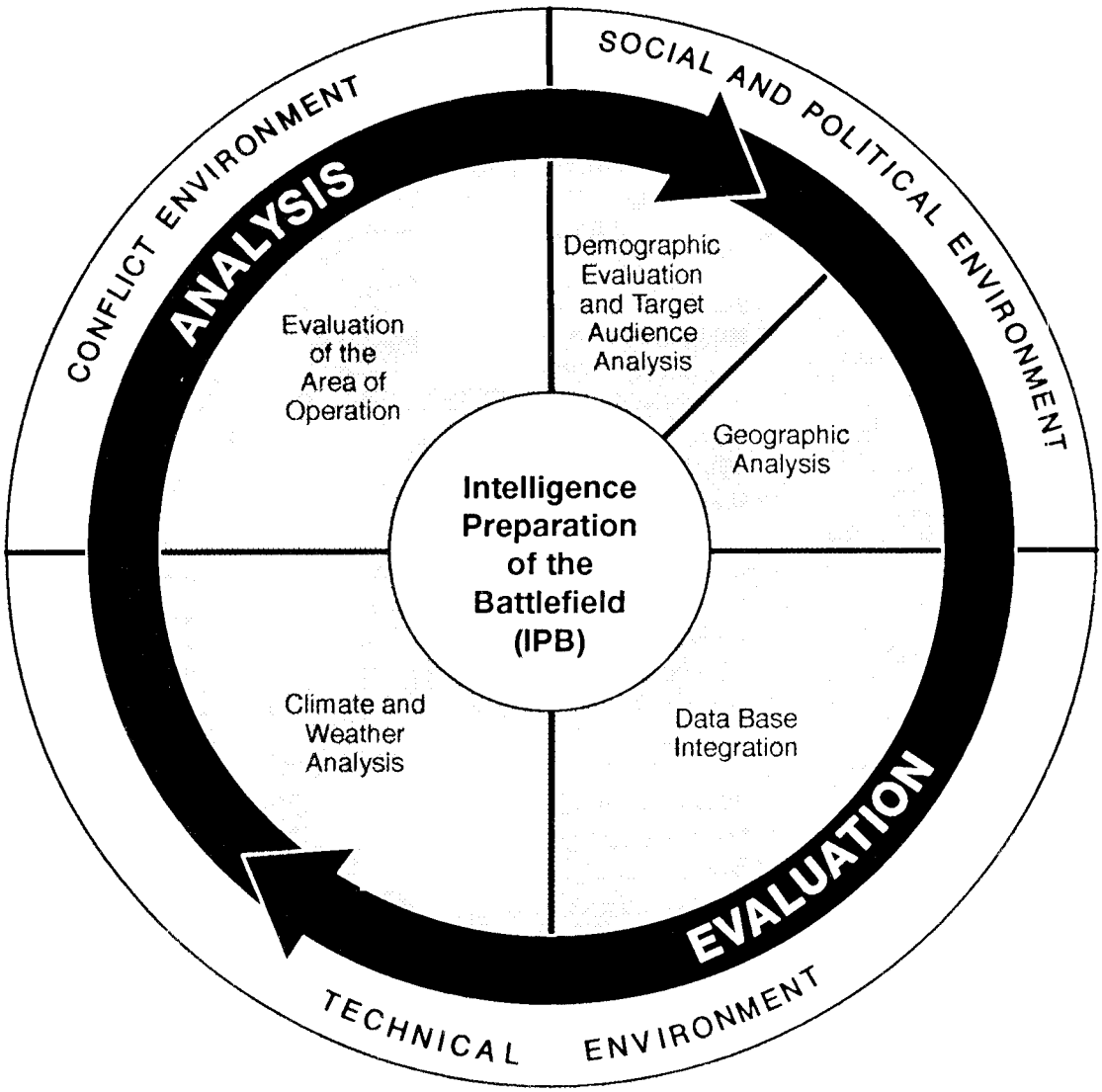


Figure 5-1. PSYOP analysis.

PSYOP analysis is a systematic method of evaluating intelligence and analyzing information for use in PSYOP. It adds PSYOP focus to the intelligence and information relative to characteristics of the AO. For example, the PSYOP analysis changes the focus of IPB from being terrain oriented to being people oriented. PSYOP planners use the following elements to evaluate data about expected target audience behavior and to identify requirements for desired behavior changes:

- Evaluation of the AO (EAO).
- Climate and weather analysis.
- Geographic analysis.

- Demographic evaluation and target analysis.
- Data base integration.

The EAO begins with a basic PSYOP study (BPS) or special PSYOP study (SPS) of the AO. See Appendix D for the format of the various PSYOP studies. PSYOP personnel add intelligence data to these studies for specific PSYOP support missions. The PDC prepares a matrix of the AO during the EAO. Possible target groups, credible leaders, preferred media, and possible PSYOP issues are identified in the matrix. The PDC analyzes data about accessible and effective targets within and outside the AO.

The analysis of weather effects on PSYOP media and dissemination requires special care. Wind direction, wind speed, and seasonal changes may affect PSYOP planning. Data from such an analysis influence timing, dissemination techniques, and media and program selection.

PSYOP terrain studies consider how the area's geography affects the culture, population density, and product dissemination. Mountain ranges, valleys, and river systems affect the PSYOP element's ability to conduct action programs.

PSYOP population studies analyze demographic, social, cultural, economic, political, religious, and historical factors within the AO. All SOF units conduct similar studies while preparing for operations. These units should coordinate their population evaluations. Such coordination promotes credible results and increases the chances for successful military operations.

Target audience analysis is a key part of the PSYOP analysis process. PSYOP personnel study target audiences within the AO. They also study the PSYOP program's effects on audiences not in the immediate AO. The PDC examines target audiences for vulnerabilities and credible communicators, keeping in mind the available PSYOP assets. The PSYOP commander then balances available resources against expected results for each target audience. In this part of the PSYOP analysis, PSYOP personnel also analyze the opponent's propaganda and consider counterpropaganda techniques.

The final step in the PSYOP analysis is the integration of all studies and data analyzed into a data base for PSYOP planners. This step relies heavily on event templating and event analysis matrix development. The PSYOP analysis is people oriented as opposed to terrain oriented. The event template and matrix focus on the expected results of friendly, opposing, and nonbelligerent third party actions. After examining the effect of a specific theme or action, the PDC recommends target audiences. It classifies them as high-value targets (HVTs) or high-payoff targets (HPTs). Including HVTs in the program boosts the credibility of PSYOP messages. Including HPTs advances national goals within the AO. HVTs normally are not the program's end product but may help influence HPTs. The PSYOP analysis lets PSYOP personnel provide timely, expert advice to SOF and GP commanders throughout the operational continuum.

Automated Information Systems

Numerous automated information systems exist for integrating data bases. The newest of these systems is the Special Operations Command, Research, Analysis, and Threat Evaluation System (SOCRATES). The Psychological Operations Automated Data System (POADS) is another of these systems. SOCRATES and POADS may be interconncected on a future date.

Special Operations Command, Research, Analysis and Threat Evaluation System

SOCRATES is a USSOCOM-sponsored program. Its purpose is to provide automated intelligence data voice, secondary imagery dissemination, and FAX worldwide to the SOF community. This community includes the USSOCOM components, major subordinate commands, and Reserve Component (RC) and National Guard units within the continental United States (CONUS) and outside the continental United States (OCONUS). The three SOCRATES components are—

- SOCRATES local area network (LAN).
- SOCRATES stand-alone capability (SAC).
- SOCRATES extension (EXT).

SOCRATES LAN. SOCRATES LAN consists of on-line computers, workstations, printers, and phones. Fiber optic cable is the communications carrier for information transfer on the LAN. Computer workstations operating in the SOCRATES LAN serve USASOC, USACAPOC, USAJFKSWCS, the 3d and 7th SF Groups, and the 4th Psychological Operations Group (POG) Airborne (A).

SOCRATES SAC. SOCRATES SAC uses stand-alone computers with SOCRATES software uploaded on a periodic basis with hard disk intelligence data bases. SOCRATES SAC is fielded to Army National Guard and RC SOF units.

SOCRATES EXT. SOCRATES EXT extends the SOCRATES on-line capability to other SOF locations-for example, Fort Campbell, Kentucky. SOCRATES can access national intelligence data bases, office automation functions, and PSYOP- and other SOF-peculiar data bases.

Psychological Operations Automated Data System

The POADS is currently fielded in the Active Component (AC) and is controlled by the 4th POG(A) communications and electronics element. POADS has three general areas of interest for PSYOP intelligence. They are commercial databases, message traffic, and support files.

Commercial Data Base. This area of interest is the NEXIS system-a commercial data retrieval system designed to access open source news reporting from more than 100 news services, including the Associated press and Reuters. This automated system allows analysts to search for, retrieve, and print the desired item.

Message Traffic. This area of interest refers to intelligence and information reports from DOD and other government agencies. These reports are available on POADS for automated search and retrieval.

Support Files. Support files are another area of interest for the PSYOP personnel. Many support files are available, but the primary applications are the biographic file, the finished intelligence file, and the PSYOP studies file.

Biographic File. This file contains information about key foreign personalities. It is updated along with the radio and television file, which is a listing of worldwide commercial broadcasting facilities.

Finished Intelligence Files. These files may contain information that enhances the ability of the PSYOP planner to complete his mission. They may include intelligence pertaining to imagery, order of battle, local geography, and installations.

PSYOP Studies Files. These files provide a baseline of PSYOP information. They contain broad information covering PSYOP-relevant issues in a country or region. PSYOP personnel must constantly develop the basic intelligence for these studies, since the character and depth make development after mission assignment virtually impossible. From general to specific, these studies are the BPS, the SPS, and the special PSYOP assessment (SPA).

- A BPS is a country study written from a PSYOP perspective. It should be the first document that PSYOP personnel examine when planning or conducting a program. (See Appendix D.)
- An SPS is smaller in volume and more focused than the BPS. It uses the same structure as the BPS but concentrates on a subelement of the BPS.
- SPAS answer specific questions crucial to the conduct of a PSYOP program. These assessments are usually time sensitive and concisely written. The SPA is resource-intensive to produce but serves as a flexible complement to the BPS or SPS.

Other Information and Source Material

PSYOP personnel may use the Foreign Publication Procurement Program (FPPP) to obtain foreign newspapers, magazines, and books from all over the world. Any country with a U.S. Embassy or Consulate is involved in the FPPP and can provide information on how to obtain these source materials. The PSYOP battalion S2 receives all incoming items and distributes them according to need. These documents, primarily written in the native language of the area, can provide excellent indicators of the current issues and concerns in a country as well as the media stance on current issues.

PSYOP Intelligence in the Operational Continuum

PSYOP intelligence requirements are as diverse as the operational continuum. The distinctive roles and missions of SOF vary with the spectrum of operations. However, some of the main categories that dominate PSYOP intelligence requirements regardless of spectrum are the level of support, nature of the mission, target audience, issues and themes, and means of dissemination. PSYOP

personnel use intelligence information to create products or answer command questions in the forms of—

- PSYOP estimates.
- PSYOP annexes.
- PSYOP studies.
- TAAWSS.
- Summary work sheets.
- Evaluations of program effectiveness.
- Propaganda analyses.

PSYOP-Specific Information Requirements

Specific information requirements (SIR) for PSYOP units differ from the information requirements of GP forces. PSYOP personnel understand the target audience's cultural, social, economic, religious, and political environment.

Intelligence personnel may not recognize the unique requirements of PSYOP as useful intelligence. PSYOP personnel must ensure that intelligence personnel know the needs of PSYOP units and do not discard valuable PSYOP information and intelligence. PSYOP personnel must also know about the varied informational sources and develop a working relationship with them.

In general, PSYOP intelligence requirements fall into three broad categories target audience, issues and themes, and means of dissemination. Failure to understand these three categories can result in PSYOP mission failure. (See Appendix E.)

Target Audience

PSYOP intelligence includes the target audience analysis necessary to plan and conduct PSYOP. Such information includes the designated target audience's identity, location, conditions, vulnerabilities, susceptibilities, and effectiveness. PSYOP intelligence differs from conventional intelligence in that it keys on social and behavioral intelligence as opposed to order of battle intelligence.

Collecting intelligence on the composition and exact nature of the target audience is the first step in developing PSYOP products. The definition of a target audience depends on a number of internal and external conditions, as well as historical events and norms that have developed over time. For example, target audiences may be defined based on—

- Language.
- Social studies.
- Religious beliefs.
- Location.
- Occupation.

- Race.
- Military a political affiliation.
- Education levels.

Understanding these conditions is critical to the PSYOP product development. Intelligence assists in this process by describing the beliefs, attitudes, and perceptions of different target audiences—how they perceive their environment. The more specific the information about the target audience, the more successful the PSYOP product or program will be. Much of this intelligence can be derived from intelligence data bases and open source documents that include information about historical and current events relevant to the particular target audience.

To understand anticipated target audiences, nations, or regions, PSYOP and intelligence personnel must study the historical as well as the current perspectives of the target. Study may include, but is not limited to, the following:

- Identification of indigenous peoples, including the various ethnic groups that exist in the country, and from where, when, and under what conditions they came to that country.
- Outline of how the indigenous peoples and ethnic groups were treated over time.
- Descriptions of the interrelationship among the distinct groups and their attitudes towards the existing political, economic, and social leaders and systems.
- Description of how each distinct group lives and its customs and traditions.
- Indication of which customs and traditions are common to all groups and which are unique to specific groups.
- Identitification of existing and dormant bonds and the controversies among distinct groups in the target country, including sense of nationhood and tribal and group loyalties.
- Identification of formal and informal leaders with the authority to influence group actions.
- Description of what is known about the personal goals, personal characteristics, and motivations of the leaders.
- Identification of fanaticism and extremism, personal values, and beliefs.
- Description of the nation's economy.
- Identification of concentrations of wealth and poverty by groups, in particular, class barriers on obtaining wealth and whether those barriers are restrictive or flexible.
- Identification of strength and weaknesses of the nation's economy and its dependence on other countries.
- Status of the nation's world debt and any programs placed upon it by world banking organizations.
- Identification of companies that participate in international trade fairs, import-export companies, and companies with overseas affiliates.
- Description of ideological credos held by various groups in the target country. Description of how tolerant a intolerant each is and its ability to affect national policies (internal and external).

- Identification of international movements in which the groups participate, international gatherings they sponsor or in which they participated to promote ideology, and the means used to propagate particular beliefs and cause.
- Description of the internal security organizations of the nation, their population control capabilities and measures, and the degree to which they can influence the population.
- Identification of groups favored or treated harshly by the internal security organizations and issues of contention with respect to internal security practices.
- Description of internal media capabilities. Identitification of controls over the internal media and what sources media personnel use to prepare materials.
- Description of the border controls, internal controls, and monitoring practices for foreigners, to include customs duties and restrictions.
- Description of the status of the various armed forces in the country.
- Description of the interaction between the military services, with emphasis on the differences of outlook, favoritism, harsh treatment, lack of trust, and other such factors.
- Identification of civil-military relationships.
- Description of the national security structure functions, the prestige and influence of member nations, and attitudes of members toward one another and the alliance.
- Description of the particular of the agreements, how well they are adhered to, the value placed on them, and disagreements among the parties concerned.

Issues and Themes

Key issues within a target audience, used to develop PSYOP themes, are determined through intelligence and research. PSYOP personnel focus on the general opinions of the target audience, not on isolated views from a small sector of the target. Issues and themes important to the PSYOP intelligence effort include—

- Perceptions of the United States and its allies.
- Perceptions of the HN and its military.
- Perceptions of nonbelligerent third parties.
- Socioeconomic conditions.
- Key leaders.
- Foreign influence.
- Local government services and agencies.
- Motivators.
- Symbols.
- Effectiveness of the target audience.

Intelligence assets must also assess any past or current PSYOP program against the target audience by a friendly or opposing power. This program may have already influenced the target audience to some degree. PSYOP personnel should know the

key message of the previous PSYOP program, its intent and its effectiveness, and if required, a means of countering the message.

Means of Dissemination

Dissemination is the actual delivery of the PSYOP message to the target audience. Intelligence is used to determine the most effective way to reach the entire target audience. Audiences vary greatly in their access to a particular medium, whether that medium is radio, television, newspapers, posters, or leaflets. In addition, target audiences vary in their ability to understand the message because of language, cultural, or other barriers. Obviously, printed products directed at an illiterate target or written in the wrong language have little effect on the target. Using a symbol with a distinct meaning to an illiterate target may, however, have a significant effect.

To determine the most effective method of dissemination, PSYOP personnel must assess the following dissemination and communication factors:

- Existing communication structure.
- Media availability.
- Media credibility.
- Language (to include dialects, slang usage).
- Musical likes and dislikes.
- Social taboos.
- Control of media.
- Capability of the media-for example, power of television transmitters.
- Physical conditions (geography and climatology).
- Graffiti.
- Opponent's means to disrupt.

Certain groups may also communicate in a way that is unique to their time and place. For example, slang that may be highly credible to their members may be easily overlooked by outsiders. An insurgent group may develop a certain shorthand to speed messages over a crude system. By interviewing EPWs/CIs, defectors, or HN personnel, PSYOP personnel can tap into this shorthand or slang. They can then create appeals with much greater impact than a standard message.

The intelligence needed to support the actual delivery of messages or actions can be very detailed and technical. Plans to operate from a particular radio or television station require a great deal of intelligence about the equipment. For example, PSYOP personnel need to know about the equipment's reliability, compatibility , range, and current programming. They may also need intelligence on the defense of the site.

PSYOP personnel also need to know the opponent's ability to disrupt the delivery of the product. Depending on the type of communication medium selected, a variety of opponent's disruption capabilities should be considered. An airdrop of

leaflets, for example, requires intelligence on air defense artillery and air-interdiction capability. Radio and television broadcasts are subject to electronic countermeasures. Even leaflets can be disrupted if the opponent harshly punishes people who pick up leaflets.

Evaluation of Product Effectiveness

PSYOP personnel use intelligence from various sources in the target analysis process to evaluate the effectiveness of PSYOP products and programs. Ideally, the product is tested on a limited audience. Before full-state dissemination and use, the results of the test are analyzed to determine whether to modify the product or, if necessary, eliminate it completely.

To assess the success of products and programs, PSYOP personnel use two types of indicators—direct and indirect. Direct indicators are the desired results themselves. For example, if the desired result of a product is the defection of several key people to the HN cause, the direct indicator is their actual defection. Indirect indicators are used when the desired behavior cannot be readily observed due to either terrain or the type behavior itself. The success of a PSYOP program to lower motivation and morale would be difficult to quantify. PSYOP personnel can collect and use indirect indicators of motivation and morale such as the recruiting success or failure of an opponent force.

Summary

In many ways, the intelligence gathering process for PSYOP is the same as for any GP unit, but PSYOP intelligence requirements are very different. Information about human motivations, behaviors, actions, and perceptions are critical to the success of the PSYOP program or product. PSYOP requirements are driven by the need to understand the cultural, social, economic, and political environment of the particular target country or region, and the need to identify effective target audiences. PSYOP intelligence requires information on the target audience's identity, location, conditions, vulnerabilities, susceptibilities, and effectiveness. Accessing the proper intelligence assets and sources is the role of PSYOP intelligence officer and personnel involved in product development.

CHAPTER 6

Target Audience Analysis



Target audience analysis is a detailed, systematic examination of PSYOP intelligence to select target audiences that may be effective in accomplishing the PSYOP mission. Target audience analysis is the process by which potential target audiences are Identified and analyzed for power (their ability or capacity to perform effectively), for accessibility (by U.S. PSYOP media), and for susceptibility (the degree to which they may be manipulated).

Process

The key in the target audience analysis process is identifying target audiences with power—ones whose changed behavior will affect the outcome of the supported commander's mission. The quality of empathy is vital to an effective target audience anal analysis. Empathy is putting oneself in the other person's shoes-the ability to understand other human beings, to know how they feel and how and when to talk to them. To achieve success, PSYOP personnel must have this quality above all others. Empathy is so basic it may underlie everything said about how to develop an effective PSYOP message.

The message, in whatever form it is packaged, is not subject to a set of rigid rules, such as, "Printed products will not be written above a seventh grade reading level," or "PSYOP must adhere to the rules of advertising." The goal of PSYOP is to motivate a desired behavior change. The test is whether the message will get the desired response. PSYOP personnel must gain the attention of the audience. They must get their meaning across and identify information necessary to understand the target audience's perception. They know what response they want to cause in the target audience (PSYOP objective) and something about how that is done. The specifics of this process include the integration of the results of target audience analysis, the appropriate theme, and proper communication strategy. These specifics require from PSYOP personnel the greatest possible empathy with the audience they are trying to reach.

Target Audience Analysis Work Sheet

Target audience analysts work in the target audience analysis section of the PDC. They use a tool called the TAAWS to conduct target audience analysis. (See Chapter 4, Figure 4-3, page 4-6.) The TAAWS consists of header data (blocks 1 through 4) and target audience analysis data (blocks 5 through 12). After the target audience analyst completes the TAAWS, the PDC chief or company commander compares the information on the TAAWS with any existing work sheets on the same target audience and ensures that all pertinent information has been considered. All previous TAAWSs on the same target audience should be segregated at this time.

Header Data

Blocks 1 through 4 of the TAAWS contains the header data. This data includes the national objective, the supported unit's mission, the PSYOP mission, and the target audience. This data helps form a frame of reference for the analyst. All information placed on the TAAWS is linked to these blocks to ensure the target analyst is focused on the current campaign.

National Objective. The national objective comes from U.S. policy statements and documents that provide PSYOP guidance in and toward a country. These documents cover specific goals in military, political, economic, and psychological areas. Sources for U.S. objectives relevant to Army PSYOP include—

- Unified command military plans.
- USIA country memorandums.
- DOD and DOS policy statements.
- Other related command and PSYOP guidance.

Supported Unit's Mission. The supported unit's mission may come from the OPLAN or OPORD of the supported unit or from the commander or operations officer of the supported unit. The PSYOP planner must have a clear understanding of what the supported commander is expected to accomplish. Therefore, this block must be sufficient y detailed to explain the mission fully to PSYOP personnel supporting the mission.

PSYOP Mission. The PSYOP mission derives from the supported unit's mission and indicates actions to be accomplished by the PSYOP unit in the supported unit's area of interest. If supporting echelons above corps, the PSYOP mission might be directed by a higher headquarters or, for planning purposes, might be deduced from operational objectives. For example, in May 1945, the United States was at war with Japan. The U.S. national objective was to get the Japanese government to surrender unconditionally. The mission of the supported unit was to defeat the Japanese military. The PSYOP objective was to influence the Japanese military to surrender unconditionally.

Target Audience. The initial step in conducting PSYOP target audience analysis is the identification of target audiences. A target audience is a collection of people

who have common characteristics and vulnerabilities that may make them susceptible to the effects of a PSYOP program. A TAAWS is prepared for each target audience-PSYOP objective combination. If a great deal of information is available for target audiences, the target analyst may set up a workbook, making each section of the workbook equivalent to a section on the TAAWS. In this case, the TAAWS functions as an executive summary.

Classifications of Target Audiences. Audience analysis is a study of the total audience the message reaches. It may include people who were not a part of the intended target audience. Audiences may range from a broad general category, such as the Soviet people, to a specific category, such as a rifle company. Audiences also may be defined as specific groups based on income, nationality, geography, ethnicity, political preferences, religion, race, social class, economic level, caste, and other factors. Audiences are classified as shown below

- Apparent audiences are the audiences that appear to be the target of the message. They may or may not be the real, intended, or final targets of the message.
- Ultimate audiences are the real, intended, or final targets of the message.
- Intermediate audiences are used by the PSYOP planner to transmit his message to the ultimate audience. Intermediate audiences may or may not be part of the ultimate audience.
- Unintended audiences are audiences the planner had not intended to reach but the ones that received a message directed at another audience.

Types of Target Audiences. The three types of target audiences are groups, categories, and aggregates. When examining the available target audiences, the PSYOP planner must ensure that his selected audience is one that can help achieve the PSYOP mission.

Groups are collections of people bound together by common activities and goals. They are the preferred PSYOP target audiences. Within groups, there are two additional designations—primary and secondary. An example of a primary group is a family or a small military unit such as a squad or platoon that has endured severe hardships. A primary group is extremely protective of its members from outside interference. An example of a secondary group is a parliament-united in its goals of serving the electorate and country, but perhaps divergent in individual views for accomplishing its mission. Since it usually has a specific reason for existing, a group can be studied more precisely than other collections of people. More valid and definitive statements can be made concerning group conditions and attitudes. It is generally easier to persuade a secondary group than a primary one to behave in a desired manner because of the high level of cohesiveness in a primary group. One place to begin selecting possible target audiences is the BPS for the country in question.

Categories, the second most desirable type of target audience, are collections of people who share specific demographics such as race, sex, or age. These shared characteristics are usually not enough to cause category members to act in concert, thus limiting their effectiveness.

Aggregates are collections of people identified by a common geographic area. They are the least desirable type of target audience. Examples of aggregates are Europeans, Asians, Midwesterners, and Egyptians. People in these large groupings may have diverse values and little in common with each other. PSYOP personnel should analyze categories and aggregates to identify primary and secondary groups.

Key Communicators. Key communication are also a kind of target audience. They are individuals to whom members of a target audience turn for information, opinion, or interpretation of information. Key communicators are an intermediate target audience useful in conveying the PSYOP message to the ultimate target audience. They may not be physically collocated with the ultimate target audience, but their power enables them to generate the desired effect in the target area.

Interpersonal communication often employs one or more key communicators. Key communicator influence factors include credibility, appeal, and power and control. Credibility is the willingness of the target audience to accept what the communicator says as truth. Appeal is the combination of attractiveness (pleasing to the senses) and prestige (prominence) based upon success, renown, or wealth. Power and control is influence (ability to persuade) and access (ease and degree of contact.)

The relative importance of these influence factors will vary, but all of them must be present. Note that a prestigious person is not always a key communicator. He may occupy a position of authority and responsibility but uses someone else or others to communicate for him.

The two-step model of communication attempts to influence the key communicator. By properly targeting the key communicator (step 1), the PSYOP planner enlists the key communicator's support, which enhances communication with the ultimate target audience (step 2). The initial targets of the PSYOP planner may be key communicators or opinion formers who have the potential and capability to persuade the ultimate target audience.

Some of the sources of influence of key communicators in different cultures include age, birth, education, physical strength, political authority, religion, wealth, exceptional talent, and leadership in professional or social organizations.

At times, key communicators may not fully accept the PSYOP message. However, their acceptance is unimportant as long as they still carry the message. The following COAs—in order of desirability-may be applied to key communicators hostile toward U.S. PSYOP

- Use interpersonal persuasion to obtain their support.
- Reduce or eliminate their influence.
- Look for other key communicators.
- Alter the entire line of persuasion.

Media. Media can also serve as an intermediate target audience. U.S. military PSYOP do not target domestic media as intermediate target audiences. There are, however, practitioners of PSYOP who do. Terrorists, for example, know that the best way to put

their message before their intended audiences (governments) is to use graphic violence and the media's fascination with it as an attention-getting device. The camera itself is not the target of such campaigns-the camera crew, reporter, producer, and publisher are. They ensure the terrorists' message is transmitted.

U.S. military PSYOP personnel must operate within the Geneva Conventions, the Law of Land Warfare, and the Uniform Code of Military Justice. To advise the supported commander on how not to become the target —or the tool-of these campaigns, PSYOP personnel must be aware that the employment of mass media by others is not so constrained.

Target Audience Analysis Data

Blocks 5 through 12 of TAAWSs are used for recoding data obtained during the target audience analysis. These blocks correspond to the following steps of the analysis

- Set the PSYOP objective for the target audience being analyzed (block 5).
- List conditions affecting the target audience (block 6).
- List media that will provide accessibility y to the target audience (block 11).
- Analyze vulnerabilities of the target audience (block 8).
- Determine the themes and symbols (block 9).
- Determine the susceptibility of the target audience (block 10).
- Determine the target audience effectiveness (block 7).
- List the impact indicators (block 12).

The target analyst gets the information needed to complete each of these steps from PSYOP products such as the BPSs, SPSs, and SPAS and from current intelligence and information requests. As information is gathered, the target analyst records it in the proper column of the TAAWS.

PSYOP Objective. PSYOP objective is the measurable response expected of a target audience as a result of PSYOP? It is based on specific and implied tasks derived from the PSYOP mission. It must accurately define the specific desired behavior response, which in turn must support the PSYOP objective. Target analysts may change the specific and implied tasks after conditions, vulnerabilities, susceptibility, and effectiveness of the target audience have been considered.

A PSYOP objective may be a single step or a series of intermediate steps designed to lead the target audience toward the desired behavior or attitude to accomplish the PSYOP mission. Should it be necessary to have a series of intermediate steps, each one must accurately define the specific behavior response desired. Target analysts must complete each intermediate step in logical order.

The desired behavior response must be identified in measurable terms. In establishing measurable activities for the target audience during a PSYOP program, present activity levels must be analyzed to determine if behavior changes can occur. Attitude changes are much more difficult to measure and frequently are overlooked when the results of a particular program are being determined. Furthermore, attitude changes cannot, in themselves, contribute directly to the military mission; behavior changes can.

PSYOP objectives are classified as cohesive or divisive. Cohesive objectives, whose successful achievement would strengthen or more closely unite the total society or a particular target group, encourage the individuals of the target audience to place the collective good above the individual good. Goodwill, encouragement, compliance, and coopertion are examples of cohesive objectives. Divisive objectives are designed to separate individuals from their group, a target group from other groups, or a target group from the society or to disorganize a group or society. Divisive objectives encourage the individuals in the target audience to place their self-interest above the interest of the group. Examples of divisive objectives are as follows:

- Discouragement.
- Defeatism.
- Apathy.
- Hostility.
- Noncooperation.
- Discord.
- Panic.
- Active and passive resistance.
- Surrender.
- Defection.
- Desertion.

Conditions. Conditions are any environmental situations over which the target audience has virtually no control but may have an effect on the target audience. These situations may be man-made, such as wars, taxes, and forced relocations, or natural, such as floods, earthquakes, or famines. Target audience analysts should list these conditions under the following categories:

- Economic.
- Political.
- Environmental.
- Social.
- Psychological.
- Communications.
- Military.

PSYOP personnel and the mass media usually provide information concerning these conditions. Target audience analysts should list conditions having both a positive and negative influence on the target audience to avoid creating a biased image of the target audience. They should consider each condition selected as it is perceived by the target audience. They should avoid ethnocentrism and, above all, be empathic.

Audience Effectiveness. Audience effectiveness is the actual ability of the target audience to carry out the behavior response indicated in the PSYOP objective. If

the target audience is susceptible to persuasion, the target analyst must assess the relative capability of the target audience to perform the desired behavior. The most important factors in making this determination are restrictions and influence. Restrictions are the physical, sociological, political, emotional, and economic constraints that keep the target audience from performing some action. For instance, Japanese culture considers surrender to an enemy dishonorable. For that reason, during World War II, it was extremely difficult for the Allies to convince Japanese soldiers to surrender. Even toward the end of the war when all hope for victory was gone and nothing could be gained by further resistance, the Japanese continued to resist surrender.

The target analyst must also consider the influence of the target audience. When assessing effectiveness, PSYOP personnel study the power structure of a country and the positions of target audiences within those structures. Who influences this target audience? Who is influenced by this target audience? Any circumstances that may alter the standard relationships between the target audience and other groups in the target area should also be determined.

Vulnerabilities. Vulnerabilities generally correspond to the conditions previously listed. For example, lack of food creates a vulnerability of hunger. Target audience analysts evaluate the four interrelated psychological factors -perception, motivation, stress, and attitudes–as they pertain to the target audience and determine what, if any, vulnerabilities exist because of the conditions listed.

Perception is the interpretation of sensory input from seeing, hearing, smelling, tasting, or touching. Perception is also influenced by physiological capacities, frames of reference, learning, past experiences, and cultural and social environments. To be effective, PSYOP products must be perceived and interpreted by the audience as the PSYOP personnel intended. For example, during the Vietnamese conflict, the United States disseminated leaflets with an overprinted ace of spades (to be interpreted as an omen of death). This symbol was supposed to cause fear in Communist soldiers. However, the intended reaction never occurred because the ace of spades is not included in the Vietnamese deck of cards and is unfamiliar to that culture.

Motivation is the desire of all living organisms to survive and fulfill their potential in life. These desires operate both biologically and psychologically in humans and include safety and physical and emotional needs. Humans constantly renew themselves through rest and nourishment. Prolonged interference with these needs can make them vulnerable to special stresses.

Common needs exist despite wide individual and cultural differences in people. This common core includes a need for order, predictability, understanding, and security. Individuals also have feelings of adequacy and competency that help them adjust and cope with internal and external demands. Especially in times of severe stress and crisis, individuals have a need for a feeling of belonging. They also need the approval of others in their work and recreation to gain and retain a sense of adequacy and competence. Values, meaning, and hope assist in stimulating people, promoting achievement or causing defeat, and attaining or not attaining personal goals.

Motivation not only gives direction to actions but also activates behavior in pursuit of a goal. Individuals have behavior patterns that are centered on particular motivations and goals, some conscious and others subconscious. For example, biological needs, such as hunger and thirst, generally operate on an unconscious level as long as food and water are available. An individual becomes aware of them when the need interferes with bodily functions. Psychological needs, such as security, social approval, and self-esteem, may also operate on an unconscious level. Thus, soldiers may criticize their peers, join elite units, or volunteer for dangerous assignments for reasons not consciously recognized. Later they may justify their behavior. Frequently their justification differs from what actually caused them to act the way they did.

Social factors can aid or inhibit specific needs, making some goals more feasible than others. A society uses a system of values coupled with rewards and punishments to encourage specific behavior. Individuals and social groups share similar basic needs. Survival depends on the maintenance of orderly social relationships accomplished through custom and law. When group functions or organization is disrupted, as when a company commander is killed in battle, the group tries to reorganize to return the group to its normal operating mode. For example, the executive officer or next in authority assumes command. PSYOP personnel must recognize that the needs of groups and of society are important determinants of an individual's behavior. When an individual meets the needs of his group, he usually promotes his own welfare. The needs of a group or society may, however, conflict with the needs of an individual, which creates stress. This situation may occur when soldiers are forced to risk their lives for a cause in which they do not believe.

Stress is mental, emotional, or physical tension or strain. A person's life could be less stressful if his biological and psychological needs were automatically gratified, but many obstacles exist that interfere with the ability to reach a desired goal, and these obstacles place stress on an individual. PSYOP personnel must learn to recognize stress-causing factors or situations and exploit them to the fullest when planning and conducting PSYOP.

Attitudes are consistent, learned, emotionalized predispositions to respond in a particular way to a given object, person, or situation. Opinions and beliefs are closely related to attitudes, but they differ in that an opinion or belief refers to what one knows or assumes to be true, whereas an attitude is how a person feels about something. Since opinions have their basis in assumptions, it is easier to change a person's opinions and beliefs than his attitudes.

Attitudes affect behavior, especially when the attitudes are important to a person. Strong attitudes are not always a guarantee that an individual will behave accordingly, however, as he may possess other attitudes or beliefs that affect his behavior more strongly. For instance, a soldier may feel strongly about the immorality of war, but this attitude may not necessarily cause him to desert or defect to the enemy because his sense of loyalty will not let him accept the stigma of being a deserter or traitor.

Themes and Symbols. Themes and symbols support the PSYOP objective of the PSYOP program. When used in a PSYOP product, they address or "play on" the vulnerabilities and susceptibilities of the target audience. Some themes and symbols are universal, while other are target specific. When selecting themes and symbols, the target analyst must conduct a detailed analysis of the relevance of those themes and symbols to the target audience.

Susceptibility. Susceptibility is the degree to which the target audience can be influenced to respond in a manner that will help accomplish the PSYOP mission. Simply put, how well can a vulnerability be manipulated? For example, if a condition is a food shortage that creates a hunger, the last time a target audience ate a healthy meal might very well determine how susceptible the target audience is to this need. The degree of susceptibility will be rated not susceptible, moderately susceptible, or highly susceptible.

Accessibility. The availability of an audience for targeting by PSYOP is termed accessibility. Having PSYOP dissemination means within range of the target audience does not always guarantee that the audience can receive the PSYOP message or that military PSYOP can be used on that audience. For example, one rule of engagement may forbid U.S. military PSYOP from targeting allied forces well within range of a U.S. military PSYOP-operated radio transmitter. In this case. allied forces would be inaccessible to the United States.

Impact Indicators. Impact indicators are those changes or events that will help measure the effectiveness of the PSYOP efforts. Impact indicators are usually subjective, but when thoroughly analyzed, can provide reliable judgments. If possible, impact indicators are expressed as a percentage of increase or decrease in a specified activity. The target analyst places a small + or - in front of each indicator on the TAAWS to indicate whether it is a positive or negative impact indicator.

Positive Impact Indicator. A positive impact indicator correlates directly with the PSYOP effort. For example, if a PSYOP program is attempting to convince opponent forces to surrender, an increase in the number of opponent soldiers giving themselves up would be a positive indicator. PSYOP personnel would have to be aware, however, that the defectors might be surrendering because of factors other than the PSYOP program.

Negative Impact Indicator. A negative impact indicator is an event or a change opposite that desired by the PSYOP unit. One example might be fewer defectors despite a massive program to convince them of the benefits and advantages of defecting. PSYOP personnel would have to examine this case to determine why the program was having the opposite effect or if PSYOP had anything to do with it.

Summary

Target audience analysis is the process used to select target audiences that may be useful in accomplishing the PSYOP mission. The PSYOP analyst uses TAAWS to ensure a complete analysis of target audiences and for recording the resultant data.

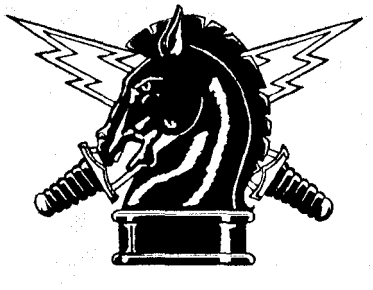
After noting the national objective, supported unit's mission, PSYOP mission, and target audience on a TAAWS, the target analyst proceeds with the audience analysis. He examines PSYOP intelligence and evaluates the information on a TAAWS IAW the following steps:

- Set the PSYOP objective for the target audience selected.
- List conditions affecting the target audience.
- Determine the accessibility of the target audience.
- Analyze vulnerabilities of the target audience.
- Determine the susceptibility of the target audience.
- Determine the effectiveness of the target audience.
- Determine themes and symbols.
- List the impact indicators.

The TAAWS is the basis for PSYOP program planning. It also serves as a summary for selecting themes, symbols, actions, and media for future PSYOP programs.

CHAPTER 7

Product Development



The processes of mission analysis, intelligence gathering, target selection, theme and symbol selection, media selection, and product design come together in the PDC. The PDC uses the product development process to develop prototypes of products and actions that will help accomplish the PSYOP mission. The goal In product development Is to get the right message or action (theme and symbols) said or done in the right way (persuasive presentation) through the right channel (media selection) at the right time (intensity and timing) to the right audience (target analysis).

Process

The product development process is an interactive system used to develop models of PSYOP products and psychological actions that become aspects of PSYOP programs. Although the process is numbered sequentially, the steps listed in Figure 7-1, page 7-2, interact with each other and can occur simultaneously.

Developing products is a three-phase process that takes all available PSYOP target information, knowledge, and material and expresses them as artwork, words, symbols, sounds, texts, manuscripts, and actions.

Integration

The first phase requires the integration of target analysis with the appropriate media. The PSYOP personnel must ensure that this process addresses six major questions. If these questions cannot be answered, the development process must be repeated until the information is obtained. These questions are—

- Who is the target audience?
- What is the PSYOP message (or action)?
- When will it have the most effect?
- Where is the target audience located?
- What is the purpose of the PSYOP message or action?
- How should the message be said or the action performed?

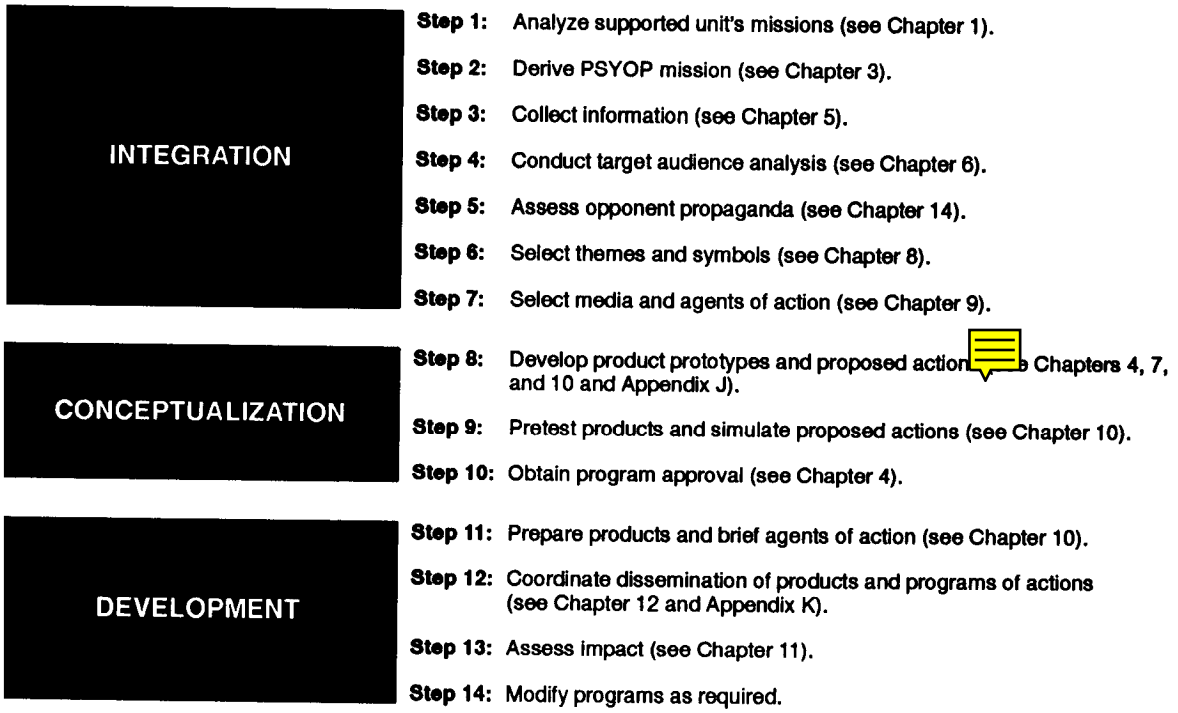


Figure 7-1. Product development process.

Conceptualization

The second phase is conceptualization, which occurs when all the questions are answered. Conceptualization transforms target analysis and media selection into a workable plan.

Development

The third phase is the development and pretesting of prototypes. It includes—

- Planning and developing face-to-face communication programs.
- Developing radio and television scripts, speeches, pamphlets, rumor programs, tape appeals, leaflets, handbills, posters, and similar materials, as well as psychological actions.
- Planning their place in the program sequence.

Once prototypes have passed this phase, they are delivered to media personnel for refinement and production. See Appendix J for guidance on development of specific prototypes.

Programs of Psychological Actions

Developing and coordinating programs of psychological actions in support of military operations follow the same general sequence as product development.

But much of the time, the assets required to execute these programs are not organic to PSYOP units, and orchestrating these actions requires that the supported commander give a great deal of freedom to the PSYOP planner. A closely coordinated and timed series of psychological actions, however, can yield results that thoroughly justify the investment in time, equipment, and personnel.

Although of little tactical importance, raids conducted in an opponent's rear area can cause him to dedicate assets to rear area security missions he might otherwise use in offensive operations. For example, raids conducted against truck convoys may gain little tactical value but could cause an opponent to dedicate valuable resources to the protection of these convoys. These actions, of course, will be amplified by dissemination of products designed to reduce the opponent's confidence in his ability to conduct operations successfully when his own lines of communication arc threatened. Similarly, the actions of insurgents attacking targets of no military importance are designed to demonstrate a government's inability to provide security, thus undermining the confidence of the governed. These actions are again amplified by dissemination of appropriate PSYOP products. The PDC is responsible for developing such programs.

Elements of Effective PSYOP Products

The rest of this chapter covers the elements of an effective product. PSYOP messages come in many forms. Some straight news, for example, will have less need for special devices than will a persuasive leaflet or an appeal to an opponent's unit by radio. Whatever the kind of messages, however, they have a common characteristic-they ultimately have the same kind of purpose and the same need to be attended, understood, accepted, and acted upon.

Another shad characteristic is that, in one proportion or other, each message is a combination of entertainment, information, and persuasion. Entertainment in its widest sense includes shock, surprise, and the aesthetic pleasure to be derived from appearance and sound, more so than the entertainment come-on familiar to, for example, the U.S. radio listener. The function of entertainment in PSYOP is usually to bait the hock and attract attention and interest for the message itself. For example, Tokyo Rose used this technique by playing popular tunes as a bribe to get U.S. soldiers to listen to her propaganda. Entertainment may, however, also be used indirectly for persuasion. Tokyo Rose's music was calculated to make U.S. soldiers homesick and weary of war. Information may be used indirectly for persuasion-news, for example. And sometimes persuasion becomes merely instruction how to do something the listener is assumed to have decided upon already.

Product Development Techniques or Devices

Appendix J lists specific techniques for tailoring the PSYOP message to a particular audience or goal. The following general techniques or devices, however, apply to any PSYOP product.

Getting Attention. Devices to attract attention include luring the audience to pay heed to a message by indexing it with a picture of a beautiful woman introducing

an item in a radio broadcast with words like “Bulletin just in” or “FLASH”, or a striking headline in a newspaper or magazine. Those devices index a message by classifying it under the needs it might meet. Thus, PSYOP personnel will use a headline or picture or cue phrase to stimulate interest by pointing out a need to which the message relates, thereby attracting attention to it. In addition, the actions of mobile training teams, deep strike operations, and ship visits are attention-getting devices and should be incorporated into program planning.

Building Credibility. PSYOP personnel should manipulate symbols within the product in a way that will lead the recipient to accept its contents. They should establish an atmosphere of authenticity and authority by using prestigious people, naming names, and citing figures, if appropriate. PSYOP personnel should include in the message some item by which the audience can easily check its veracity. They should use pictures that will be recognized. Above all, they should find out the sources and evidence the target regards as credible. PSYOP personnel should establish an atmosphere of consistency, avoiding real or seeming contradictions.

Making Memories. PSYOP personnel should manipulate the words of a product so people will remember them. They should use hard-hitting, easily remembered slogans (Make the world safe for democracy) and labels (Huns). They should build the opponent and opponent leaders (recall U.S. pictures of the Japanese and of Hitler in World War II) into symbols of hate and rejection. They should not hesitate to write in terms of the two-valued orientation-that is, to describe the choices before the target audience as bad (the opponent’s program) and good (America’s program) and black and white rather than shades of gray.

Displacing Aggression. When possible, PSYOP personnel should try to provide targets for aggression. They should identify frustrations in the target audience and try to heighten them, for example, tantalizing opposing troops with reminders of the pleasures and comforts they are missing. They should try to direct the resultant aggression against targets within the opponent’s structure rather than against the opposite side.

Arousing Emotion. PSYOP personnel should arouse emotion where it will be to their benefit. They should appeal to emotional and ego-involved attitudes. They should use rich symbols and stimulate the kind of emotionalism under which PSYOP messages seem to work the fastest change. Intellectual appeals can be resolved by logic; emotional appeals–to the gut or the heart-are not so easily resolved. This difference accounts for the durability of glasnost human rights, prochoice, and prolife as psychological appeals.

Repeating the Message. PSYOP personnel should Repeat the message, varying it as appropriate and ensuring it does not contradict the previous ones.

Packaging the Message

The most important moment in PSYOP occurs when the message is released to its target audience. Once a product is released, PSYOP personnel can do no more about it. At this point, everything that happens will have to happen between the

message and its recipients. Thus, all PSYOP decisions lead up to the crucial second at which the product is released. Examples of decisions include the—

- Specification of purpose.
- Selection of target.
- Choice of actions and media.
- Timing and relation of one transmission to others.
- Creation of the message and the product itself.

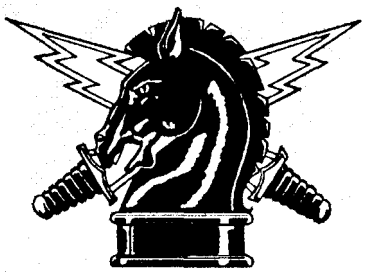
A product is expected to attract the attention of the audience and get the meaning across as intended. It is also expected to start a response in that target audience in the direction that accomplishes the psychological objective and the PSYOP mission. The product may bean action, event, or the use of media (audio, visual, or audiovisual). Whatever form it takes, it still must be devised so it goes out by itself and accomplishes its tasks.

Summary

The PDC is the focal point of activity within a PSYOP unit. It develops the prototypes of products and psychological actions that allow the unit to perform its mission.

CHAPTER 8

Themes and Symbols



Themes and symbols are used in the persuasive PSYOP messages. The distinctive characteristics (theme) of the product are represented through the setting, slogan, and symbols. PSYOP personnel determine—through target audience analysis—how these themes should be represented so the scenario (audio, visual, or audiovisual) is familiar and meaningful to the target audience.

Themes

A theme is a subject, topic, or line of persuasion used to achieve a psychological objective. Themes are used to persuade target audiences to follow a particular COA or to adopt a specific behavior. An example of a theme commonly used during military conflicts is the theme "You will be safe." This theme, printed on safe conduct passes, makes soldiers possessing the pass feel secure in surrendering. Surrender of the troops is the desired COA. PSYOP personnel use this theme to exploit the doubts of opposing soldiers—doubts about safety. The fact that a soldier has doubts is his vulnerability. PSYOP personnel can get this information from testimonies of captured prisoners. EPW interrogations, for example, might reveal that safe conduct passes would have been used had they been accessible to the prisoners. PSYOP personnel use current intelligence and updated TAAWSs to select or develop themes and symbols based on current vulnerabilities and susceptibilities of a target audience.

Basic Concept

The concept of a PSYOP theme is similar to the concept of commercial advertising. In U.S. advertising, for example, a TV commercial for soft drinks is directed not only to those who are presently thirsty but also to those who may be thirsty in the future. Commercial advertisers do not stop at attacking obvious vulnerabilities. They also help create perceived needs and, therefore, more vulnerabilities. Once a vulnerability is known, the advertiser can play upon it, but only if the target audience is susceptible to influence. The same reasoning applies

to PSYOP efforts. PSYOP personnel should not attack a vulnerability unless the target audience is susceptible. A target audience may not be susceptible for a number of reasons. The persuasive message may have no credibility with that audience. For example, children who do not know Santa Claus will not be susceptible to a man in a red suit telling them to behave. A thorough target audience analysis and complete use of the product development process are, therefore, important in PSYOP.

Theme Categories

PSYOP themes fall into three basic categories: ingroup- outgroup, inevitability, and legitimacy. Selection of a theme that enhances the PSYOP message is critical to the success of the PSYOP mission. Selection of the best theme must be based on a thorough target audience analysis.

lngroup-Outgroup Themes. These themes emphasize differences within or between target groups. PSYOP personnel use these themes when the group can be broken down into two or more factions. By pitting one group against another group, PSYOP personnel can emphasize their differences and create a rift between the groups. As a result, the groups develop a "we-they" situation. Loss of group cohesion weakens the resolve of the target audience.

Inevitability Themes. These themes stress that the opponent will inevitably lose and the friendly side will inevitably win. They capitalize on the successful programs or military actions of friendly forces. They also exploit the failure and defeats of the opposing forces (OPFOR). PSYOP personnel use the inevitability theme to convince the target audience that it is futile to support OPFOR but advantageous to support friendly programs and policies. This type of theme is particularly useful when a victory by the friendly forces is inevitable.

Legitimacy Themes. These themes advocate the legitimacy of the friendly cause. They use law, tradition, historical continuity, or support of the people as a precedent to induce the target audience to recognize that friendly programs and actions are justified and desired by the target audience.

Theme Selection

Theme selection is based on target audience analysis, policy, timeliness, consistency, credibility, and simplicity. A thorough target audience analysis ensures that selected themes are appropriate for the vulnerabilities of the target audience. Themes must support national PSYOP policy and objectives. Current intelligence must be integrated into the PSYOP program on a continuous basis to ensure that themes are appropriate. Themes identified as inappropriate should not be used. Themes capitalizing on actions or words must be disseminated quickly to take advantage of varying vulnerabilities of the target audience. For example, themes and persuasive messages centering on a recent natural disaster lose their appeal as people become less susceptible. The horror of the event wears off, and people forget their initial impressions. However, certain disasters may be inappropriate for use in a PSYOP program until the event is almost forgotten.

Themes must be consistent throughout the PSYOP program. Consistency prevents dissemination of contradictory messages. In a strategic program, the actual

wording of the persuasive message can change as long as the theme stays the same. For example, U.S. consumers see many versions of Coke commercials; however, the actual theme is the same—''Buy Coke." Because the United States Air Force (USAF) and the United States Navy (USN) also have PSYOP assets, a target audience may be the joint target of U.S. PSYOP; therefore, the services should coordinate the use of themes.

Maintaining credibility is of paramount importance. Target audiences will believe themes that relate to their needs and aspirations. They will also believe themes that are within their frames of reference and that originate from credible sources. Loss of credibility amounts to a loss of trust that may never be repaired.

PSYOP themes should be as simple as possible. Unknowingly, PSYOP personnel may inaccurately portray complex themes, thereby misrepresenting the PSYOP message. Misrepresentation may also occur when dealing with foreign languages.

Symbols

A symbol is something that stands for or suggests something else by reason of association. A symbol is a means of conveying a theme. Symbols are signs that over a period of time have accumulated emotional meaning in a culture. They may be visual, such as printed words, statues, pictures, actions, gestures, and personalities, or they may be aural, such as music. The U.S. national anthem, "The Star-Spangled Banner," for example, stands not only for the nation's flag but also for the wars successfully fought by U.S. soldiers. "America the Beautiful," another song, symbolizes the beauty and peace that can be found throughout America.

Symbol Selection

PSYOP personnel use the same criteria for symbol selection as for theme selection. PSYOP personnel should pay close attention to detail when reproducing symbols. What seems like a minor detail may be of great consequence for the target audience. The color, size, placement and medium chosen are considerations in symbol selection. A color, for example, does not hold universal connotation; therefore a red heart may not always have a positive meaning. Americans may immediately associate it with Valentine's Day, but other cultures may see it in a negative way or as having no meaning at all. For this reason, PSYOP personnel should use indigenous personnel to pretest PSYOP products for cultural prejudices.

Use of Themes and Symbols

Themes and symbols used together must be clear and compatible. If a symbol is used for visual stimulation and the meaning detracts or adds too much to the theme, then the symbol is not useful. The target audience should easily realize the action PSYOP units want them to take.

Selection Versus Development

PSYOP personnel use current intelligence to select or develop themes. They research and record information from a particular geographic area. PSYOP

personnel should identify the target audiences already formed in their particular area. They also need to know what audiences might form in response to different world events, such as wars, natural disasters, political struggles, and anniversaries of past events. PSYOP personnel should know the past and current themes and symbols used within various target audiences.

A PSYOP unit must adapt to changing target audiences and to changing needs of target audiences; therefore, themes and symbols may need to be developed. Desecrating a symbol may insult the target audience. A symbol may be too emotion- or meaning-laden for PSYOP purposes; therefore, a new symbol may need to be invented. Pretesting all symbols and themes should prevent improper use.

Before final selection or development of a theme or a symbol, the types of media available should be considered. For example, if the national anthem is chosen as a theme for a particular audience yet the only medium available is print, then PSYOP personnel must consider how effective a song is when written on paper. Likewise, choosing a visual symbol when only audio media are available is ineffective.

Summary

Selecting themes and symbols is an important step when developing PSYOP products. During this step, PSYOP personnel select or develop themes and symbols based upon current intelligence, target audience analysis, policy, timeliness, consistency, credibility, and simplicity. Using the theme categories (ingroup-outgroup, inevitability, and legitimacy), PSYOP personnel can develop themes and symbols that exploit the vulnerabilities and susceptibilities of the target audience. Themes and symbols should be consistent, credible, and simple to prevent misrepresentation of the PSYOP message. Attention to detail is important. If PSYOP personnel do not know the past and current themes and symbols used within the target audience, they may develop an ineffective product. Therefore, PSYOP personnel should use indigenous personnel to pretest all developed or selected themes and symbols.

CHAPTER 9

Media Selection



Once the themes and symbols for the PSYOP program have been chosen, the PSYOP commander must decide how to convey them to the target audience in the most effective way. This step is the media selection. Before picking a medium or media mix for the message, the commander must consider the advantages and disadvantages of each medium as well as the general criteria for media selection.

Definitions and Descriptions

The three most common categories of media are audiovisual, visual, and audio. In proper media selection, the PSYOP planner must ensure that his selection not only has the capability to disseminate the message but will also reach the target audience.

Audiovisual Media

Audiovisual media combine the impacts of sight and sound. Face-to-face communication is an audiovisual medium and so are television, movies with soundtrack, and slides with tapes.

Face-to-Face Communication. Face-to-face communication is the conveyance of a message by the sender in the sight or presence of the receiver. Communication may be by one individual to another or one speaker addressing a large group. These individuals are known as agents of action. As a medium for PSYOP, face-to-face communication includes rallies, rumor programs, group discussions, lectures, show-and-tell demonstrations, theater, speeches, and talks with individuals. Choosing the most appropriate face-to-face communication technique depends entirely upon the opportunities PSYOP personnel can discover and the amount of control they believe they will have in using messages in those situations.

Guerrilla theater, which may feature live actors or puppets, is a special type of face-to-face communication. In it, members of the audience can be influenced by agents of action who are part of the audience's own group. The message can be the

main thrust of the drama, or it can be subtly woven into the presentation. The live theater performance can be carried out in a range of settings. Props and sets may be elaborate or simple, depending on presentation requirements and time and materials available. Historically, live drama has been a teaching medium in many cultures.

Sometimes the PSYOP personnel must create a situation to use face-to-face communication, for example, organizing a rally. Since groups are usually drawn together by a common interest, messages can be directed at different socioeconomic levels sharing that common interest. Consider whether there is already a type of social activity, such as a dance, banquet, or movie at a time when you need to influence the target audience. Fiestas, festivals, and religious activities bring people together, giving PSYOP personnel an excellent opportunity to appeal to them. Small and tightly organized groups can be appealed to very specifically. A highly desirable small group would be composed of the key communicators within a local community.

Television. Television, flexible and immediate, can be broadcast live and present events such as news, sports, and entertainment or use prerecorded programs on videotape. The advent of the videocassette recorder and home video camera have made it possible to create and show a presentation on television without using outside production facilities.

Motion Pictures. Motion pictures take the form of feature films, documentaries, cartoons, and newsreels. They can include special effects such as slow motion and time lapse.

Slides. Slides are photographic transparencies on a small plate or film used for projection. They can be used when face-to-face comments are needed during the showing.

Visual Media

Visual media include all items effective only by being seen. Newspapers and magazines are visual and so are leaflets, posters, pamphlets, books, and graffiti. Visual media also include such art as drawing, painting, and sculpture.

Audio Media

Audio media depend on sound alone for their effectiveness. Audio media are useful for brief, simple messages, and they gain effectiveness through the personal qualities of the human voice. They require little or no effort on the part of the audience. Audio messages overcome the barrier of illiteracy more easily than most visual methods. The key to the success of audio media is repetition. The common audio media used in PSYOP are radio and loudspeakers.

Radio. Radio can broadcast prerecorded and live drama, news programs, sporting events, and music. Even if the target audience does not have radio receivers in their homes, radio messages may still be used. For example, villagers without radios in remote areas in Vietnam were influenced by messages from radios floated down river to reach them.

Loudspeakers. Loudspeakers are a limited extension of face-to-face communication. Loudspeakers can convey speeches, music, and sound effects to the audience. They can also use records, tapes, and compact disks to augment or replace live performers. Messages can be rehearsed and prerecorded. Loudspeakers can be placed on the ground or mounted on trucks or aircraft. Generally, messages must be short. A long message cannot be conveyed by moving loudspeakers. Even a speaker on the ground can be silenced by enemy fire after only a short broadcast time. A speaker can use loudspeakers to communicate with assembled groups. He can direct loudspeaker broadcasts at opponent forces who have been cut off, urging them to surrender or to cease resistance. The speaker can use loudspeakers to issue instructions to persons in towns and fortified locations holding up the advance of friendly forces. He can also use loudspeakers effectively during limited visibility for deception operations by broadcasting sounds of vehicles or other equipment.

Advantages and Disadvantages

The commander must consider specific advantages and disadvantages of each medium before making a selection. Some of these advantages and disadvantages are discussed in the paragraphs below.

Audiovisual Media

When selecting a form of audiovisual media, the PSYOP planner must weigh all factors prior to making a decision. In some cases, more than one type of media may be desired to ensure full dissemination of the message. In addition, product dissemination depends not only on the type of media selected but also on the availability of that media to provide coverage and the accessibility of the target audience.

Face-to-Face Communication. In general, face-to-face communication is the most effective medium. The communicator should never underestimate the effect a powerful speaker can have on a crowd (for example, Adolf Hitler, Martin Luther King, and Winston Churchill). Each of these key communicator had an enormously significant impact on his audience.

One advantage of face-to-face communication is that the speaker and the audience can evaluate each other immediately through body language and vocal cues as well as the words of the message. The speaker can adjust his message accordingly. Another advantage of face-to-face communication is that the speaker can convey complex information by repeating and amplifying ideas. Other advantages include—

- Detailed audience selection.
- Use in isolated areas not reached by mass media.
- Added credibility through source recognition.
- Speed in disseminating the PSYOP message.

One major disadvantage of face-to-face communication is the decentralized control, that is, each communicator must control his own situation. Another

disadvantage is the possibility that the speaker's actions and spoken words may be misunderstood. Also, the PSYOP communicator must often rely on indigenous personnel for translating the message and knowledge of local customs. Other disadvantages of face-to-face communication include its—

- Ineffectiveness in most conventional operations.
- Limited geographical area reached.
- Skilled personnel requirements.
- The time needed to develop rapport with the target audience.
- The chance of personal harm to the communicator.

Television. Television is highly effective for persuading. It can elicit a high degree of recall. Credibility is further increased when the communicator is known and respected by the target audience. Television can also reach a vast audience. It gives each viewer a sense of participating in a distant event without ever leaving home. Television programs can be edited and segments added or deleted to appeal to the special needs of the audience. Music in the background can contribute to the emotional impact of the message.

Another advantage of television is the opportunity to use videocassettes. Videocassettes can be studied in private or in small groups and can be kept secret. They are a powerful means of influencing people directly and indirectly. The direct influence is, of course, in the main theme. An indirect influence can also take place. For example, a secure life-style being demonstrated by a VCR recording may have a significant effect on an insecure target audience.

A disadvantage of television is that in many parts of the world television sets are rare or unevenly distributed; however, a broad audience can be reached by television receivers set up in public places. Most television receivers require an outside source of electrical power, which is not always available in some parts of the world. Unlike radio, television waves do not travel far. Rough terrain, atmospheric elements, and geography affect the range and strength of a television signal. Television signals may be boosted by relay stations, airborne transmitters, or relay satellites to reach long ranges. However, people outside the broadcasting range may still be influenced by messages on videocassettes.

A television station, even when operating on a limited schedule, creates a tremendous demand for program material. Each day's operation requires a large amount of film, videotape, and live programming to sustain a program schedule. Developing a new program requires even more time and specialized personnel. Another disadvantage of television is that its equipment and parts are delicate and extremely vulnerable to accidental or deliberate damage. Television stations can be easily identified and targeted by an enemy. At the receiving level, television sets are difficult to hide, particularly if an antenna is required.

Motion Pictures and Slides. Motion pictures have the advantage of bypassing audience illiteracy. Movies also have an inherent quality of drama and the ability to elicit a high degree of recall. They may include cartoons or special effects. They may gain added credibility by including news events and local settings familiar to

the target audience. A producer may rehearse scenes before filming and make the final performance seem highly realistic. In many cultures, the actor in a movie is considered to be like the part he has played. An actor can be useful because of the credibility he has gained. Movies may present a larger-than-life situation, which has great popular appeal. Background music can add to the emotional impact. The theater presentation can create group cohesiveness and can be enhanced by discussions with the audience afterward. Many people accept as factual the information presented in films.

Disadvantages of motion pictures include time necessary to produce them, possible restrictions placed on local populations to prohibit viewing, and susceptibility of film to damage from temperature changes and moisture. Another disadvantage of movies is that they may be outdated by clothing, vehicles, or equipment shown. In urban areas, motion pictures have a more limited audience than television because they are presented in theaters.

Slides have the advantages of economy, ease of use, and the opportunity for face-to-face comments during the showing. The drawback is the relative lack of interest in pictures that have no motion.

Visual Media

Visual media are good for transmitting complex and lengthy material. Generally, the printed word has greater credibility than the spoken word. Printed material can be kept and reread for reinforcement; however, the opponent might punish anyone possessing it. Newspapers and leaflets require the audience's willingness and ability to read and study the material. The material must also be physically delivered to the audience. Opponent action, inclement weather, or lack of delivery support could prevent delivery. Posters can be eye-catching but, like other forms of printed material, can easily be destroyed or overprinted by the opponent. Books have the potential for a great influence on small intellectual groups, but they are expensive to produce. In addition, facilities for the production of visual media may be limited and require long lead times for production and dissemination. Appendix F provides some guidelines on field-expedient printing techniques, and Appendix G provides guidelines on time considerations for leaflet production and dissemination.

Audio Media

Audio media have the advantage of both long range (radio) and mobility (loudspeaker). Since the message depends solely on the spoken word, PSYOP personnel must ensure the message is easily understood and the actions they desire are evident to the listener.

Radio. Radio can transmit information over great distances quickly, even while an event is happening. Improvements in transmission capabilities have increased the ability of PSYOP units to capitalize on the effect of radio. (See Appendix H.) However, the opponent and the weather can still interfere with transmission. Small transistor radios can be air-dropped into the target area, or an ally may provide a public listening place. Radio can influence listeners through the voice quality of the announcer as well as through the words themselves.

Loudspeakers. Loudspeakers are particularly appropriate for tactical operations because they can deliver messages on the spot in fast-moving situations.

Loudspeaker can be used as a PSYOP weapon to exploit targets of opportunity. The mobility of the loudspeaker allows PSYOP personnel to move to wherever a target audience may be found. For greater mobility, loudspeakers can be mounted on wheeled or armored vehicles or in aircraft. They can also be backpacked for access to areas inaccessible to vehicles. Loudspeakers enable the operator to pinpoint his target to a greater degree than most other media; therefore, he can personalize the message.

Loudspeaker operations are limited by broadcast range, vulnerability to small arms fire, and terrain- and weather-induced acoustical effects. Another disadvantage of loudspeaker operations is that they may be perceived as obvious PSYOP. Appendix I provides more information on the use of loudspeaker.

Other Criteria in Media Selection

The PSYOP commander must always keep in mind certain general criteria for media. To select the most effective media mix, the commander may use the media selection matrix. (See Figure 9-1.) The selection criteria questions cover five main factors the commander must consider.

Check boxes that apply.	Audiovisual				Visual						Audio	
Criteria	Face-to-Face	Television	Motion Pictures	Slides	Leaflets/Pamphlets	Newspapers	Posters	Magazines	Books	Graffiti/Art	Radio	Loudspeakers
1. Can the target audience receive the medium?												
2. Is the medium appropriate for the target audience?												
3. Is the medium available to the PSYOP unit?												
4. Does the medium meet time requirements?												
5. Is the medium appropriate for the stage of the operational continuum involved?												

Figure 9-1. Media selection matrix.

Reception

Can the target audience receive the medium? By studying intelligence information about the target audience, the commander can determine whether geography, opponent countermeasures, weather, facilities, or the political situation will eliminate or limit the use of a certain medium. For example, the target audience may be located in a mountainous region with faulty television and radio reception. Strong winds may blow air-dropped leaflets into the wrong area. The opponent may be able to jam radio and television broadcasts or prevent leaflet drops with its air defenses. The target audience may not have television or radio receivers, or its system may be incompatible with U.S. equipment. If target audiences are punished by the government for possession of leaflets, the use of that medium may be unwise.

Appropriateness

Is the medium appropriate for the target audience? The two main elements in this factor are relevance and credibility. Leaflets and newspapers are not relevant to an illiterate target audience. These people would rely on radio or television for their information. On the other hand, an elite group of intellectuals (who may be agents of action) may put more credibility in what they read rather than in what they see on television. Credibility is gained through consideration of the audience's culture. For example, if the target audience thinks of the United States as the Great Satan, then using messages that include materialism and sex would be ill-advised.

Availability

Is the medium available to the PSYOP unit? This question covers the availability of personnel as well as equipment. For a radio broadcast, the unit needs language-qualified individuals with good speaking voices and access to radio transmission equipment.

Timeliness

Does the medium meet time requirements? The unit may be unable to produce leaflets (See Appendix G) and other printed material quickly enough for a fast-moving situation but may have time to use live loudspeaker, radio, or television broadcasts instead. The preparation of contingency materials-such as prerecorded tapes and safe conduct passes printed ahead of time—gives the commander a greater range of options when time is limited.

Stage of Operational Continuum

Is the medium appropriate for the stage of the operational continuum involved? Because of the proximity of the target audience, tactical PSYOP may be limited to face-to-face communication, loudspeakers, leaflets, posters, motion pictures, tapes, slide shows, and performances. Strategic PSYOP may use speeches, radio, television, books, magazines, and newspapers because of the broader applicability of the message.

The objectives of messages vary in strategic, operational, and tactical situations. For example, radio programs might be the best medium in a strategic situation in

which the objective is to diminish the will of a large group to resist. Such programs could also sustain or destroy morale, depending on the target, and could direct acts of dissidents in opposing territory. Such broadcasts could prepare a large target audience for postwar policies. Operational objectives for radio broadcasts would involve relatively small groups that could be encouraged to surrrender or perform some other immediate action. The main objective in radio broadcasts on the tactical level is to urge cooperation of a group in a nearby area and therefore support immediate military operations.

Television is particularly effective in foreign internal defense (FID) and strategic operations because of its potential for influencing large numbers of people. That potential offsets the cost and difficulties of television production and transmission. In conventional war, face-to-face communication is largely limited to rumor. In military operations short of war, rumor may still be used for divisive purposes in counterguerrilla and unconventional warfare (UW) operations, but other techniques of face-to-face communication should be used to develop cohesive behavior. Themes can be planned ahead of time, while the actual phraseology may be spontaneous.

Generally, the commander of a PSYOP unit may use his own judgment for taking advantage of the immediate situation. Some media will be selected by higher authority, though. In Grenada, the PSYOP team knew ahead of time that they were to use the radio as one of their media, and they had leaflets and safe-conduct passes already printed.

Purpose and Use of Media Mix

Looking at the completed media selection matrix, the commander may see that more than one medium can be used effectively. The purpose of selecting a media mix is to increase the impact of the message. Two main guidelines for using media mix are reinforcement and avoidance of oversaturation.

To the maximum extent possible, all media selected should reinforce each other. Radio dissemination can augment leaflet distribution by repeating the same theme or by commenting on the leaflets. Newspaper circulation can be reinforced with rumors. Newspapers can also announce speeches or reprint them. Loudspeaker broadcasts can complement tactical leaflet drops by explaining how to use the safe-conduct passes. Puppet shows can supplement rumor by repeating the message as part of the show. The visual deception of showing tire tracks to suggest masses of vehicles that do not actually exist might require sounds of vehicles and perhaps the smell of oil and gasoline. When movies are used, an excellent opportunity exists to combine them with face-to-face communication such as live talks and announcements. The limitation of media mix is the danger of oversaturation. Too many loudspeaker broadcasts or leaflet drops may influence the target audience the wrong way. They may become bored by the message, or worse, they may become annoyed to the point they react against it.

Special Media

A special word needs to be added on the concept of merchandising. Merchandising is the use of gifts as a means of conveying a message. The PSYOP commander might be in a situation in which he should compose his own medium. The best way of disseminating a message might be to print it on a matchbox, a toy, a novelty, or a trinket. A soccer ball marked "Gift of the United States" and given to a schoolboy might get the message of American friendship across more effectively than any conventional medium. Merchandising involving food is extremely effective. Letting a hungry person know he is being given food from an American is direct evidence of American friendship. The food can be identified through posters at the food site or by signs on the food cartons. A message could be easily printed on utensils. In merchandising, the main guidelines are a knowledge of the target audience's culture and one's own imagination. The main limitations are the costs involved and the difficulty of associating the message with the items.

Summary

To select the most effective medium, the commander must be aware of the advantages and disadvantages of each medium. He must also consider certain general criteria, which can be summarized in these questions: Can the target audience receive the medium? Is the medium appropriate for the target audience? Is the medium available to the PSYOP unit? Does the medium meet time requirements? Is the medium appropriate for the level and method of warfare involved? More than one medium in a media mix can reinforce the PSYOP message in a different way.

Many of the guidelines for selection of media are not absolute. The PSYOP personnel must often rely upon their imagination and resourcefulness. Selection of media is a challenge. They should look for opportunities, choose a conventional medium, or invent an unconventional one. Each medium may have the capability in some situation to contribute to the overall success of the mission.

CHAPTER 10

Media Production and Product Pretesting



After the objective, target audience, theme, and media have been selected, the PDC begins developing a package or prototype to deliver to the production facility. If the program includes psychological actions, the PSYOP unit is also responsible for preparing a briefing for the selected agents of action. The PSYOP unit must also judge the effectiveness and credibility of prototype PSYOP products by conducting pretests.

Media Production

The production process is rather simple for some media-for example, a deployed loudspeaker team prepares a voice message for a target of opportunity. Preparing a field video production to support a PSYOP program, however, requires significant coordination between the requesting PSYOP unit and the production facility. PSYOP personnel need formal training, experience, and outside reading before they can produce video products with quality. This section presents production considerations and methods associated with face-to-face communication, loudspeakers, videotapes, novelties and gifts, printed material, and radio programming as well as guidelines for briefing those agents that carry out psychological actions.

Language in printed, audio, and audiovisual media is the primary form of communication. Messages written or presented by those lacking native-language skills may have an adverse effect on the ability of the target audience to understand or treat the message as credible. Those with native-language proficiency of the target audience are critical not only to media production but also to proper pretesting and posttesting.

Prior to any operation, language requirements appropriate to the AO should be analyzed. Shortages in qualified linguists must be identified and addressed. Qualified personnel in the DOD outside PSYOP units may have to be detailed to support the operation. The HN may have to contract or provide linguists.

Face-to-Face Communication

A keen awareness of the target audience's culture coupled with skillful face-to-face communication can lead to successful PSYOP. PSYOP personnel can use face-to-face communication to present persuasive appeals and complex material in detail. They can repeat portions of the communication as required and use slight variations to influence a specific target audience.

Communication through the skillful use of gestures that the target audience may associate with sincerity enhances the verbal content of the message. The importance of appropriate gestures and physical posture in the communication process must not be overlooked. What may be an appropriate gesture in one culture may be viewed quite differently in another.

If the PSYOP program calls for extensive face-to-face communication, the message should be pretested carefully. PSYOP personnel need to rehearse face-to-face communication to practice favorable body language while eliminating unfavorable gestures and posture. Body language is as important as the verbal message and should appear natural, not labored or uncomfortable.

To learn more about gestures, posture, and other mannerisms used when communicating face-to-face, PSYOP personnel should consult individual who have lived in the HN and are aware of these customs. Another excellent source of additional information is the Culturgram series published by Brigham Young University about many countries. Each Culturgram lists the latest information about greetings, eating, gestures, and travel under the "Customs and Courtesies" heading and also includes the headings "The People; "Lifestyle," "The Nation," and "Health." The book Do's and Taboos by Parker Pen Company contains chapters on hand gestures and body language, giving and receiving gifts, a quick guide to the ways of the world, and information about the importance of colors, jargon, slang, and humor.

PSYOP personnel must understand that women have <u>not</u> attained equality in many areas of the world. For instance, a woman is forbidden to hand an item to a Buddhist priest except through a male intermediary. In Japan, certain mountains are considered too sacred for women to climb. Machismo is a firmly rooted characteristic of Latin-American males who view aggressive women unfavorably. Strict religious guidelines forbid social mixing of the sexes in both the Muslim and Buddhist traditions.

The ethnic composition of a working PSYOP team should be as diverse as possible. This practice will prevent hostile propaganda about the use of a specific ethnic group to achieve certain goals. A diverse ethnic composition demonstrates the U.S. Army is willing to work with all races.

Loudspeakers

Of the many media employed to communicate PSYOP messages to target audiences during combat operations, only the loudspeaker affords immediate and direct contact. It achieves, in effect, face-to-face communication with the OPFOR. During the loudspeaker broadcast, these forces become a captive

audience that cannot escape the message. If the message is well-conceived and properly tailored to the situation, the receiver cannot escape the psychological impact of the message either. This fact is important to PSYOP personnel since it enables them to evaluate their output in terms of its effectiveness upon the audience. If the message leads to obtaining EPWs, interrogation may reveal what made the prisoner heed the message and what facts or circumstances can be exploited in subsequent broadcasts to remaining opponents. Other reactions, such as opponent's fire directed against the loudspeaker equipment or noises made by the opponent to drown out the message, are also valuable information. Such reactions may indicate that opponent leaders fear the effects of the broadcast. Likewise, a lack of reaction may indicate the need for a different approach.

The loudspeaker is readily transportable to wherever an exploitable PSYOP opportunity is found and can follow the target audience when it moves. Although commonly mounted on a tactical wheeled vehicle, it can be carried by a larger truck, a tank, a boat, or an aircraft. PSYOP personnel can broadcast from all these platforms without dismounting the equipment. When proximity to opponent positions prevents the close approach of vehicular mounts, they may hand-carry the components of the set to within hearing range of the target. Helicopters can quickly transport loudspeaker teams with all their equipment to formerly inaccessible broadcast sites or act as a broadcast vehicle.

Like a conventional weapon, the loudspeaker is aimed at the target, and its message is tailored to a particular target audience. Loudspeakers can be used to exploit any PSYOP opportunity that suddenly arises and can reach the target more quickly than other media. See Figure 10-1, page 10-4, for information on types of systems and tactical employment of loudspeakers in support of PSYOP.

Considerations. PSYOP personnel must consider several factors when planning the use of loudspeakers in support of tactical operations. Weather, terrain, equipment limitations, opponent counteraction, personnel, and coordination are important considerations for the successful use of loudspeakers.

Weather. Weather conditions and types of terrain have a considerable effect on how the loudspeaker sounds to the target audience. Since dry air carries sound better than humid air and cold air better than warm air, cold and dry weather creates the greatest audibility range. The exception to this rule occurs when snow is on the ground because snow absorbs and muffles sound. Wind is another important factor. When the wind is blowing from behind the broadcast site and toward the target, audibility ranges increase several hundred meters. Broadcasting into the wind reduces the range. When coming from the side, wind deflects the sound in the same manner as it does a rifle bullet; therefore, the loudspeaker horns must be aimed to the right or left of the target, just as windage is taken on a rifle sight. Winds with velocities exceeding 15 knots make all except very short-range broadcasts impractical. Likewise, a heavy rain or thunderstorm destroys audibility at normal ranges.

Terrain. Terrain also has important effects on loudspeaker broadcasts. In hilly or mountainous country, emplace the loudspeaker on the forward slope facing the opponent.

Types of Loudspeaker Systems

AEM/HPS-250.
Maximum range: 700 meters.
Weight: 21 kilograms.
Power: Nonrechargeable lithium battery (weighs 1 kilogram and lasts 4 to 5 hours).

AEM/HPS-450.
Average range: 1,100 meters.
Weight: 37 kilograms.
Power: One nickel cadmium (NICAD) rechargeable battery or one vehicle battery.

AEM/HPS-900.
Range: 1,500 to 1,700 meters.
Weight: 67 kilograms.
Power: Two NICAD batteries or two vehicle batteries.

VMI A/N LSS-1. (This system equates to the AEM/HPS-450 system. It is currently undergoing modifications to make it air droppable.)
Range: 1,500 meters (maximum).
1,100 to 1,300 meters (maximum effective).
Weight: 17 kilograms (complete).
Power: Four nonrechargeable lithium batteries.

NOTE: The volume settings on all systems range from one to five. The system is usually not set past TWO.

Aerial Considerations

Optimum height for rotary wing aircraft is 900 to 1,200 meters above ground in straight flight or 600 to 900 meters when banking or orbiting.

Fixed wing aircraft must be coordinated with the Air Force.

Figure 10-1. Loudspeaker systems and employment data.

In built-up areas, position the loudspeakers so structures do not come between them and the target. Trees and brush, like snow, absorb and muffle sound. Echoes reduce or destroy the intelligibility of the message, but the sound of the broadcast remains audible to the opponent. Using loudspeakers near water or flat land maximizes audibility.

Equipment Limitations. Current loudspeaker sets are a compromise between power output, transportability, and ruggedness. A more powerful set would require the sacrifice of one or both of the other qualities. While it is possible under ideal conditions to achieve a range of 3,200 meters, a single set under average battle conditions cannot be expected to be effective beyond 1,400 meters. Loudspeaker teams prefer to operate at a range under 1,000 meters whenever possible.

Opponent Counteraction. Opponent commanders often try to prevent their troops from listening to loudspeaker broadcasts. They sometimes open fire to destroy or drown out the loudspeaker.

Personnel. The human factor in loudspeaker operations is extremely important. In addition to personnel with highly developed and widely varied skills needed for loudspeaker operations, the team also needs soldiers who are effective with weapons and trained in tactical movements.

Coordination. Close coordination by the loudspeaker team with personnel of the supported unit and with other supporting elements is essential but difficult. Commanders within audibility range of the broadcasts must be informed about support for loudspeaker operations. Commanders must ensure that troops are briefed on the opponent's possible reaction to the broadcast. Examples include enemy soldiers attempting to surrender or enemy fire directed at the loudspeakers. Troops must also be briefed on what procedures to follow in the event of these reactions. If the loudspeaker message is an ultimatum-threatening artillery fire or air attacks—arrangements must be made so one or the other will take place as announced. Artillery forward observers at company headquarters help obtain this support for preplanned loudspeaker missions, but the team chief must obtain the approval of the unit commander when unexpected opportunities arise on the front lines. Disapproval or indifference on the part of local commanders or lack of priority for artillery or air support reduces the effectiveness of the appeal. Lack of follow-through contributes to deceased credibility.

Support Operations. The key to a successful loudspeaker operation lies in correct employment of PSYOP messages in a given situation. A cardinal rule in all tactical loudspeaker operations is that any loudspeaker broadcast, to be effective, must be carefully tailored to fit the situation. Loudspeakers are particularly useful in tactical support of exploitation, retrograde movement, and static situations, as well as in support of consolidation and counterinsurgency operations.

Exploitation. When friendly forces are exploiting the breakthrough of opponent lines, the loudspeaker can achieve its most spectacular results. Opponent units that are surrounded, isolated, or bypassed become ideal targets for surrender broadcasts. Roadblocks, towns containing opponent troops, and other points of opponent resistance also provide excellent targets. The primary mission of the loudspeaker in exploitation is to persuade the opponent to surrender. It may also be used to deliver ultimatums or to bring about "white flag" missions in which the opponent commander or his representative is requested to discuss capitulation. Successful loudspeaker missions speed the advance of friendly forces and reduce casualties.

Retrograde Movement. During a withdrawal, the loudspeaker supports military operations by assisting in clearing roads for military traffic, controlling refugee movements, and warning the civilian populace against acts of sabotage.

Static Situations. When lines are stabilized or when a truce situation exists (such as during the Korean conflict when peace negotiations were in progress), loudspeakers are used for the long-range mission. The objective is to undermine the opponent's morale and reduce combat efficiency by exploiting his weaknesses—tactical, economic, psychological, and other. Loudspeaker messages play on tensions known to exist among opponent troops and exploit nostalgic themes with music and female voices to make the opponent soldier

discontented and worried about affairs at home. News is broadcast regularly, particularly items opponent leaders are likely to withhold from their troops and items the target audience can verify. These broadcasts build credibility y for the entire PSYOP effort and, in particular, build audience acceptance of loudspeaker broadcasts. Such broadcasts may be the only source of news for the opponent front-line soldier. In this situation, primary objectives are not to obtain surrenders but to lower the opponent's morale and, consequently, reducing his fighting effectiveness by encouraging dissatisfaction, malingering, and individual desertions. Loudspeakers may also be used in a static situation to support counterguerrilla operations.

Consolidation Operations. In newly occupied or liberated territory, PSYOP personnel can effectively use the loudspeaker to broadcast instructions and proclamations to civilians and to help CA personnel control the population. Loudspeaker are also used for traffic control, particularly to prevent refugees from clogging roads and hindering military movement, and in mob control.

Counterinsurgency Operations. PSYOP personnel can support tactical operations using loudspeakers to broadcast a wide variety of PSYOP messages to the civilian population or the insurgents. They can greatly extend the range by mounting the cones on aircraft and broadcasting over areas believed to contain guerrillas or their supporters.

Planning. Without thorough and continuing coordination of activity, the most carefully made plans for PSYOP support cannot achieve maximum effectiveness. Coordination is required in several directions. Command and staffs at higher, lower, and adjacent echelons must know about the PSYOP program and its results. If artillery and air support are required for loudspeaker operations, the PSYOP planner must make precise and detailed coordination with the supported unit's operations staff. Coordination may involve the fire support coordinator (FSCORD), tactical airlift liaison officer (LO), tactical air control party, and the maneuver element commander. PSYOP personnel must ensure that requirements are clearly spelled out in the unit's concept of the operation and execution portion of the operation order so that all involved understand what is to happen. Without coordination, the many hours of planning and preparation that precede a loudspeaker mission are wasted or counterproductive.

As organized military PSYOP developed in World War II, the Korean conflict, Vietnam, Grenada, Panama, and Operation Desert Storm, the loudspeaker has accounted for an ever-increasing percentage of output for combat PSYOP. Since this trend is likely to continue in future conflicts, and loudspeakers are widely used in counterinsurgency operations, loudspeaker messages must be based on sound PSYOP principles.

Like the leaflet writer and radio scriptwriter, PSYOP personnel using the loudspeaker must follow established doctrine, use relevant themes, make effective use of PSYOP intelligence, and deliver the message in understandable, persuasive language. In fluid situations, plans must be flexible to meet changing conditions.

Planning effective loudspeaker messages requires the availability of current and appropriate PSYOP intelligence. The loudspeaker scriptwriter should know how

opponent soldiers are recruited, what percentage are volunteers, how many serve unwillingly and why, and what their civilian backgrounds were. To answer these and other questions, current tactical intelligence is needed. Current tactical intelligence may be gathered by close liaison with local S2s, from front-line soldiers, and from EPWs. Information on the opponent's order of battle, on target audience's morale, and on matters that are currently troubling or worrying the opponent soldier is of great value to the scriptwriter in the formulation of the loudspeaker message. Other requirements that are basic to planning effective loudspeaker messages include the following:

- The prior establishment and the continuous maintenance of credibility.
- An experienced scriptwriter who understands the mission at hand.
- Consistency in the content of loudspeaker messages, tempered with adaptability to frequently changing opponent situations.
- Coordination with friendly forces concerned with the loudspeaker mission.
- Linguistic capabilities of the operator.

Script Preparation. Ideally, the text of each loudspeaker message should be specifically tailored for a given situation. However, peacetime contingency requirements often demand that PSYOP messages be prepared in advance as part of a specific OPLAN. Nevertheless, experience has established the principles of script preparation for all loudspeaker messages. The following paragraphs discuss these principles.

Openings That Gain Attention. In any type of loudspeaker message, the writer should use an opening that will immediately attract the attention of the opponent soldiers. The first sentence of a broadcast may not be heard or understood because the opponent soldier is not expecting it and has not set his mind to listening to it. For this reason, there must be some opening expression or phrase to alert the listener and draw his attention to what is to follow. The opening can contain the formal designation or the nickname of the unit addressed, or it can identify where the troops are located. Again, it might announce the source of, or authority for, the broadcast such as, "This is a message from the United Nations Command!" If a cooperative EPW delivers the message, he may identify himself by name or he may use the names of former comrades in addressing his unit. This personalization is likely to gain the interest and attention of the target audience.

Brevity. In exploitation or similar fast-moving situations, each individual broadcast should be kept as short as possible, 90 seconds at the most. This limit does not apply to static, retrograde, or consolidation situations in which messages of somewhat greater lengths may be employed, but loudspeaker teams must always take care to keep the broadcast short enough so the audience does not lose interest.

Applicability. The message must apply directly to the listener's situation. It must be in the form of a clear and concise statement of the military situation or of other circumstances surrounding or difficulties confronting the opponent.

Coming to the Point. Loudspeaker messages should make their principal point or argument early in the text. Because of possible opponent countermeasures or time limits, important points should be stated quickly and explained later.

Simplicity. The team must phrase the message in simple, readily understandable terms and tailor it to the target audience. The team may have only one opportunity to deliver the broadcast, so it must be kept simple enough to be understood without repetition. The writer should refrain from involved or argumentative messages. These messages have little power to convince the opponent and, if not heard in their entirety, lose effect.

Repetition. The loudspeaker team should repeat important phrases or punch lines in its message to ensure they are understood by the target audience and to increase the emphasis and force of the message. Repetition also minimizes interruptions in the broadcast's intelligibility caused by battle noises or other sounds. Not only may individual phrases or sentences within the text be repeated, but the entire message should also be rebroadcast if the situation permits.

Authoritativeness. Every loudspeaker message should have an authoritative tone. If it is a message demanding positive action on the part of its audience, then it should be delivered in an authoritative voice. Statements such as, "I am speaking for the American armored force commander," or "General Jones sends you this message," will impress the target audience with their power and authority. Such expressions are particularly effective in surrender appeals.

Instructiveness. Loudspeaker messages that ask the audience to perform, or refrain from performing, some specific action must include precise instructions as to how individuals or groups are expected to act. For example, detailed assurances and instructions must be included in the surrender message when the opponent soldier is asked to leave the relative security of his foxhole and possibly expose himself to U.S. fire and, in some cases, to fire from his own troops. He should have valid promises that he will not be fired upon by U.S. forces and a workable plan for escaping from his own lines. Failure of a surrender attempt by a man who follows instructions can lead to loss of credibility.

Personalization. The loudspeaker's capability of pinpointing its target enables PSYOP personnel to personalize the message and increase its psychological impact. The scriptwriter may personalize the message with order of battle intelligence from the supported S2. The message may include the designations and locations of units and the names of unit leaders or other personnel. Indexes of unit morale are invaluable in preparing a personalized message for a particular unit, and to a lesser extent, civilian line-crossers provide additional sources of information. The height of personalization occurs when a captured opponent soldier broadcasts to his former comrades in arms. In his message, he identifies some by name, describes his good treatment and his ease of escape through the lines, and finally advises them to follow his example.

Avoidance of Scripts That Antagonize. The writer of the loudspeaker script or message is ostensibly the friend of his listeners, seeking to benefit them by sound advice. A message that angers the opponent is worse than useless, since it will induce him to fight harder and delay surrender.

Credibility. Credibility is faith on the part of the target audience in the reliability of the loudspeaker message. Credibility must be established and carefully guarded, for once an opponent loses belief in a message, all other broadcasts become suspect. For example, a surrender appeal in the Korean conflict stated that prisoners already in enemy prisoner of war/civilian internee (EPW/CI) camps received eggs and white bread for breakfast. Although this fact was true, subsequent intelligence revealed that opponent soldiers could not believe that the United Nations (U.N.) forces had enough eggs or, if they had, would waste them on prisoners. As a result, credibility for the entire appeal was lost.

Script Applications. The scriptwriter designs the finished text of a successful loudspeaker message to carry conviction and to induce the target audience to react to a particular situation in a way favorable to the sponsor. While adhering to the principles outlined above, the scriptwriter may employ any technique or device as long as the information in the message is credible and does not violate established policy.

The Offensive Situation. Loudspeaker messages delivered in support of offensive operations fall into two classifications: the before-battle or preattack broadcast and the exploitation broadcast that is employed against withdrawing, bypassed, or disorganized opponent soldiers following a breakthrough of their lines.

Before-battle broadcasts. Loudspeaker messages broadcast before a battle should be highly personalized, naming units and individuals of the OPFOR. The message should allude to the unit's record if it is known and has PSYOP value. It should stress opponent reverses-facts probably unknown by the target audience. It should describe and emphasize the critical tactical situation of the target unit. Outline known opponent weaknesses, such as lack of ammunition, food, medical facilities, and communications. The message should stress the sacrificial nature of the mission of a holding or delaying force. The purpose of such broadcasts is to reduce the opponent's combat efficiency by lowering his morale and undermining his will to resist. These messages also help psychologically condition the opponent soldier so surrender messages delivered after the breakthrough will receive a favorable response. Preattack broadcasts should carefully avoid derogatory or insulting words and statements since these may strengthen the opponent's hostility and intensify the determination to resist. The loudspeaker team should abstain from premature surrender instructions since these messages also may increase the opponent's will to fight. All broadcasts during the before-battle phase should be brief and repeated for clarity and emphasis.

Exploitation broadcasts. Following the breakthrough of opponent lines and during the pursuit and exploitation phase of the attack, isolated and demoralized opponent groups provide the best of all loudspeaker targets. Cut off in bypassed towns, bunkers, and roadblocks, opponent troops are likely to be at, or to be approaching, a psychological condition (feelings of isolation and despair) that will cause them to respond favorably to surrender broadcasts. Here, the loudspeaker message should be especially forceful and authoritative. It should give a concise and accurate statement of the target's tactical situation and emphasize the futility of further resistance. The scriptwriter still carefully avoids words implying dishonorable action, such as "surrender," "desert," or "capitulate." The COAs

offered must appear appropriate and honorable to the opponent troops. They should be told that they have fought honorably and well, but in their present hopeless situation, it is no disgrace for them to lay down their arms. They should be told that further resistance is useless and will result only in their death and that the alternative of returning alive to their homes and families is open to them. Finally, loudspeaker broadcasts must contain precise instructions on how to surrender. Friendly commanders and troops in the vicinity of the operations must know about the appeal so they won't fire at opponent troops responding to it.

The Static Defensive Situation. Loudspeaker scripts written for broadcast when both sides are in the static defense need not be as brief as those used in an offensive situation. However, they should not be so lengthy the target audience loses interest in the message. PSYOP personnel now seek to build rapport with the listeners and to develop an attitude that will make them more receptive to future PSYOP broadcasts by—

- Presenting timely and accurate news reports.
- Broadcasting commentaries.
- Employing techniques similar to those of radio broadcasting.

Loudspeaker operators in a static situation employ their equipment to lower opponent morale. They stress the weaknesses in the target audience's situation, both strategic and tactical. They also broadcast music and messages designed to arouse nostalgic feelings in the opponent soldier's mind. They sometimes use female voices to increase the effect. Because the military situation is stable, they can use messages written and taped by experts at field army or theater level. Still another type of loudspeaker message employed in a static situation is one that encourages defection, desertion, and malingering among opponent troops. Even when these broadcasts do not appear to be getting large-scale results, they plant the seeds for such actions in the opponent's mind and elevate the concern of the opponent commanders.

Retrograde Movement. When friendly faces are withdrawing for tactical reasons in the face of an opponent's advance, tactical loudspeaker operations are usually ineffective because opponent morale is high and vulnerability is low. Loudspeakers can, however, give valuable support to military operations with broadcast requests to civilians to keep the routes of withdrawal open. Messages can encourage friendly or allied civilians and instruct them on the requirements of military commanders. In hostile territory, broadcasts may issue stem warnings against committing acts of sabotage or otherwise interfering with military operations. Such admonitions should be authoritative and forceful and may set forth punitive measures to be taken if instructions are unheeded. Loudspeaker teams usually end instruction broadcasts with a statement that they come by order of the commanding general, giving his name, to enhance the authority of the broadcast.

Consolidation Operations. When friendly areas have been liberated or opponent territory occupied, loudspeaker operators often help CA personnel restore order and control. They broadcast proclamations and instructions in small centers of population or where listeners may congregate in larger populated areas.

Loudspeakers may also broadcast news and other information until normal mass communication media are restored. In occupied areas, loudspeaker consolidation missions often include orders to turn in weapons and opponent military personnel. In consolidation situations, the scriptwriter can work at a slower pace and develop a more detailed broadcast. Loudspeaker teams may continue to function in a consolidation role until CA personnel have the community under firm control.

Contingency Scripts. Contingency loudspeaker scripts are messages prepared in advance to be used by loudspeaker teams in likely situations. They can be used exactly as written or with minor changes to fit them to a specific situation. Although most contingencies occur in combat, some may never have taken place but can be expected to occur sometime. Contingency scripts have great value for the loudspeaker team chiefs who have difficulty phrasing messages and for indigenous personnel who are skilled as announcers but cannot prepare scripts themselves because they have no knowledge of PSYOP.

Videotapes

The portable videotape camera has made the expensive and time-consuming process of making films nearly obsolete in PSYOP. Before the 1970s, film was the medium used to reproduce events with movement, but now videotape has almost totally replaced film. Video technology has become more sophisticated. The cost and size of video equipment have decreased, while the quality and variety of applications have greatly increased. In addition to low operating costs, videotape's strongest selling points are the instant playback and monitoring capabilities that benefit both the novice and professional. Directors of motion pictures are using more videotape in their productions because of these benefits and the introduction of high-density videotape equipment, which produces an image whose quality approaches that of film. Video technology is available to a majority of countries and people. The most powerful communications system in history has become highly accessible.

The term "video" in this manual refers to the technical process of producing magnetic tapes that have both visual and sound effects. Because of its complexity, video production could not be covered completely in a few short pages, so PSYOP personnel should also review books and trade publications that cover video production if they are tasked with creating a video product. The PSYOP dissemination company should be the first stop when gathering information on video production. However, the most cost-effective production method may be to use—

- A civilian in-country facility.
- The assets at a government installation nearer the target audience.
- Units belonging to the other DOD services.

While the mechanics of producing a video are important, PSYOP personnel should not forget the psychology of the message. Without ideas, creativity, and the ability to apply them, the machines are nothing but plastic, metal, and glass.

Production Considerations. As professionals, PSYOP personnel must place equal attention on both the art and science of video production. Watching a video

requires very little interaction. Viewers often sit still and silent with their eyes fixed on the screen. In this relaxing atmosphere, dull programming results in drowsiness or boredom.

Although keeping the visual stimulus fast-paced and interesting might seem to be the answer, the mind has a limit to its rate of assimilating information. Readers can stop and consider a point or read a passage again. Since the readers' eyes move and their hands turn pages, they participate in the process of absorbing the information. But video viewers must cope with a more rapid rate of information transmission. Their minds tend to divert the information directly into the subconscious. When the production ends, other stimuli will replace the video message, which continues to work on the subconscious thought process. To help viewers handle this rapid transmission rate, video training programs often incorporate stopping points to review and reinforce ideas and information.

The viewer constitutes more than half of the video communication process. Making pretty pictures with clear audio means nothing if the content doesn't achieve the desired results with the audience. The reverse is also true: Good content presented poorly can lose its impact. A sloppy or poorly researched production will turn off most viewers unless the content is so interesting that they can overlook technical and aesthetic quality. Even the production format should meet audience expectations.

Production Planning, Planning precedes any effective video design and production. Knowing what to accomplish and thinking it through saves time, money, and frustration. Here are some considerations:

- Why produce the video? What are the objectives? How will the video help achieve those objectives?
- Who is the audience? Is it certain groups, such as students or priests; a category based on shared qualities, such as sex, race, or age; or an aggregate defined by a geographic location?

  NOTE: Once the audience is identified, target analysis must be done by assessing conditions, vulnerabilities, and other factors. PSYOP personnel should not forget the unintended audience.

- What does the audience need to know? What does it already know about this particular topic? What are its biases and how will these biases affect its viewing of the video?
- What style and approach would best suit this group? How should the information be presented?
- How big is the audience? Will it be viewing the video in small or large groups?
- Will the video be shown in an auditorium, classroom, conference room, or small screening room?
- What are the style and content requirements of the decision makers on this video project? Do they specify black-and-white or color tapes?
- Will more than one camera, special effects, mobile equipment, or precise audio quality be needed?

- Where will the video be produced? Will production facilities be available on the days of taping?
- Will production require written permission from HN officials or U.S. Government agencies?
- Will the editing entail simple changes to structured material or involved sound and image edits?
- Will a fast editing system be needed to meet a tight deadline? What are the capabilities of the editing equipment?
- Are there resources, expertise, and financial support to produce the video in the desired format? If not, are there alternatives or a backup plan for the design?
- Will equipment have to be rented or bought? How will expenditures be justified?
- Is there a budget proposal for negotiation or a set budget? How will financial limitations be overcome?

Staff Requirements. Video production crews may range from 1 person to 50 people, depending on the size and difficulty of the project. Video managers may save time and money by assigning two or more roles to each staff member. The following paragraphs describe the basic production functions.

Producer. Producers organize and manage the video project. They are responsible for all production elements, including script, location, logistics, coordination, music, and performers. They determine quality levels for both creative and technical work. They also—

- Monitor individual performances.
- Negotiate and control the budget.
- Produce a quality video IAW mission specifications and content requirements.

Director. Directors are involved with every facet of production and editing. They determine camera shots, angles, and composition. They translate the script into visual terms and coordinate the work of camera, lighting, and sound technicians. They also coax effective performances from professional or nonprofessional performers.

Assistant Director. Assistant directors are responsible for set and prop details and work off-camera as liaison between directors and performers. They get performers ready and cue everyone to camera changes during taping. Assistant directors also ensure continuity by checking that all video segments have been taped and are the right length. In small crews, they strike the set and store props and graphics.

Camera Operator. Operators document scenes and shots according to artistic and technical requirements. Before the shoot, they set up planned camera shots and angles. They wear a headset to receive specific instructions from the director. Sometimes, the cues are visual. New operators can rely on video camera monitors and immediate playback features to help them learn visual skills like focusing and framing.

Technical Director. Technical directors are engineers for all production equipment. They operate switchers and monitor the video image during production to catch glitches and dropouts. The technical director assists the director and takes instructions from him.

Lighting Technician. Lighting technicians, or gaffers, set up the lights according to the technical requirements of the camera and the artistic requirements of the script.

Audio Technician. Audio technicians set up and operate sound recording equipment and continuously monitor sound and volume levels during production.

Video Technician. Video technicians set up cameras, electronically matching them to house bars (basic colors the camera should reproduce accurately) and to other cameras. They may also operate the videotape or videocassette recorder.

Writer or Researcher. Writers or researchers are responsible for the content of the script and the production. They coordinate the text and visuals to meet production objectives and to hold the viewer's attention.

Designer and Artist. Scene designers and graphic artists help the producer and director create scenery, props, and graphics that communicate, reinforce, and illustrate information effectively.

Production Procedures. Deciding on a location comes first in the production process. Studios, though expensive to rent, offer a quiet, controlled atmosphere. The procedures described in the checklist in Figure 10-2, page 10-15, will help production go smoothly.

Program Formats. Program formats may vary depending on the type of message, the audience, and the media. Some ways of presenting video programs include the formats described in the following paragraphs.

Drama. Vignettes or scripted stories in which actors play various roles allow viewers to identify with the characters' behavior. The target audience can then relate the characters' behavior to their own experiences.

Talking Head. This format uses little or no action and involves taping a prsenter delivering information. It often includes visual materials ranging from simple graphics to remote video displays.

Documentary. A report on real-world events or actions through the eyes of the narrator or central character. The documentary can be an informational device showing, for example, actual bilateral training exercises or disaster relief efforts.

Newscast. Patterned after network television news shows, this format is useful for local, national, or international events that have an impact on the daily life of the target audience. This format is one way to get information across accurately and to bypass disinformation campaigns.

Variety Show. Like network variety shows, this method can entertain while presenting information. For example, audiences can learn about government programs by seeing each one featured in a skit or song.

Game Show. Another network example, this format also entertains while educating the audience. A question-and-answer program with prize incentives will encourage audience participation and enthusiasm.

Interview. Similar to network talk shows, this format is an attractive alternative to the talking head because it involves more action. Interviewed can control the pace of the show and relate content and information to specific audience's interests.

- ❑ Always scout out the location.

  Find out if the equipment can be driven directly to the spot. Look for outlets and power sources. Determine whether the room, lighting conditions, and equipment are sufficient. Get written permission to shoot in the desired location. This agreement should specify the date and time for the shoot and the name of the person in charge.

- ❑ Delegate the responsibilities.

  Each crew member should have a specific set of tasks. Hand out lighting plans, prop lists, and copies of the storyboard to assistant directors or camera operators. Give the audio engineer a script for checking sound levels and cues.

- ❑ Arrange to use professional performers, if the budget allows.

  Talent agencies charge 10 to 15 percent of the actor's pay but save time locating the right person. Double-check the accuracy of the agency's choice by reviewing videotapes of the actor's work.

- ❑ Try to budget for a trained actor who will add polish and smooth the production, if using nonprofessionals.

- ❑ Always get signed releases from all the people who are speaking and appearing in the video but do not have agents representing them.

  When they sign a release, they give their permission to use their voices and likenesses. This release helps protect the organization from a possible lawsuit.

- ❑ Assess the strengths and weaknesses of both the staff and the equipment throughout the planning stage.

  This awareness of limitations can help avoid pitfalls. For example, parts of the script that cannot be done with the available resources can be taken out or changed.

- ❑ Be certain decision makers fully comprehend the demands, costs, benefits, and limitations of the video project.

  Keep them apprised of all adjustments and always obtain their approval before making major changes.

- ❑ Keep the video short and simple.

  A maximum of 8 minutes of viewing time is best, experts say. If preproduction time and the budget are limited, aim for a maximum of 5 minutes. The exact length depends on the nature and scope of the video, but since attentions spans are short, the shorter the program, the better.

- ❑ Be creative.

  Imaginative designs, graphics, editing, good writing, and research are the keys to quality, not sophisticated equipment and big budgets.

- ❑ Be receptive to changes, new ideas, and suggestions throughout the production process.

  Flexibility and openness to change will add freshness and creativity to the project.

- ❑ Shoot more video than needed.

  No single take is ever perfect.

- ❑ Shoot more than enough cutaways.

  (An example is an interviewer shaking his or her head.) This footage helps cover disorienting jump shots and poor edits.

- ❑ Label every tape.

  Whether shooting on location or in a studio, assign a production crew member the responsibility of keeping track of tapes and labeling them correctly. Labeling is the best way to avoid time-consuming mix-ups.

- ❑ Remember production capabilities and limitations.

  Use a script the budget can afford.

Figure 10-2. Sample of production procedures checklist.

Animation. Animation is a good attention-getting device for adults and children. It entertains and instructs by establishing an open, informal learning atmosphere.

Novelties and Gifts

Novelties and gifts are a unique PSYOP medium that can consist of anything presenting a PSYOP message or symbol. The messages must be short and catchy and general in content. Specific messages may be outdated by time, making the entire stock of novelties or gifts useless. A message-carrying gift may be any item of practical use such as matches, lighters, soap, nail clippers, notebooks, calendars, and T-shirts. PSYOP personnel should mark supplies and materials associated with humanitarian assistance to identify the providing agency or nation. Novelties, such as playing cards, balloons, puzzles, buttons, stickers, and other items of no great practical use, can also carry short messages or symbols. Many of the gift items and novelties must be commercially produced, but the PSYOP unit can produce the following items:

- Wall calendars with graphic representations of PSYOP themes and written PSYOP messages.
- Notebooks for schoolchildren with a short message or symbol on the cover and each page.
- T-shirts with commercially produced press-on messages or symbols.

Print

Printed media have the advantage of combining both printed instructions and pictures depicting the actions to be taken. If only using printed language, the PSYOP planner must have a clear understanding of the literacy rate of his target audience.

Photo-Offset Reproduction. Photo-offset reproduction is a quick, low-cost printing method for text, illustrations, photographs, and multicolor illustrations (when the extra colors provide a specific functional value to the document). This method, which can reproduce items in small amounts or by the thousands, is a primary means for producing PSYOP printed material.

To prepare material effectively for the photographic process, PSYOP personnel need to have some idea of what happens to it after it has been prepared. Figure 10-3, page 10-17, illustrates this process. The material is photographed, producing a negative. The negative, after layout, masking, and opaquing, is then exposed to a sensitized aluminum master that is used on the offset press to make copies.

This illustration is a simplification of the entire process, but it does show how an image presented to the camera is captured on a negative and then transferred to a master for subsequent reproduction. The photographic process can accurately reproduce type, text, photographs, and previously printed material—in fact, almost anything that can be put on paper.

Copy and the Camera. Material to be reproduced by the photographic process is called copy. Copy includes not only text, but also illustrations, artwork, photographs, and anything else that is to appear on the finished piece.

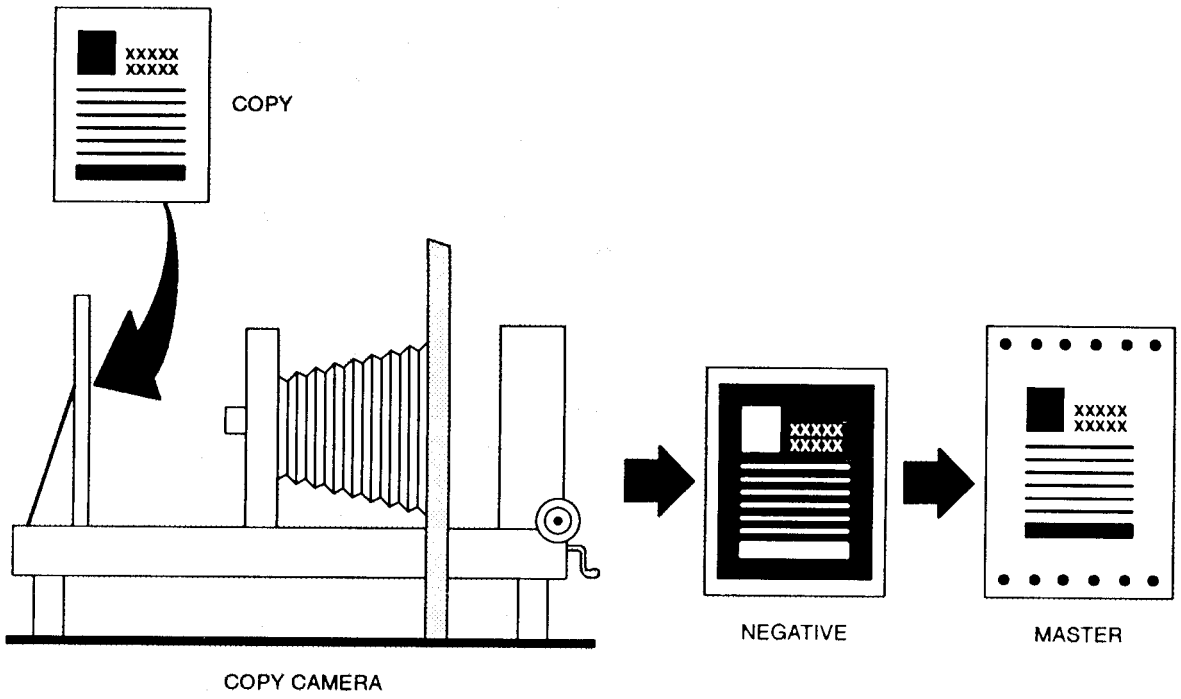


Figure 10-3. Offset photographic process.

The copy camera that makes negatives for photo-offset reproduction is similar to a 35-mm camera. Preparing copy for it is not unlike posing the family for a formal portrait and should be done with as much care.

Photographic copy should be clean and free of wrinkles, creases, or smudges. Each letter and line should be sharp and unbroken. PSYOP personnel should keep in mind that the copy camera has no imagination. It will not ignore extraneous images or fill in missing parts.

Photographic enlargements should be avoided, since they enlarge flaws in the copy. All original copy should be as large as or larger than it is to appear on the finished piece.

Preparation. The more print production personnel know about the product, the more they will be able to help the PSYOP unit. State the project's purpose, background, and deadline in the print request. Good photographs and illustrations can increase credibility and impress the audience, but poor ones can lose it; therefore, PSYOP personnel should be critical in selecting them. They should provide the best photographs available, preferably in sharp, glossy prints. As a general rule, the larger the original picture, the better the reproduction. For this reason, 10- by 12-cm color prints are preferred to 35-mm slides. But since 35-mm photographs are the ones most often available in the field, PSYOP personnel should scrutinize them carefully under a magnifying glass for correct exposure, sharpness, scratches, and dirt. The PDC should check to see if the PSYOP dissemination company has the equipment to do color separation for color reproductions of prints. If the PSYOP dissemination company

doesn't have this equipment, the separation work will have to be contracted commercially, adding to the production time and cost. Black-and-white or color pictures clipped from magazines or books (except line drawings) should not be used. Reproducing them again will result in a wavy pattern that robs them of sharpness and contrast, lessening credibility. To permit the layout artist to make minor changes to the design, an extra 125 to 250 mm should be left on all sides of the print, and the artwork should be extended 2.5 cm or so beyond the boundaries. Prints can often be improved, so negatives should be provided. All artwork must be packed carefully to avoid bending and ether damage.

Illustrators should graphically illustrate the appearance of the product by making a diagram. Making a page dummy and rough layout will help determine copy length and the number and size of illustrations. Illustrators should key illustrations to the layout by putting them in envelopes marked with their page numbers or by marking them with a grease pencil. Illustrations should never be marked with a pen or other hard-tipped object. Artwork and photographs often require reduction or enlargement to fit the space designed for them.

Other Printing Processes. The organizational print section will have equipment to typeset copy, but it may not have the foreign language type-font capability needed. In that case, PSYOP personnel have to find commercially available equipment to do the job. Indigenous assistants can help translate and deal with local printers. During the translation into another language, the English mode of expression or organization may have to be changed. To minimize errors, the translator must correctly interpret the nuances and intended meaning of the message another translator can verify the accuracy of the translation. When using organic print for foreign copy, the translator should provide English translations of the text and captions and ensure each caption relates to its appropriate illustration.

If work has to be done on an ordinary typewriter, the keys must be clean. The typist should use a ribbon that is dry enough not to smudge. If a typewriter of executive quality is not available, the typist should consider removing the ribbon and typing directly on a clean sheet of carbon to make a clean impression. The typist should slip-sheet all typed sheets to avoid smudging. Carbon copies should not be made when doing master copies. When sophisticated means of printing are unavailable, PSYOP personnel may need to use the field-expedient printing techniques described in Appendix F.

Print Production. Figure 10-4, page 10-19, shows the steps taken to put ideas into print. Many different jobs are in some stage of production at all times. Keeping track of, and moving forward at the right time, all the bits and pieces that eventually combine to become a publication is an exacting and interesting process. Many things can slow down the production routine, such as a delay in the availability of any material or a need for more accurate information at the last moment. Careful preparation and easily understood directions will lead to a more effective product that will be available to the user in the field in much less time. PSYOP personnel must carefully review the print request, especially if it is being sent to another location. A name, address, and telephone number of a point of contact must be supplied. (See Appendix G for time considerations in producing leaflets.)

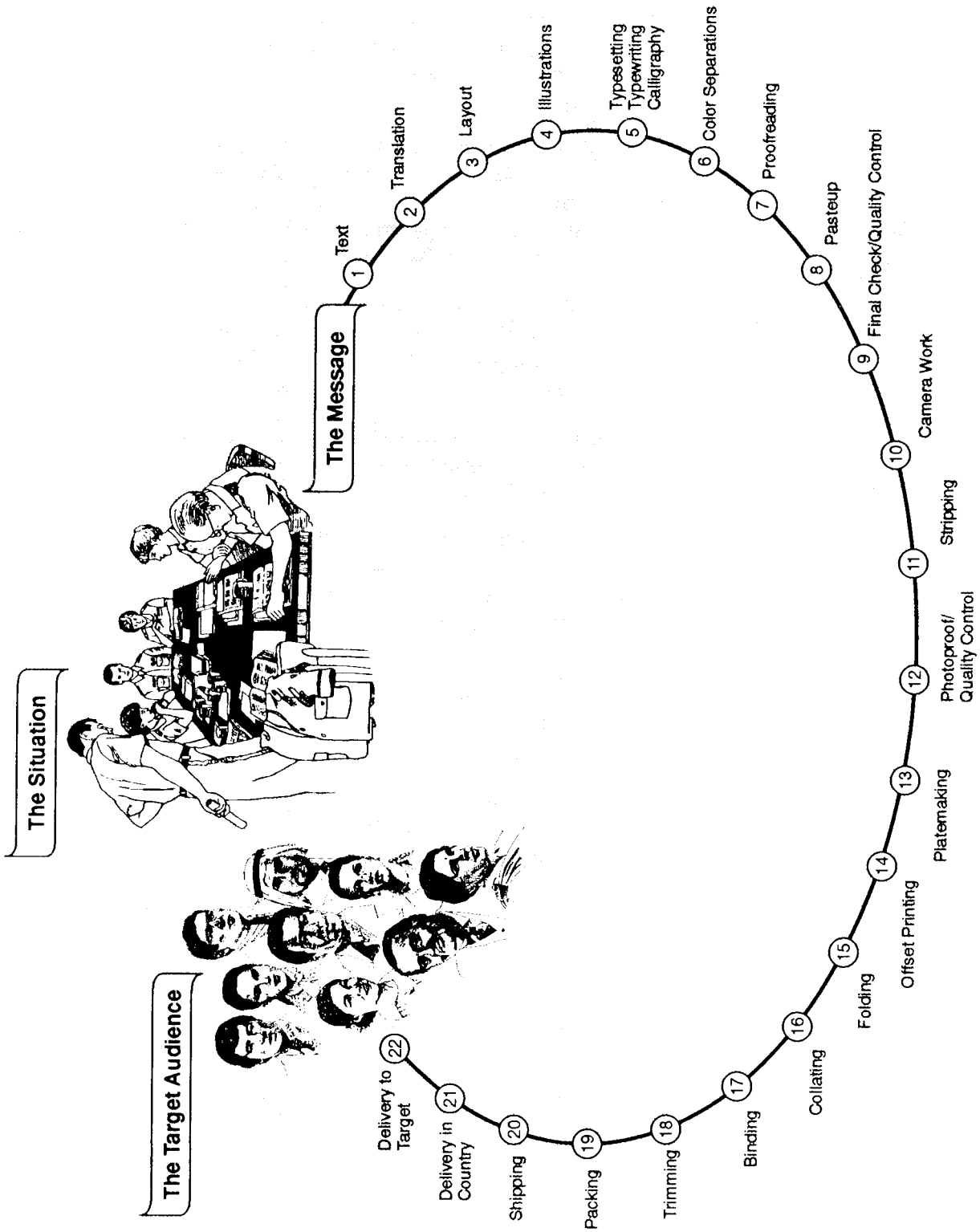


Figure 10-4. Print production steps.

Radio

Radio can provide entertainment, news, and instructions along with the desired PSYOP message. As with all other media, selecting radio will depend greatly on the accessibility of the target audience to radios and the ability of the signal to reach the target.

Programming Principles. Radio programming consists of planning the schedule, content, and production of radio programs during a given period. The objective of radio programming in PSYOP is to gain and hold the attention of the selected target audience. Truthful, credible, and accurate news reporting is one of the better ways to gain and hold attention. The following principles apply to radio programming

Regularity. Regularity is an essential element of programming. The broadcast day, once established, remains relatively unchanged, with specific programs transmitted at the same hour each day. The content, style, and format of these programs should follow an established pattern.

Repetition. Repetition is essential for oral learning. Hence, key themes, phrases, or slogans must be repeated to ensure a large segment of a target audience has the opportunity to receive them on many occasions.

Suitability for Target Audience. Programs should suit the tastes and needs of the intended audience. Their content and style of presentation should follow the patterns to which the intended audience is accustomed. U.S.-sponsored programs must be better than those offered by an opponent if U.S. PSYOP personnel are to win a large audience.

Credibility. Material must be factual, credible, and accurate. Failure to portray material in a credible manner will seriously jeopardize further attempts to influence a target audience.

Exploitation of Censorship. Discussion or presentation of banned books, plays, music, and political topics often finds a ready reception by the target audience. The same holds true for censored news.

Voice. Successful radio operations require the selection and training of announcers with proper voice qualities. PSYOP personnel should keep in mind these facts:

- The emotional tone conveyed by the voice often influences the listener more than the logic of arguments presented.
- Announcers whose accents are similar to those of unpopular groups within the target audience should not be used.
- Female voices are used in PSYOP programs to exploit nostalgia or sexual frustration or to attract female audiences.

NOTE: In many parts of the world, women's voices may be resented because of the status of women in these societies.

Program Classification. Radio programs may be classified by content, intent, and origin. The PSYOP planner should choose the type of program that will best emphasize the message he desires to send.

Content. The most common and useful method of program classification is content. News reporting, commentaries, announcements, educational or informative documentaries, music, interviews, discussions, religious programs, drama, and women's programs are examples of content classification.

Intent. Classification by intent is useful for PSYOP personnel in planning the response they wish to obtain in broadcasting. Programs are produced to induce such emotional reactions as hope, hate, fear, nostalgia, and frustration.

Origin. Classification by origin pertains to the source of the broadcast: official, unofficial, or authoritative. No one type of classification is better than another. The planner must choose the type of origin that has the best chance of being followed by the target audience.

Program Formats. Format refers to the content of a program. Through a familiar manner of presentation, the radio station tries to establish the identity of its programs in the minds of its listeners with the goal of building a regular audience. The format for a series of programs is usually established before the first program is broadcast. When establishing the format for a series of programs, radio station personnel should remember that they must adhere to the highest standards of radio scriptwriting if they are to be successful. The uniformity of the script is very important. Just as uniformity in a military organization makes things easier for everybody concerned, uniformity in radio scriptwriting makes the job easier for radio broadcasters.

Producing programs of several kinds requires putting words, music, and sound effects together in various ways. Some of the different types of radio programming are—

- Straight news reporting (without commentary).
- Selective news reporting.
- Commentary (an analysis of the news in which opinions are expressed).
- Music programs (instrumental or song).
- Dramatic programs.
- Speeches and talks.
- Discussions and roundtables.
- Sports (reports or play-by-play).
- Interviews.
- Special events (for example, on-the-spot coverage of an election or the arrival of an important visitor).
- Religious programs.
- Variety programs (a combination including music, dramatic skits, or comedy).
- Announcements.

Scriptwriting. The scriptwriter should remember that he must place himself in the shoes of the listener to write a message that is credible and understandable. He must consider the basic factors discussed below when writing radio scripts.

Conversational Style. The scriptwriter should write news in a contemporary, informal, relaxed style, but without superficiality. The listener should be conscious only of the news, not the reading of the news.

Simplicity. The scriptwriter should use simple sentence structure and words used by the target audience. To avoid a singsong effect, sentence length should vary.

Initial Attention. The listener may be running the risk of severe punishment for listening to a forbidden broadcast; therefore, the announcer must gain instant attention. The initial part of the script must convince the listener the program will be of interest to him. The essential facts must be in the first few sentences to gain initial interest and to ensure, if the script is cut, nothing important will be lost from the content.

Speech Speed. The normal rate of speech varies among announcers. The scriptwriter should time the rate of speech of each announcer in the language used and tailor the script to gain maximum impact in the time allotted.

Tongue Twisters and Alliteration. The scriptwriter should avoid words that successively begin with the same sounds, such as, "In providing proper provisional procedures . ..." Also avoid words ending in ch, sh, and th. Depending on the speaker's ability and the language used, these sounds at the end of words may produce a hissing noise through the microphone.

Numbers. The scriptwriter should use round numbers as substitutes for exact figures unless the precise number is important. Large numbers may be written in the reamer easiest to read, such as "one billion 200 million 50 thousand," in place of "1,200,050,000."

Unfamiliar Names. The scriptwriter should avoid beginning a news item with an unfamiliar name, such as, "John Jones announced this morning that . ..." The announcer introduces unfamiliar names as shown in this example "The Australian Minister of Education, John Jones, announced this morning that...."

Quotation Marks. The listener cannot see quotation marks. By voice inflection, the announcer can make it clear when a quotation begins and ends. The following methods may also be used to indicate a quotation:

- In Smith's own words . . . "The council is sure to reject the proposal."
- To quote Smith . . . "The council is sure to reject the proposal."
- As Smith states . . . "The council is sure to reject the proposal."

Punctuation Marks. Scriptwriting ignores ordinary marks of punctuation. They may be used, however, as a guide for the announcer. For example, the scriptwriter should use parentheses to set off a phrase, capitalize key words for emphasis, and spell words phonetically to help the announcer with the pronunciation of difficult words.

Profanity and Horror. PSYOP personnel speaking as representatives of the U.S. Government will not use profanity in broadcasts. They will not ordinarily use horrible descriptions of battles, bombing, ship sinkings, and human suffering,

although objective reports on these subjects have a legitimate place in radio and loudspeaker operations.

Abbreviations. Conventional abbreviations are seldom used. For example, "Mister" is used in place of "Mr." and "Doctor" in place of "Dr." in scriptwriting. "CIA" and "FBI" are familiar to U.S. audiences but may have little or no meaning elsewhere. "U. N." has meaning for many people, but it may not be understood by everyone.

Aural Sense. The special character of radio stems from the fact that it is entirely an aural medium. Since radio depends entirely on the ear, it must inspire the listener's imagination with the sound waves coming from the receiver. The sound of a man's voice in a radio presentation creates a particular image in the listener's mind of what he says. Radio writing must make the scene, idea, or thought clear to the listener as soon as it is heard.

Rapid Takeoff. Radio programs must capture the audience within the first few moments of presentation or they will lose it. Programs must present a challenge, promise, or conflict to arouse attention within the first few moments of their start. Valuable time cannot be wasted on elaborate introductions.

Power of Suggestion. A vast storehouse of imagery is in the listener's mind. The radio scriptwriter, through use of speech, sounds, or music, suggests to the audience what the scene should be by enabling the listeners to use their imaginations to visualize each scene.

Pacing and Timing. The radio scriptwriter controls pacing in the program. Pacing is the change in quality, emotion, thought, or feeling written into the program. Timing is controlled by the director and is represented by a shift of speed in delivery.

Freedom of Movement. Radio scriptwriters can change scenes as frequently as desired. They can take listeners from one point on earth to another or even into outer space with words, sound effects, or appropriate music.

Conflict. Conflict is the backbone of interest in a radio script. It is used to gain the attention and increase the interest of the radio audience. Conflict is the ageless formula of hero against villain, good versus evil, the fight for survival, and the solution of difficult problems.

Techniques. The imaginative application of technique is the radio writer's key to success. The radio scriptwriter must be constantly alert for new ideas and techniques and should be willing to experiment with variations on old, established techniques.

Program Building. Radio scriptwiters must be familiar with the principles, mechanics, and techniques of radio broadcast writing. Once they have mastered these skills, they can turn their attention to the steps of constructing the program.

Purpose. The first concern of writers is their purpose-what they are trying to do. Careful thought in the statement of purpose will help listeners recognize the value of the program and, perhaps, induce them to listen again.

Research. Frequently, only research can uncover detailed informational material. To round out a subject or a personality, the research must be comprehensive. Thorough research gives a note of authority to the message the listener hears.

Writing Technique. Writing technique can be learned and must be practiced. The script is not complete when the last page is written. It must be put aside temporarily, then read again. This step cannot be omitted. Finally, it must be read aloud. The test of a radio script is how it sounds, not how it looks.

Briefings for Agents of Action

When the supported unit's operations officer approves a coordinated program of psychological products and actions, he makes his PSYOP planner available to brief discretionary agents of action. Discretionary agents execute military operations primarily for their psychological impact. Their actions are directed by the command for which the PSYOP planner develops programs of psychological actions. The PSYOP planner informs the agents how their actions fit into the PSYOP program for the military operation, the information the agent may and may not impart to the target audience, and the support the agent will receive from PSYOP assets. In this briefing, the PSYOP planner must prepare the agent to conduct the military operation properly, so that its impact on the target audience amplifies the rest of the PSYOP program. Likewise, the agent should be briefed to solicit feedback, to observe reactions to the military operation, and to brief the PSYOP planner on the feedback and reactions, either in person or by message.

Timeliness is a key consideration. If it appears a PSYOP program should be modified based on target audience feedback, the PSYOP planner must know about the feedback as soon as possible.

The planner should provide consistent, timely input to the PDC and the supported unit on the progress of programs of psychological actions. If programs of actions are not productive, they should be modified or dropped.

Product Pretesting

Once PSYOP personnel complete and review the technical quality of a prototype PSYOP product, they then pretest the product. Pretesting helps make important decisions about PSYOP materials: Should this theme be used? Is the material addressing the right target audience? Is there a more effective way to present the message? By pretesting the products, PSYOP personnel can reasonably predict the effects of those products on the target audience. Pretesting determines the potential effectiveness of prototype PSYOP products. This section describes the methods PSYOP personnel can use to predict product effectiveness on the target. These methods include the survey sample, the panel of representatives, and the panel of experts.

Survey Sample

The survey sample is the preferred method of evaluating PSYOP products because it is the method that addresses the target audience directly. These surveys help

PSYOP personnel determine the potential and actual effects of developed and disseminated PSYOP products on a target audience. PSYOP personnel also determine the effects of hostile products on a target audience or acquire demographic data on the occupied population.

PSYOP units use the survey sample to collect subjective reports or responses from a set of respondents about their opinions, attitudes, or behavior toward developed PSYOP products (pretesting) and disseminated PSYOP products (posttesting). The unit uses the survey to make predictions and generalizations about the target audience.

Choosing the Sample. Choosing the sample is the first step in conducting a survey. The larger the sample, the greater the validity of the survey results. The sample should also be random. To obtain a representative sample, the unit conducting the survey randomly selects a sample large enough to represent the entire population adequately. Two types of samples conducted by PSYOP personnel are probability samples and nonprobability samples.

Probability Samples. These samples include simple random samples, stratified random samples, and cluster samples. These categories are explained below.

In the simple random sample, each person in the target audience has an equal chance of being included in the sample. All the sampler needs to conduct this sample is an alphabetical list of the target audience's members. The sample works as follows:

- The sampler starts with an alphabetical listing of 1,000 villagers. He wants to draw a sample of 100.
- The sampler then places pieces of paper numbered from one to ten in a container.
- He draws one slip of paper out to determine the starting point.
- The starting point would be any of the first ten names on the list. For example, if the selected number was five, the sample begins with the fifth name on the list.
- After selecting the starting point, every tenth name on the list is selected for the sample.
- The sampler goes through his entire list, selecting 100 names for the sample.

In the stratified random sample, members of the target audience have an unequal chance of being included in the sample. Using two or more characteristics of the target audience as a basis, the sampler divides the target audience into layers or strata. The sampler then draws a simple random sample from each stratum. The combination of these subsamples form the total sample group. All the sampler needs to conduct this sample is an alphabetical list of the members of the target audience and a list of the characteristics that form the layer.

The sampler wants to find the relationship between wealth and certain attitudes. The sampler knows the total population is 1,000. He also knows the population of the target audience consists of 200 wealthy, 600 average, and 200 poor people.

If the sampler just draws a simple random sample, the wealthy or poor may be represented unequally in the sample. The sampler, therefore, divides the target audience into three groups based on wealth: upper class, middle class, and lower class.

Using the alphabetical list for each group, the sampler draws a simple random sample from each group. Each sample includes the same number of people. If the sampler wants a sample of 150, he selects 50 names from each group. By combining the samples from each group, the sampler forms the total sample group with equal representation for each group.

The sampler uses the stratified random sample when he knows in advance that a segment of the target audience lacks sufficient numbers to be included in a simple random sample. For example, one class greatly outnumbers another.

In the cluster sample, the sampler divides the target audience into large geographical areas. Next, he performs the same sampling process as when sampling individuals, but the sample begins with a large region. After sampling the region, the sampler then draws samples from the next smaller division. The sample works as described below.

Using the procedures for random sampling, the sampler draws a sample from a large region or country. The sample might include the provinces or states within that region or country-for example, the sampler knows he wants to draw a sample from the Commonwealth of Independent States. The sample he draws comes from the Baltic States.

The sampler now draws a sample using the next smaller administrative division—the Republic of Estonia. The sampler follows this pattern with the samples becoming smaller until they become individuals within the cities. After sampling the region, the sampler continues with a sample from the countries within the region followed by the districts within the country. He continues this pattern until he draws a sample of individuals within the cities.

Nonprobability Samples. These samples include accidental samples and quota samples. Examples are man on the street interviews and product surveys of customers in stores.

In the accidental sample, the sampler interviews people at a specific location. This sample is the easiest to select; however, it does not accurately represent the target audience. For example, the sampler chooses a street comer in a city or village. He then interviews the people who walk by. This sample is inaccurate because it only represents the part of the target audience that happened to walk by the street comer when the sample took place. The street comer chosen for the sample may only attract a certain type of person; therefore, it would not truly represent the whole target audience. A street comer near a factory would attract different people than a street comer near an exclusive department store.

In the quota sample, the sampler interviews a specific type and number of people from the target audience. This sample is more desirable than the accidental sample because it designates the type and number of people to be interviewed. One drawback to this method is that the sampler interviews the people who are most available or willing to be interviewed. An individual within a specific category may also represent a special segment of that category. Once the sampler fills his quota from one group, he moves to another category. The sample works as described below.

The sampler is tasked to interview the different groups within the target audience, for example, farmers, students, laborers, and merchants. The sampler must interview 50 people from each category. The sampler begins the survey with the farmers.

Once the sampler interviews 50 farmers, he moves to the students. The sampler continues this process until he interviews the remaining groups.

Preparing the Questionnaire. Preparing the questionnaire is the second step in conducting a survey. A questionnaire is a list of objective questions carefully designed to obtain information about the attitudes, opinions, behavior, and demographic characteristics of the target audience. Each questionnaire developed by PSYOP personnel has a definite purpose-to obtain information that will contribute to the success of the PSYOP program.

Questionnaire Format. The format of a questionnaire generally includes three basic sections: the administrative section, the identification section, and the problem section.

The administrative section is always the first part of the questionnaire. The purpose of the administrative section is twofold—to explain the purpose of the questionnaire and to establish rapport with the individuals being questioned.

The identification section gathers information that will help identify subgroups within the target audience. Subgroup identification is necessary for the development of PSYOP themes. Because not all groups have the same attitudes and opinions, a PSYOP unit may have to develop a different theme to suit each distinct subgroup. Some of the questions asked in this section will pertain to the respondent's sex, age, birthplace, family size, occupation, education, and ethnic group. The identification section may follow the administrative section, or it may appear at the end of the questionnaire.

The problem section obtains objective information about the behavior, attitudes, and opinions of the target audience. Objective information of interest in this section includes such information as—

- Familiarity with mass media.
- Knowledge of PSYOP output.
- Behavior relevant to an estimate of the psychological situation.
- Knowledge of events.
- Economic conditions.
- Perceptions, aspirations, and preferences of the target audience.

Question Guidelines. PSYOP personnel should ask all members identical questions. They should state questions clearly and simply in a vocabulary suitable for all respondents. A person who does not understand a question may give a response that does not represent his real opinion. Sequencing of the questions is also important. PSYOP personnel should consider the following guidelines when developing questionnaires:

- Begin the questionnaire with warm-up questions. (These questions help maintain the rapport established in the administrative section. Warm-up

questions should be easy to answer, they should be factual, and they should arouse the respondent's interest in filling out the questionnaire. Warm-up questions should set the respondent at ease and make him feel comfortable answering. They should not ask intensely personal questions. They should not make the respondent feel threatened.)

- Place sensitive questions between neutral ones. (Because PSYOP attitude surveys frequently deal with key issues—ones that arouse the target audience emotionally-PSYOP personnel must often ask questions sensitive to the target audience. In many cases, the respondent may not answer such questions. He may not respond honestly and directly because he feels violated. Placing sensitive questions between neutral ones, however, normally reduces the emotional impact of the sensitive questions upon the respondent. It also promotes his receptivity and objectivity to the questions.)

- Avoid leading questions-ones that lead the despondent to a particular choice. (Stating half the questions in a positive way and the others in the negative helps to avoid leading the respondent. Avoid phrasing questions in a way that causes the respondent to think he should answer in a certain manner. For example, "Your country's leader should resign, shouldn't he?")

Types of Questions. There are three basic types of questions used in a questionnaire. They include the open-ended questions, the closed-ended questions, and the scaled-response questions.

Open-ended questions require the respondent to put his answers in his own words. Open-ended questions allow the respondent to include more information about complex issues. Measuring and analyzing the responses to open-ended questions prove difficult because the answers are so individualistic. In addition, open-ended questions require more time and effort to analyze than closed-ended questions. This drawback makes open-ended questions a bad choice for tactical or operational situations. Figure 10-5, page 10-29, illustrates open-ended questions.

Closed-ended questions let the despondent choose between given answers: true or false, yes or no, or multiple choice items. PSYOP personnel can quickly and easily evaluate closed-ended questions because respondents must use the choices contained in the questionnaire. Normally, a PSYOP company can only prepare short, closed-ended questionnaires because of time limitations. A PSYOP group, which has more time available, can prepare elaborate open-ended questionnaires and conduct surveys that may take several weeks. Closed-ended questions are ideal for tactical and operational situations. Figure 10-6, page 10-30, illustrates closed-ended questions.

Scaled-response questions are actually statements, rather than questions. Figure 10-7, page 10-31, illustrates scaled-response questions.

Scaled-response questions require the respondent to indicate the intensity of his feelings regarding a particular item. He records his answers on a scale ranging from positive to negative or from strongly agree to strongly disagree.

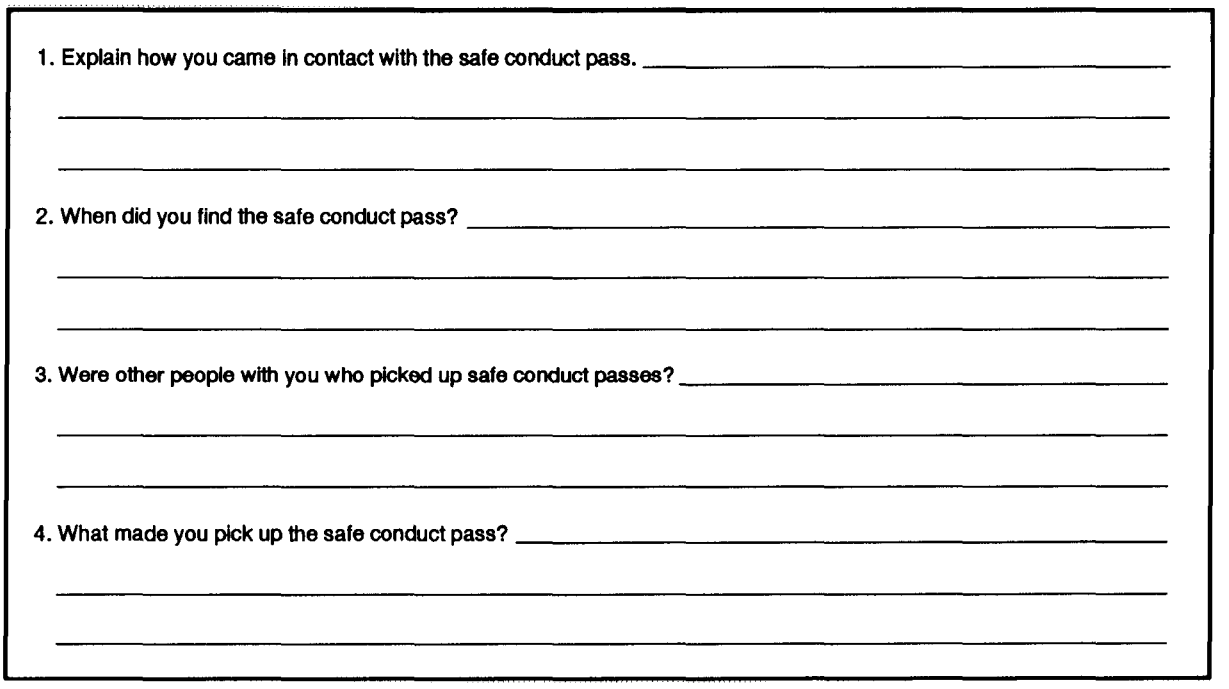


Figure 10-5. Examples of open-ended questions.

The scaled-response question weighs the choices on a numerical scale ranging from the lowest limit of intensity to the highest. In a series of scaled-response questions, PSYOP personnel alternate the limits of the scale by presenting the lowest limit first part of the time and the highest limit first the rest of the time. This procedure will help prevent the respondent from simply checking choices at one end of the scale rather than carefully thinking through each selection.

Questionnaires containing scaled-response questions should provide clear instructions explaining how the scale works and how the respondent is to mark his selection.

Because no standard formats exist for PSYOP pretest questionnaires, PSYOP personnel must prepare each questionnaire to fit the situation and the echelon level of the unit. Personnel designing the questionnaire get the basic information for developing the questionnaire from the P/AWS. After designing the questionnaire, they should test it for clarity. Once they have completed testing the questionnaire, they can use it to conduct the interview.

Conducting the interview. Conducting the personal interview is the third step in conducting a survey. The interview is a series of questions devised to get information about the target audience. It may be structured or informal. PSYOP personnel conduct structured interviews by reading questions from a printed questionnaire. The interviewer then records the respondent's answers on the questionnaire. PSYOP personnel base informal interviews on a detailed list of subjects to be covered. This method allows the interviewer to vary the wording and

order of the questions to get the most information. In either type of interview, PSYOP personnel must not only pay attention to what is being said, but also to how it is being said.

Before conducting an interview, particularly an interview with someone from a different cultural background, PSYOP personnel should consider the motivation of the respondent. The interviewer must remember that the person he will interview will have his own motivation for whatever he says and does. The respondent's age, cultural background, experience, and training may influence his motivation. These same factors influence the interviewer, so the interviewer should try to understand how his prejudices and experiences color his responses to what the subject of the interview is saying. During an interview, the interviewer must interpret communication on two levels: verbal and nonverbal.

Verbal Communication. This communication includes words and the way they are spoken. The interviewer must remember that every word has a denotation (its literal, dictionary meaning) and a connotation (its suggested meaning). The way people say words influences their meaning. The interviewer needs to look for vocal cues. These cues include emphasis, volume, tempo, pitch, enunciation, and breaks in speech.

Questionnaire

1. Have you ever seen the safe conduct pass?
   a. Yes.
   b. No. (If no, do not continue.)

2. Did you find the safe conduct pass?
   a. Yes.
   b. No.

3. If no, where did you get the safe conduct pass?
   a. A friend.
   b. A stranger.
   c. Other.

4. Were there other safe conduct passes available?
   a. Yes.
   b. No.

5. Did other people want a safe conduct pass?
   a. Yes.
   b. No.

Figure 10-6. Examples of closed-ended questions.

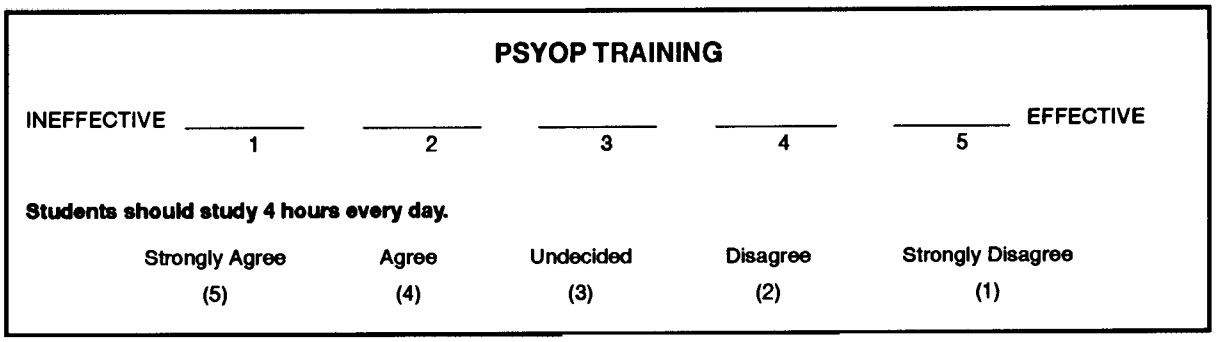


Figure 10-7. Examples of scaled-response questions.

Nonverbal Communication. This communication, or body language, is the second part of communication. The interviewer must properly interpret the body language-facial expressions, territory, body position, gestures, visual behavior, and appearance-of the person he is interviewing to understand fully what is being said. During an interview, the interviewer should look for body language that indicates negative emotions. Examples include—

- Facial expressions, which include lowered brows, narrowed eyes, and a tightened mouth or frown.
- Territory, which involves violating space relationships by standing too close.
- Body position, which includes "closing-up" positions, such as clenched fists, tightly crossed arms or legs, or shifting of body weight from one foot to the other.
- Gestures, which include shaking the head, covering the mouth with the hand, or rubbing the ear.
- Visual behavior, which includes staring or not maintaining eye contact.
- Appearance, which includes dress and behavior inappropriate for the situation.

Interpreting Emotions. Adding both verbal and nonverbal communication, the interviewer should follow these general guidelines when interpreting emotions during an interview:

- Look for cooperation, respect and courtesy. This behavior may indicate trust.
- Look for embarrassment, crying, or a withdrawn attitude. This behavior may indicate hurt.
- Look for aggression; hostile, sarcastic, loud, or abusive language; lack of cooperation; or a stiff, strong face. This behavior may indicate anger.
- Look for sweating, sickness, running away, freezing in place, nervousness, physical or mental inability to cooperate, excessive cooperativeness, or submissiveness. This behavior may indicate fear.
- Look for the offering of aid and comfort through word or deed, by listening, or by nodding agreement. This behavior may indicate concern.

Listening Habits. To interpret human behavior accurately, the interviewer must pay close attention to the subject's expressions and movements and develop the following good listening habits:

- Concentrate on the message content. (The interviewer should ignore emotion-laden words or phrases that may upset and disrupt the train of thought. He should not become upset over something said and miss the rest of the message.)
- Listen first, then evaluate. (The interviewer should not decide in advance that a subject is uninteresting.)
- Listen for concepts and main ideas, not just for facts. (A good listener is an idea listener.)
- Adapt note-taking to the particular interview. (The interviewer should not write notes during the interview if it makes the person nervous. He should write notes immediately after the interview if he cannot take them while the subject is talking.)
- Pay attention. (The interviewer should indicate that the information he receives is important and significant.)
- Tune out distractions and interruptions. (The interviewer should move the interview site to a quieter place, if necessary.)
- Use thought rate to the fullest advantage. (Most people speak at a rate of 100 words per minute while they listen at 400 words per minute. The interviewer should use the timing difference to absorb the ideas being presented and to form questions.)

Controling the Interview. The interviewer should control the interview at all times. If the subject of the interview is hostile or disruptive, the interviewer should maintain his composure. Often an angry person simply needs to vent his strong feelings. The interviewer should develop and maintain courtesy, empathy, respect, and a concerned but calm attitude during an interview by—

- Explaining the reasons for the interview.
- Putting the respondent at ease.
- Informing the respondent that his identity will remain anonymous if he so desires.
- Convincing the respondent to answer according to his convictions. The interviewer should explain that the pretest interview will be used to identify weak and strong points in the PSYOP material.
- Allowing the subject to vent his feelings. Doing so may uncover a psychological vulnerability to exploit.
- Letting the subject know the interviewer recognizes and accepts his feelings.
- Responding to concern with appreciation and calm.
- Responding to fear with concern and assurance. The interviewer must use interpersonal communication skills to keep fear from turning into defiance.

- Responding to trust with courtesy and respect.
- Responding to hurt with empathy and concern.

Conducting an interview is an important part of taking a survey. When conducting an interview, the interviewer should observe the following guidelines:

- Assemble material.
- Research background information.
- Direct flow of interview.
- Review questionnaire for essential information.
- Transcribe notes.

An interview is the best method for gauging what the target audience is thinking. Surveys, however, take time and access to the target audience—luxuries the typical PSYOP unit seldom has.

Panel of Representatives

The second best method for pretesting PSYOP products is the panel of representatives. A panel of representatives is a group of people who have been members of the target audience but are not anymore. The panel might include EPWs, refugees, defectors, and civilian detainees. PSYOP personnel should make sure the panel closely represents the target audience. Although the representatives no longer belong to the target audience, they have much in common with it and will answer questions in much the same way. Pretests conducted with such groups indicate what appeals will be effective, what to emphasize, and what to avoid.

The composition of the panel can vary from as few as five representatives to as many as a hundred. The panel of representatives method may take the form of group consultations or individual interviews.

Group consultations call for representatives (5 to 15) to observe, study, and exchange views on PSYOP material. The PSYOP unit conducting the test directs the discussion along prearranged lines and excludes irrelevant comments.

Individual interviews allow a respondent to observe and study a PSYOP product. An interviewer then questions the respondent on the important facets of the proposed product. When interviewing indigenous personnel and EPWs for pretesting, PSYOP personnel just brief them on the importance of responding as they personally feel about the subject matter.

Panel of Experts

The third method for pretesting PSYOP products is the panel of experts. A panel of experts is a group of people who have studied the target audience and who are thoroughly acquainted with its culture. The panelists should have lived in the target country recently. General support (GS) PSYOP battalions can usually form panels of experts. Direct support (DS) PSYOP battalions and companies rely on their own experts and HN military liaisons.

The purpose of the panel is to read or listen to the PSYOP material developed for the potential target audience and to predict its effect. The panel may answer the following questions about the PSYOP material:

- Will it attract attention?
- Will it be understood?
- What reaction will it produce?
- Will it be accepted and believed?
- Will it change any attitudes or lead anyone to take the action desired?
- How can it be made more effective?

Final Pretest Data

After completing the pretest of a prototype product, PSYOP personnel make required changes to the product. The unit then produces a limited quantity of the prototype product, usually no more than three to five copies. The unit forwards one copy of the prototype PSYOP product along with the P/AWS to higher headquarters for approval. It does not produce or disseminate additional copies of the prototype PSYOP product until it receives final program approval from higher headquarters.

Summary

This chapter briefly covers some aspects of media production, but a single chapter cannot cover all its aspects. PSYOP personnel must know the technical aspects of their production assets. They should continually strive to become familiar with organic and commercial production equipment as well as the production methods associated with them. The same is true for briefings for agents of action. The chapter includes guidelines for developing such briefings, but their content will vary according to the situation and the mission.

Pretests using samples can determine the effects of PSYOP products on a target audience or acquire demographic data on the occupied population. Pretests conducted with EPWs, refugees, defectors, or civilian detainees indicate what appeals will be effective, what to emphasize, and what to avoid. After pretesting, PSYOP personnel make the required changes to the product and forward a copy of the prototype PSYOP product along with the P/AWS, to higher headquarters for approval.

CHAPTER 11

Dissemination, Impact Assessment, and Posttesting



PSYOP units disseminate PSYOP products to selected target audiences using audiovisual, audio, and visual media. Programs of psychological actions conducted by SOF and GP forces can amplify and enhance the overall PSYOP program. To determine the effectiveness of the PSYOP program, PSYOP personnel must assess the Impact of PSYOP products on the target audience. They must determine whether specific behavior occurred because of the PSYOP products or because of other actions. Through posttesting, PSYOP personnel can discover why the target audience responded in a certain way.

Techniques for Audiovisual Dissemination

Selecting dissemination techniques is influenced by a combination of several factors, including political, military, and geographic considerations; countermeasure; weather; and availability of dissemination devices. By carefully considering the potential effects of these factors and using the unique delivery techniques of each medium to their full extent, PSYOP units can successfully disseminate PSYOP products to the target audience.

The audiovisual media used to disseminate PSYOP products fall into three categories face-to-face communication, television broadcasting (including videotape presentations), and movies. Audiovisual media have a great appeal because they add motion to the perceptions of sight and sound.

Face-to-Face Communication

Face-to-face communication plays a significant role in PSYOP. PSYOP personnel use it when preparing for other types of dissemination. The activities described in the following paragraphs provide excellent settings for face-to-face communication.

Rallies and Demonstrations. Rallies are large groups of people who gather to proclaim public support for an issue. Such activities may involve violent or nonviolent behavior. Demonstrations are similar to rallies, but their purpose is to

protest. People are induced by several psychological factors to attend rallies and demonstrations. Examples include—

- An honest desire to support or protest an issue.
- The opportunity to participate in what is viewed as a novel experience.
- Curiosity.
- The social attraction of the issue.
- The opportunity to interact with others.
- Antisocial motivation —for example, the desire to cause violence or civil disturbance.
- The belief that large numbers of people can obtain results.
- The feeling of righteousness.

A rally or demonstration can be a very useful means for disseminating PSYOP messages. However, due to the potential for civil disturbance, PSYOP personnel must exercise care when planning a rally or a demonstration.

Encouraging or instigating violent behavior at rallies or demonstrations is not U.S. policy. Violent rallies or demonstrations frequently fail because of the inherent law of control once violence has started. They may also cause counterproductive responses in which the target audience hardens its position, thus leading to polarization.

Some groups may exist within the HN that favor violence and the creation of civil disturbance. The goals of these groups may include desires to damage the government's image, to provoke a "newsworthy" overreaction by authorities, to demonstrate the government's inability to protect its citizens, and to imply widespread dissatisfaction with the government. These same groups may also use violence to recruit additional adherents.

The crowd is the basic ingredient of any rally, demonstration, or civil disturbance. Not all crowds are aggressive, and not all crowds will erupt into violence. Suggestibility is a crowd quality used by individuals or groups to transform a passive crowd into an aggressive crowd. For planning purposes, PSYOP personnel should understand the following classifications of crowds: casual, conventional, expressive, and mobilized.

The casual crowd is a temporary collection of people who happen to be present at a given location. An example is individuals in a village market square waiting for merchants to open for business.

A conventional crowd is a collection of people who assemble at a designated site for a planned occasion. An example is a sporting event.

An expressive crowd is a collection of people who congregate to express themselves by singing, dancing, or participating in other similar activities. Examples include church choirs, school plays, and festivals.

The mobilized crowd is a collection of people who gather because of hostile beliefs. Mobilized crowds may form spontaneously upon hearing of some real or

fabricated incident or through a planned railly or demonstration. Manipulating a mobilized crowd is a principal aim of individuals or groups advocating civil disturbance, including violence.

PSYOP personnel planning a rally or demonstration should review FM 19-15. They should also consider the—

- Program activity.
- Physical setting.
- Emotional setting.
- Appearance of spontaneity.
- Prevention of violence.

Program activity includes publicity and the purpose of the rally or demonstration. It also includes the natue and order of speakers, the sequence of events, and inclement weather options.

Physical setting includes site preparation, participant conveniences, transportation, routes of march, and physical security. It also includes coordination with legal authorities, selection of appropriate communications, arrangements for media coverage, and hostile group counteractions.

Emotional setting includes preparing and disseminating products before the rally or demonstration and selecting appropriate situational factors for exploitation. It also includes the use of the most effective "medium of expression'' —for example, banners or placards, creating effective slogans, and using prepared "incidents" to maintain fervor.

PSYOP personnel must carefully plan, control, and organize rallies and demonstrations. However, to be really effective, they should appear to be spontaneous. "Piggybacking," or scheduling a rally or demonstration in conjunction with an event already scheduled by a particular target audience, is a method of reducing the planning and organizational requirements of a rally or demonstration.

Though the prevention of violence in a planned rally or demonstration is primarily a responsibility of security forces, PSYOP personnel can be proactive in preventing violence. Subversive elements will be active before the planned rally or demonstration, and PSYOP personnel, through intelligence from HN sources, can help identify key personnel active in these movements. FM 19-15 provides specific guidance on information planning and threat analysis. Normally, an efficient civil disturbance plan enforced by well-trained security forces will contain violence.

Rumors. The primary means of disseminating rumors is face-to-face communication. Lack of information about matters important to a target audience creates a need for relief from ambiguity. The need for relief causes tension: the target audience looks for release from the tension. A rumor satisfies both needs by providing relief when the target audience accepts the

rumor and release when the target audience spreads the rumor. PSYOP personnel should not sell short the use of rumors. Rumors are very potent weapons, but they must be well-planned and controlled.

Rumors provide additional benefits to individuals or groups, such as justification and explanation for events. There are three elements of rumor dissemination:

- The source. The source must be appealing and, above all, credible to the audience.
- The rumor. Rumor content must also be credible.
- The receiver-repeater. The receiver of a rumor becomes a repeater when he passes the rumor.

PSYOP personnel must remember three transmission characteristics when disseminating a rumor. First, the story must be reduced to the memory capacity of the receiver-repeater (R2). The term for this characteristic is "leveling." Leveling tailors rumors into accounts that are brief and progressively simple. The R2 reduces the elements of a story to the ones he can best retain or personally identify with.

The second characteristic is "sharpening." Sharpening is the selective perception, retention, and repetition of a limited number of details from a larger story content. Information that is not leveled is sharpened and becomes important. What is sharpened by one group maybe leveled by another.

The third characteristic is "assimilation," an involuntary mental act the R2 performs. The R2 adjusts a story to fit his viewpoint, based on his personality, habits, interests, and sentiments. Assimilation carries much of the R2's emotion-based ethnocentrism, stereotyping, and prejudice. PSYOP personnel should not be intimidated by these facets of the R2's emotions, as they are fairly easily identified. Identifying and understanding the R2's emotions help in selecting the story.

Rumors have three common themes: hate, fear, and hope. Hate rumors exploit dislikes and prejudices. Fear rumors normally involve a threat and are based on the target audience's fears about future events built on a natural tendency to believe the worst. Hope rumors are based on wishes for a favorable turn of events. People generally hope for the best while believing the worst. Hope rumors may cause a target audience to letdown its guard.

Another type of rumor, the "diving rumor," depends on a subject. This rumor resurfaces each time similar events or circumstances occur. PSYOP personnel should uncover diving rumors to determine their usefulness and to be ready to counter them by recognizing the similar events or circumstances that spur them. For example, PSYOP personnel must aggressively seek superstitions of the target audience in hostile environments. Superstitions allow for effective use of rumors. Major General Edward Lansdale, USAF (Retired), relates in his book **In the Midst of Wars** the use of a fear rumor in the Philippines. The target audience was fearful of vampires. The rumor was planted that an area held by Hukballahap, or Huk, guerrillas was inhabited by a vampire. The rumor was given time to spread and given irrefutable credibility by planting the corpse of a Huk guerrilla which had

been drained of blood and displayed two small holes in the neck. The remaining Huk guerrillas left the area in question.

If face-to-face communication for rumor dissemination is not feasible, another medium must be selected. Regardless of the medium chosen, credibility must be one of its strong points. The information contained in the rumor must be of interest to the target audience and the source of the rumor must be believable. This credibility factor is indispensable. The rumor content must be reasonable and consistent with the prevailing mood of the selected target audience. A rumor operation should be reinforced by a related event. If an event is created to reinforce a rumor, it must be of sufficient substance to create a lasting impression.

The potential obviously exists for hostile rumors to surface. There are the techniques suitable for countering a rumor. The first technique is eliminating the motivating situation or interest in that situation. This technique may prove to be difficult in most cases. The second technique is publicizing the facts about the existing situation. PSYOP personnel should provide complete information to satisfy the target audience's lack of information. This technique should not be ignored even if the information proves to be painful. The third technique involves creating a rumor-conscious attitude in the target audience. The target audience must feel that its leaders will tell the truth about rumors. Honest effort on the part of the target audience's leaders to check the facts surrounding rumors against what the target audience is hearing reduces information distortion and rumor transmission.

Key Communicators. A key communicator is one who has access to, stature in, and credibility with, a target audience. When selecting a key communicator, PSYOP personnel should examine his degree of influence, his ability to disperse the PSYOP message, and the characteristics of his prestige.

Civic Action Programs (CAPs). The nature of PSYOP and CAPs requires face-to-face communication in many cases. Often, a target audience may have physical needs that require attention before a successful PSYOP appeal can be made. CAPs help meet these needs.

The intended target audience may require medical assistance-medical civic action programs (MEDCAPs) or dental civic action programs (DENTCAPs)—or some form of education. The CA liaison officer can provide valuable information in the form of an area analysis. PSYOP personnel should never undertake a CAP without CA support or advice. PSYOP and CA are mutually supporting, but each has its own specific goals.

Although PSYOP personnel should not attempt to accomplish CA missions, they may use CAPs as opportunities to disseminate PSYOP messages. Often, the CA liaison officer can provide assistance in planning a PSYOP program that will encompass actions similar to CA.

PSYOP personnel should begin using medical personnel to provide care to a target audience only after ensuring this care is consistent with the CA mission. This precaution will avoid potential trouble and excessive expense. Duplication of effort by separate organizations only diminishes intended goals.

Some segments of the target audience may be vulnerable to hostile propaganda purporting that U.S. involvement is only self-serving. For this reason, any CAP that brings improvement to any group within the target audience should be exploited for PSYOP purposes. PSYOP personnel should document the CAP for television play or ensure the United States gets recognition through other forms of media. In a FID situation, the HN will get the recognition.

CAPs also provide the opportunity to assemble a large group of people for exposure to a PSYOP message, allowing for effective use of loudspeaker, dissemination of printed material, or face-to-face communication. PSYOP personnel should follow the steps listed below in preparing for a CAP:

- Identify the CAP to be used.
- Ensure the CAP meets a legitimate need.
- Seek the CA liaison officer's assistance in planning and in ensuring consistency with any ongoing CA operations.
- Pretest the CAP.
- Involve members of the target audience in the CAP as much as possible when it will serve to reinforce or establish pride in benefits derived from CA.
- Ensure the CAP is documented.
- Disseminate any PSYOP message intended for the target audience during the CAP.
- Posttest the CAP.
- Consider, when selecting CAPs and MEDCAPs, that the recipients must be able to maintain the completed projector that there will be aftercare and medications for the patients.

By providing live commentary on policies or programs or by documenting assistance to a group of people for later dissemination, PSYOP personnel who use CAPs are more likely to gain the target audience's acceptance of U.S. and HN goals.

Face-to-face communication obviously is of great value in the conduct of PSYOP. Probably the most overlooked due to its complexity, face-to-face communication is affected by culture, language, and events.

PSYOP personnel should take every opportunity to enhance their ability to conduct effective face-to-face communication. PSYOP personnel can hone their face-to-face communication skills through civilian education, a study of interpersonal communication references from libraries or seminars, improvement of language skills, and contact with members of the target audience.

Understanding the culture of the target audiences is preeminent in planning PSYOP-oriented face-to-face communication. To prevent tainting of PSYOP efforts, all U.S. Army personnel should be aware of the basic culture of the HN. PSYOP units should be proactive in this effort and help the supported commander develop awareness programs.

Television Broadcasting

Television is a vital asset in PSYOP dissemination, since it is a proven means of persuasion worldwide. Television appeals to a number of senses, making it the closest medium to face-to-face communication.

Considerations. One less obvious advantage of television for PSYOP purposes is its ability to create media events. It can be used to significantly heighten the importance of a specific event that may otherwise be relatively insignificant.

The creation of captive audiences occurs when the same or similar line of persuasion is broadcast over all available networks. One example is a nationally broadcast speech of the head of state.

Relatively minor appeals to a target audience should be broadcast as commercial breaks during or immediately before and after news broadcasts. An example of this type of appeal is encouraging the reporting of subversive group members or drug traffickers.

To take full advantage of television as a medium, PSYOP personnel must realize that television has always been primarily a means of entertainment. Even news programs and documentaries contain an element of entertainment. Television is often called the "entertainment medium." However, the vast majority of viewers accept events seen on television as fact. The implied actions of the characters we see on the television screen manipulate our understanding of what we see. This impact is what sets television apart from all other media forms.

Manipulation is not limited to recorded broadcasts. Television gives its viewers only as much visual information as its cameras obtain, and the cameras are directed by individuals who know exactly what they want to portray.

Television has been responsible for swaying the opinions of entire nations. A thoroughly prepared PSYOP television product can be extremely effective if PSYOP planners fully understand the unique properties of television and do not limit their imagination in its use.

Systems of Broadcasting. Before selecting television as a PSYOP medium, PSYOP personnel must determine the degree of credibility television holds for the target audience and its degree of access. The credibility factor of government-owned or government-operated television is affected by the target audience's faith in that government. The target audience's accessibility to television may be limited. In remote areas, videotape may be the proper alternative to television.

An analysis of television in the area of intended PSYOP provides valuable information about its specific regional characteristics. Popular programs provide models for PSYOP television products and help to keep the message subtle.

Throughout the world, three systems of television broadcasting can be found. A country's broadcast system reflects its basic philosophy about the relationship between the government and its citizens. The U.S. citizen's desire for a wide range of ideas and entertainment is reflected in the U.S. broadcast system. The U.S. broadcast system is a government-licensed free enterprise system with commercial stations supported by advertising fees.

The most common broadcast system in the world is the government-owned and government-operated system. The broadcast facilities arc state-owned, and their

employees implement government policy. Systems owned and operated by the government are the result of a belief that the government is best suited to broadcast and control content.

A broadcast system unique to Great Britain is a government-chartered monopoly consisting of the British Broadcasting Corporation (BBC) and the Independent Broadcasting Authority (IBA). The BBC is a public body serving a 10-year term operating radio and television broadcasting in Great Britain. It does not broadcast commercials; it is funded by a tax on the receivers.

As a supplement to the BBC, the IBA leases transmission facilities to private companies seeking specific blocks of time on specific transmitters. These private companies obtain revenue from advertisers. However, unlike the U.S. system where advertise heavily influence programming, the British system seeks to restrict advertiser influence.

The government-chartered monopoly is an in-between broadcast system. Though not free enterprise in concept, it allows more latitude in programming than the system owned and operated by the government.

Some regions of the world now have a combination of broadcast systems, but this situation is changing as each nation chooses one of the traditional systems. Nations are becoming more nationalistic in policies and tend to restrict or limit foreign influence in broadcasting.

PSYOP personnel must consider the type of broadcasting system used in the AO when planning PSYOP products for television.

Information about a nation's popular television programs provides answers to what is credible there. In universities and libraries, PSYOP personnel can find a great deal of information about literacy, viewing habits, opinions, attitudes, behavior patterns, distribution of television sets, preferences, and political views. U.S. agencies such as the Voice of America and the USIS conduct audience research. This information is of great value and can be augmented with information from military and civilian intelligence agencies that interview tourists, EPWs, refugees, dissidents, and informers. PSYOP personnel should not overlook basic background data covering politics, sociology, economics, the military, and foreign relations. Area studies produced by universities are valuable as is information from religious organizations with missionaries in the host or target nation.

Dissemination. Television broadcasts can be disseminated from a fixed station or a mobile van, and videotapes can be released to news agencies. Additional dissemination platforms for television are COMMANDO SOLO, an airborne television broadcasting system contained in specially equipped EC-130E aircraft operated by the 193d Special Operations Group from the Pennsylvania Air National Guard. This aircraft may also broadcast amplitude modulated (AM) and frequency modulated (FM) radio programs, collect hostile broadcasts, and perform EW tasks. The Army operates the Psychological Operations Airmobile Dissemination System (PAMDIS). It can use PAMDIS for AM and FM radio and

television dissemination on the ground or from the air. Appendix H lists the other characteristics and capabilities of PAMDIS.

Television is a PSYOP medium that offers great potential. The future of television dissemination keeps expanding with the development of new technology.

Movies

Movies, or motion pictures, have the advantage of great popularity with their audiences. They can reproduce an event or scene with lifelike fidelity, explaining a process or action through the simultaneous use of words, pictures, and movement. They are ordinarily shown to groups and, therefore, have the power to arouse crowd reactions and to stimulate discussion. They lend themselves almost exclusively to friendly PSYOP. Movies as PSYOP tools are most effective during consolidation, FID, and UW operations. Movies combine many aspects of television and face-to-face communication by creating a visual and aural impact on the target audience. Most children and a high percentage of adults accept, without question, the presumably factual information presented in films.

Techniques for Audio Dissemination

The audio media used to disseminate PSYOP products fall into two categories: radio broadcasting and loudspeaker operations. Radio broadcasts reach local and worldwide target audiences quickly and simultaneously by providing broad coverage and the speed to capitalize on opportunities. Radio reaches beyond borders and into denied areas to help shape the attitudes, opinions, beliefs, and behavior of the target audience.

Radio Broadcasting

Whenever possible, PSYOP personnel should broadcast on HN radio equipment in a FID situation. In hostile situations, they should use captured radio facilities. The PSYOP staff officer assigned to the supported unit must ensure maneuver commanders are informed about the need to limit or prevent damage to radio facilities in their AO.

PSYOP personnel do have an organic means of radio dissemination in PAMDIS, as well as in the AN/TRT-22 transportable radio transmitter and the AN/TRR-18 transportable radio receiver. Appendix K provides more information about the capabilities of this radio equipment. Also, most communications jamming equipment that the services use (AN/MLQ-34, TACJAM, AN/TLQ-17, QUICK FIX) can transmit prerecorded messages as part of their jamming mission, especially if the enemy threat to emitters is low.

Loudspeaker Operations

Loudspeaker effectively transmit PSYOP messages over short distances. Carried by troops or mounted on wheeled vehicles, aircraft, and watercraft, loudspeakers allow a great deal of versatility for PSYOP audiovisual (AV) teams. Chapter 10 describes the different loudspeaker systems. By evaluating the reaction of the target audience to its loudspeaker messages, the PSYOP AV team can judge message effectiveness immediately.

A loudspeaker script, regardless of how well-written and carefully tailored to a specific situation, needs proper delivery to produce optimum results. Appendix I provides more information on the techniques and procedure of patrolling with loudspeakers to deliver the PSYOP message. Proper delivery of the broadcast also depends on the personality of the announcer and the proper use of the sound source—in this case, the microphone or tape player.

Announcer Qualifications. Several qualities are recognized as virtually indispensable for good loudspeaker announcers. They should possess a clear and commanding voice, preferably of higher-than-average pitch, and be capable of varying inflections to convey many emotions.

Loudspeaker announcers should also have a good command of the language of the target audience. They must be able to speak vigorously without displaying hatred of the target audience and without bringing, by manner of expression or choice of words, some stereotype hatred to the surface in the mind of the typical target individual.

Announcers must know the customs, folklore, and manner of speech of the target audience and be able to adapt the script and presentation to conform to their concepts and idiosyncrasies. Inmost cases, they will have studied exhaustively or spent many years in the target area. If an otherwise qualified announcer lacks this background, opponent nationals or EPWs of unquestionable trustworthiness may be used. Cooperative EPWs are frequently used, regardless of the qualifications of the announcer, since they have been in close touch with the current topics of discussion, slang expressions, and grievances of the opposing force soldier. If doubts exist concerning the reliability of an opponent national who is used as an announcer, the message should be tape-recorded and carefully checked to determine if irony or sarcasm in the announcer's expression has distorted the intended meaning of the message.

Announcers should have flexible and alert minds. How a particular target audience will react to the themes in loudspeaker messages and whether the results of a loudspeaker broadcast will be worth the effort are hard to predict. Therefore, loudspeaker teams need a discerning announcer who can alter his script to meet unexpected developments. In the early stages of a conflict, all loudspeaker operations are experimental, so the teams need scriptwriters or announcers capable of observing the target audience's reaction to various themes and techniques to determine what to use later. They must not permit themselves to duel with hostile propagandists. They must keep their focus on their true audience.

Announcers should have a perceptive understanding of the many varying military situations in which they must operate, particularly in regard to their implications for the opponent. Otherwise, they will be unable to make optimum use of the military intelligence and background information they may possess.

Techniques of Message Recording. To achieve the maximum effect in the broadcast, well-qualified announcers observe certain rules governing speech delivery for recording. Briefly summarized, these rules are as follows:

- Speak loudly, but do not shout.
- Take time for message delivery. Speak deliberately.
- Maintain a constant voice volume with an even rate of delivery.

- Never slur over or drop words.
- Avoid a singsong delivery.
- Sound each syllable of each word.
- Sound the final consonant of each word.
- Think of each word as it is spoken.
- Speak into the microphone.

Techniques for Visual Media Dissemination

Visual media exist in many forms. Examples of visual media include leaflets, banners, posters, signs, magazines, newspapers, pamphlets, books, graffiti, and bumper stickers. Novelties, trinkets, and gifts with a message printed on them are also considered visual media. Visual media can transmit messages of any length or complexity. For a well-reasoned analysis of a topic, the best forms of visual media are books, magazines, pamphlets, or newspapers. Most visual media can be passed from person to person without distortion.

Leaflets are written or pictorial messages directed at the individual soldier or civilian within the target audience. The leaflet may have a message printed on one or both sides of a single sheet of paper. It has no standard size, shape, weight, or format. When preparing for leaflet/poster dissemination, PSYOP personnel should examine the following items for their effect on the mission:

- Political or military denial to target audience.
- Opponent countermeasure capabilities.
- Seriousness of punishment inflicted upon target audience members caught in possession of the product.
- Target audience population density and population patterns.
- Geographical denial.
- Number and size of printed material.
- Availability of dissemination devices.
- Availability of air sorties.
- Weather.
- Multiple dissemination.
- Production time.
- Mixed media requirements.
- Product priority.

NOTE: Many of these items overlap with different priorities, depending on the program.

Surface Delivery

Leaflets are disseminated in many ways. Surface delivery uses personnel, artillery, or waterproof containers.

Personnel. A ground patrol can disseminate leaflets, such as safe conduct passes, as part of patrolling if security requirements allow. However, leaflet dissemination would never be the sole purpose of a patrol. Leaflet dissemination should present no problem to patrols conducting reconnaissance or combat missions.

Infiltrators, line crossers, partisans, and other personnel involved in operations across borders can disseminate leaflets. They should receive specific instructions for covert dissemination or be capable of deriving their own methods.

In military operations short of war, all agencies of the supported government can disseminate visual media. Additional outlets or distribution points include civilian public service organizations, as well as those within the religious community.

Artillery. The leaflet artillery round (LAR) is one means of delivering PSYOP leaflets to an opposing force on the battlefield. This means is accurate, timely, and of low risk to friendly forces. The LAR has been used successfully in many conflicts, including World War II and the Korean conflict.

Advantages of using the LAR are the precision accuracy of the field artillery and the low risk associated with its proper application. The user is not as exposed to hostile fire as with other methods of leaflet distribution.

Hostile forces are the targets of the LAR since some risk of casualties from downrange debris does exist. LARs are an excellent means of dissemination to soldiers in a defensive posture. While targeting soldiers in an offensive operation may be difficult, soldiers engaged in patrols provide good targets of opportunity for PSYOP.

LARs should be fired at a time and location that will expose a maximum number of soldiers to the leaflets. They should never be fired into areas where civilians are located.

PSYOP units preparing to use LARs coordinate with an artillery unit for preparation of the required number of rounds. Qualified personnel within the PSYOP unit roll the leaflets and load the LARs for delivery to the artillery unit. When the artillery unit fires the LAR, the ejection of the base of the round in flight and the effect of an air-burst time fuze combine to disperse the leaflets effectively.

PSYOP units may use either of two types of LARs—the 155-mm LAR (XM951) or the 105-mm LAR. The 155-mm LAR is preferred for PSYOP use because it is specifically designed to deliver leaflets, whereas the 105-mm LAR is a modified smoke round. Appendix G provides more specific information on the use of both types of LARs.

Waterproof Containers. Waterborne dissemination techniques are simple and inexpensive. Accurate hydrographic data are required for waterborne dissemination over large bodies of water, such as oceans, seas, or large lakes. Waterborne operations over small bodies of water or down rivers are best suited for times when other means of dissemination prove unsuccessful.

The most reasonable use of waterborne dissemination is offshore delivery of large amounts of visual media to agents on shore. Any container that is waterproof and will float is acceptable for waterborne dissemination.

When planning for waterborne dissemination, PSYOP personnel should gather information about currents and tide changes. Waterborne items will float to shorn with the incoming tide. Wind moves a waterborne object over still bodies of water.

Plastic bags, such as freezer bags or sandwich bags, are suitable for dissemination of visual media to a target audience expected along a coastline or down river.

Air-to-Ground Delivery

PSYOP personnel use several methods of air-to-ground delivery. These methods include air-drop-by-hand, leaflet bundles or boxes, leaflet bombs, and balloons.

Air-Drop-By-Hand. This method involves dropping leaflets through doors or chutes of an aircraft passing over the target area at low altitude. Relatively small quantities of leaflets are dropped at very close intervals with prevailing winds affecting the even distribution of leaflets carried to the target area.

Rotary-wing aircraft are capable of flying at a slower speed and much lower over the target area than fixed-wing aircraft. Because air-drop-by-hand is done at such a low altitude, it should be limited to areas with little or no air defense threat.

PSYOP personnel may place leaflets in pillowcases or similar sacks and, allowing for the effects of wind, shake the contents out of the sacks when appropriate. This particular means is most efficient for a large number of leaflets.

Leaflet Bundles or Boxes. Leaflet bundles or boxes are another means of air-drop dissemination. They are assembled to be opened by a static line attached to an aircraft. Any number of boxes can be assembled and pushed out of aircraft rapidly. Appendix G describes how to construct a static-line box.

Leaflet Bomb. The leaflet bomb provides an efficient means for the USAF to deliver a large number of leaflets from its aircraft. Known as the M129 or M129E1 leaflet bomb body with a tail section known as the M148, the leaflet bomb can be obtained from USAF ordnance. PSYOP personnel will load the leaflet bomb with rolls of leaflets and affix a copy of the leaflet to the bomb. USAF personnel will fuze the bomb to open at the correct height above ground level. The USAF is responsible for delivering the bomb over the target area. Coordination for this effort is through the supported G3/J3. Appendix G includes the characteristics of the leaflet bomb as well as a list of the aircraft used to deliver the bomb and a description of methods of delivery.

Currently, the USAF has an extremely small number of M129 or M129E1 leaflet bombs available, so PSYOP personnel should be prepared to use an alternate dissemination means.

Balloons. Balloons have been used to disseminate leaflets and other PSYOP products at least since 1854. That year, a Russian exile named Vladimir Engelson wrote to the French minister of war suggesting that balloons be used to disseminate messages inciting the Russian people against participation in the Crimean war. Further use continued during the American and French civil wars, World War I, World War II, and the Korean conflict.

The balloon has been slow in proving itself as an effective means of product dissemination because most products can be better disseminated in other ways. However, balloons can be used for leaflet dissemination to long- and short-range targets in denied areas. Appendix G contains more specific information about the use of balloon delivery systems in PSYOP. Balloon delivery systems are advantageous because they—

- Do not require high-technology techniques.
- Cost less than other delivery systems.
- Have fewer risks than other delivery systems.
- Have a potential for high yield.
- Are hard to detect.
- Have a longer range, depending on weather conditions, than other delivery systems such as artillery.

Leaflet Density. The basic objective of air-to-ground delivery is to place sufficient leaflets on the ground to ensure that each member of the target audience, during the course of his activities, chances upon a leaflet. Each member of the target audience may not have a personal copy of the leaflet, but each target member should have the opportunity to see one.

To determine the leaflet density required to ensure that target members chance upon the leaflets, consider the location and activities of the target audience. Target audience mobility has a great bearing on the number of leaflets to be used. A combat soldier well dug in has less mobility and less opportunity to chance upon a leaflet than a support soldier. This type of target audience obviously requires more leaflets than a rear area soldier who has greater mobility. In mountainous or jungle areas, drop more leaflets on roads, paths, and trails to increase the probability that the target audience will chance upon them. A target audience located in a city requires more leaflets than a population living in level, open terrain because many leaflets land on rooftops.

Depending on the individual target audience, leaflet density may range from 6 leaflets (for low-population density or low-building density) to as many as 30 leaflets (for high-population density or high-building density) per 1,000 square meters. It could range from 6 leaflets (for open, level terrain with low-troop density) to as much as 22 leaflets (for mountainous terrain with high-troop density) per 1,000 square meters, depending on the target audience. The definition of low-population density ranges from 0 to 2,000 people per square kilometer (0 to 5,180 people per square mile). High-population density ranges from 8,000 to 10,000 people per square kilometer (20,720 to 25,900) people per square mile). The low-density figure of 2,000 people per square kilometer (5,180 per square mile) warrants the use of no more than 6,000 leaflets per square kilometer (15,360 per square mile). Data indicates that 6,000 leaflets per square kilometer is more than enough to ensure widespread receipt of the PSYOP message.

In an insurgent situation, unless cities are specifically targeted, PSYOP personnel will generally target audiences that fall into the low-density category (6,000

leaflets per square kilometer). Operations in Southeast Asia indicated that the 6,000 leaflets per square kilometer density is effective against targets located in triple-canopy jungle and, therefore, can be considered an upper limit in the low-density category. A reduction in this leaflet density to about 3,000 leaflets per square kilometer would be justified based on terrain and the activity of the target audience. For example, when rice is being harvested or planted, many people are working in the paddies. This situation warrants a density of 4,000 to 5,000 leaflets per square kilometer. But when them is little activity in the rice paddies, a figure of about 3,000 would be adequate. Leaflet density in excess of 6,000 leaflets per square kilometer can be justified on occasion such as in warning a local population to evacuate prior to a flood or air strike.

Leaflet density also depends on the dispersal rate of a particular leaflet, which is, in turn, influenced by the leaflet's size and weight, the altitude of the drop, and wind conditions. Appendix G provides more detailed information on leaflet dispersal rates.

As a rule of thumb, PSYOP personnel should trade lower densities for greater area coverage. Drop leaflets not only in the village where the people live, but also in the fields and paddies where they work. Target suspected base camps, including trails in and out of the area.

In a wartime or insurgent situation, members of the target audience may not hold onto a leaflet long, but they will probably read it. After one person has read it, he may keep it, destroy it, discard it, or pass it on. Another target member may chance upon a discarded leaflet or even reconstruct a tom leaflet to read the message. Therefore, the durability of the leaflets is important. High quality paper retains its legibility for a long time, even under adverse weather conditions.

Dissemination of Other Visual Media

Other forms of visual media require additional means of dissemination. Visual media forms such as newspapers, pamphlets, magazines, and books are unsuitable for leaflet dissemination methods. PSYOP personnel can disseminate these visual media by placing them in locations frequented by members of the target audience (such as storefronts and street corners) or by using door-to-door delivery or the mail.

Rallies or demonstrations are excellent opportunities to place visual media in the hands of the target audience. The distribution of material will often create discussion among members of the target audience. Members of the target audience should be selected for this manner of dissemination to reinforce "grass roots" development.

Anytime members of the target audience gather in one place, more than one medium should be used. However, PSYOP products must contain the same or mutually supporting themes. A visual medium in the form of a pamphlet or newsletter will reinforce what is said during a speech at a rally.

Novelties, trinkets, or gifts should be items members of the target audience can use. Toothbrushes, soap, bandages, and notebooks or pencils for children are just a few useful items PSYOP personnel should disseminate when they enter an area. As visual media, these items must have a printed symbol or short theme on them. The

symbol used in conjunction with the PSYOP theme is the obvious choice and will require prior planning.

Planning for dissemination begins as soon as a decision to develop visual media is made. PSYOP personnel should recognize that limitations in dissemination methods may preclude the use of certain visual media. Likewise, visual media selection may also eliminate some dissemination methods. Dissemination methods available may influence the size or type of paper to be used.

Comparison of dissemination methods and possible visual media choices will enable PSYOP personnel to make a selection.

Planning for dissemination requires a determination of whether the target audience is a denied audience. A target audience may be denied geographically because it is land-locked, for example. A target audience may also be denied due to political constraints. Two bordering countries may have denied target audiences because of war. When determining if a target audience is denied, PSYOP personnel should define why it is denied.

After considering delivery means available, PSYOP personnel should choose both a primary and alternate method. This step will allow dissemination if one method should be canceled. Weather is the most common reason for cancellation of a dissemination operation. Bad weather can ground aircraft or blow artillery or air-released leaflets away from the intended target.

PSYOP personnel should be realistic when considering production capability. The complexity of visual media and the number required can adversely affect dissemination if not planned for well in advance. PSYOP personnel should consider problems that will slow production, such as paper shortages, poor quality ink, or mechanical breakdowns. Mission urgency may preclude the use of dissemination methods that take lengthy preparation. Static-line boxes can be assembled more quickly than leaflets can be rolled and packed in a leaflet bomb.

Graffiti is a unique visual medium for PSYOP purposes with its own dissemination methods. The most effective use of graffiti is in military operations other than war. Graffiti is suitable for only short themes, messages, or symbols and is most commonly used by individuals who lack other means to express themselves. It may proclaim support for existing policies, conditions, or pending events or express dissatisfaction with current events, policies, or perceived injustice. Graffiti is often used by opposing factions or adversaries to claim territory or control in specific areas. It is also used by groups opposed to established forces or agencies as a propaganda tool to emphasize popular support. Its advantage lies with the perception that it is an act of “the people.” This perception can swing undecided members of the target audience to support U.S. or HN PSYOP goals. Another use of graffiti is to disseminate symbols associated with PSYOP themes in specific areas, implying support of or agreement with the theme. In selected areas, it can reinforce other visual media effectively. PSYOP personnel should avoid the use of graffiti where it is considered vandalism.

Obvious places to put graffiti include fences, sides of buildings, and opponent visual media. PSYOP personnel should discourage graffiti on historic, religious, or private structures, unless the private owner is not opposed to the idea.

Graffiti requires no planning beyond that of any other visual media. Some common ways to disseminate graffiti are with paint, large felt-tip markers, or any other permanent marking method. PSYOP personnel who support graffiti operations can easily provide the necessary items to indigenous personnel. They can also encourage these who disseminate graffiti that supports existing, ongoing PSYOP.

Programs of Psychological Actions

Psychological actions are operations, conducted by SOF and GP forces or other agents of action, to amplify and enhance the overall psychological objectives of the main PSYOP campaign. The PDC or PSYOP staff officer conceives and develops programs of psychological actions as a part of the overall psychological program. He submits the fully developed concept for psychological actions to the supported commander for approval and initiation. The supported command's operation section coordinates psychological actions separately, but the PSYOP staff officer works closely with the section to ensure the overall program capitalizes on them.

Types of Psychological Actions

Only the limitations of the supported unit in planning and accomplishing the action (and the imagination of the psychological program planners) restrict the variety of operations in programs of psychological actions. Psychological actions include the following operations:

- Raids.
- Strikes.
- Shows of force.
- Demonstrations.
- MEDCAPs.
- Insurgency operations.
- CAPs.

Regardless of the type of action selected, the PSYOP staff officer must maintain close coordination with other services and agencies to ensure proper timing, coherence, and economy of force.

Units conducting programs of psychological actions provide an extra dimension to the overall psychological program. Psychological actions that are properly planned, coordinated, and included as a part of the main psychological program allow PSYOP personnel to capitalize on the success of the actions and use that success in the conditioning or behavior modification of the target audience.

Psychological Agents of Action

Psychological agents of action are those persons, units, and agencies who perform programs of psychological actions that enhance and amplify the psychological

objectives of the overall psychological program. While these agents are not PSYOP personnel, the missions they perform, when properly planned and coordinated, may have a profound psychological impact on a target group or audience. These agents of action include, but are not limited to, the following types of units:

- Conventional combat units.
- SOF (excluding PSYOP units).
- Units of other DOD services.
- Other government agencies.

There are two types of agents of action-incidental and discretionary. Incidental agents are those whose activities have a psychological effect secondary to their operations. Discretionary agents conduct their activities primarily for their psychological effect and must be briefed by the PSYOP staff officer so they do not inadvertently release sensitive information.

Although these agents are not under the control of PSYOP personnel, the responsible commander should state their mission with specific psychological objectives in mind and direct their coordination to ensure timing and mission goals coincide with other psychological actions planned or in progress.

When properly coordinated and used, psychological agents of action provide additional manpower and force to support and accomplish psychological objectives. The best use of these forces depends greatly on the amount of mission planning and coordination between unit operations and the PSYOP staff officer.

Impact Assessment and Posttesting

One means of determining PSYOP effectiveness is to evaluate intelligence and other sources for indicators of behavior or attitudes relative to PSYOP objectives. Another means is to give a posttest of the products, using such methods as the survey sample, the panel of representatives, and the panel of experts.

Factors in Message Effectiveness

Many factors influence the effect a PSYOP message has on the target audience. These factors include the following:

- Type and location of the target audience.
- Number and variety of communication channels open to the target audience.
- Degree of program saturation.
- Degree to which the PSYOP message conforms to group standards.

Collection Techniques

The data collection techniques for pretesting are also useful in determining whether the product stimulated behavior and caused the restructuring of attitudes. Indicators of effectiveness may be direct or indirect. Impact assessment allows

PSYOP units to determine the effectiveness of a PSYOP program by studying these indicators. They may be any behavior, action, event, medium, or feedback that displays the behavior desired by the PSYOP objective or that appears to be the result of PSYOP.

Direct Indicators. Direct indicators are the most reliable determinants for assessing effectiveness. Here, the target audience displays the behavior desired by the PSYOP objective. The first direct indicator is responsive action. For example, if a specific action such as writing letters, refusing to obey orders, defecting, or voting is called for and actually takes place, then the PSYOP product was probably the direct cause of the action. However, PSYOP personnel must be able to demonstrate that the action was motivated by the message and not by some other factor. Often, the message serves as a catalyst for action, particularly when surrender appeals and safe conduct passes are disseminated in conjunction with military actions.

PSYOP personnel may also determine effectiveness through participant reports collected from survey sampling. These reports are highly subjective. Respondents may develop their responses based on their own opinions, values, attitudes, or desires. Well-constructed questionnaires and the development of key attitude indicators can provide insight into the effectiveness of the PSYOP product.

PSYOP personnel can gather observer commentaries from uninvolved but often interested foreign individuals who live in or near the target area. The accuracy of these reports depends on the expertise of the observer and the type of evidence gathered, such as letters, diaries, and official documents. PSYOP personnel must cautiously evaluate reports from these sources to eliminate bias. If a source's biases are known, they can be taken into account, and the reports can be evaluated with a reasonable assurance of accuracy.

Indirect Indicators. Indirect indicators involve the assessment of events in the target area that appear to be the result of PSYOP activities but cannot be conclusively tied to the product. Any independent external factors that may have influenced events in the target area must be identified and evaluated before any firm conclusions can be drawn. Indirect indicators may be developed from the following types of evidence:

- Physical actions barring reception of the PSYOP product by the target audience.
- Psychological conditioning of the target audience.
- Events occurring in the target area that are apparently related to the issues covered in the PSYOP products.

Once dissemination has begun, the opponent force may try to prevent PSYOP material from reaching the target audience. Some typical techniques used to stop reception include barring entry of printed material, organizing takeovers or attacks on television and radio stations, forbidding newspapers to be printed, banning social gatherings, and jamming radio broadcasts.

A hostile government or other power group can initiate nonphysical actions that cause the target audience to avoid PSYOP products. These actions are carried out

after the initial messages are transmitted. They include attempts to convince the target audience that the source of the material cannot be believed or that the message is untrue. The hostile government may penalize target audience personnel who possess PSYOP materials, listen to PSYOP radio transmissions, or watch PSYOP television broadcasts.

These related events occur when the target audience takes an action not specifically called for in the appeals. These events are usually beneficial to the PSYOP program and national objectives.

Sources of indirect indicators include radio communications, newspapers, and other publications. They also include captured documents, opponent propaganda, in-depth interviews, and other intelligence reports.

Posttesting

Posttesting is a process that evaluates PSYOP products after the products have been disseminated. PSYOP personnel use the same posttesting methods as in pretesting. These methods include the survey sample, the panel of representatives, and the panel of experts. See Chapter 10 for an explanation of how these methods are used to assess the impact of PSYOP products.

Factors impeding the effectiveness of a PSYOP program include the complexity of language and the inaccurate assessment of the vulnerabilities, susceptibilities, and effectiveness of the target audience. Posttesting may be difficult to conduct because the target audience may not be easily accessible.

Summary

PSYOP personnel need not adhere strictly to this chapter alone when it comes to dissemination. Each target audience requires innovative means to influence its behavior. Common sense applies to all dissemination decisions, whether they involve PSYOP media or programs of psychological actions.

Army PSYOP personnel must become familiar with audio, visual, and audiovisual production and dissemination abilities of the USN, USAF, United States Marine Corps (USMC), and the HN. The limitations of airlift and sealift, as well as the importance of timeliness, demand that PSYOP personnel use available theater assets. Service and HN liaison personnel can help identify and fill requirements. One medium should reinforce another, allowing an overlap of PSYOP products. PSYOP dissemination planning may involve attaining support or cooperation of HN civilians, often at added expense. Face-to-face communication should be emphasized in all PSYOP. It is the most basic form of persuasion, and its use is essential in preparing for other types of dissemination.

Impact assessment and posttesting allow PSYOP units to determine the effectiveness of PSYOP products by using a deliberate and systematic evaluation process. Posttesting may uncover why the target audience responded in a certain way. For this reason, PSYOP units should posttest all PSYOP products after the products have been disseminated. The data collection techniques used for pretesting also apply to posttesting.

CHAPTER 12

Propaganda Analysis and Counterpropaganda



Effective PSYOP are based on the collection of intelligence relating to the conditions and attitudes of a target area and audience. An important source of current information is available in opponent propaganda. PSYOP personnel obtain this information through propaganda analysis. Propaganda analysis should be an ongoing mission because there will never be absence of propaganda. PSYOP personnel can use the information gained from propaganda analysis to produce U.S. PSYOP products or to develop counterpropaganda programs. Five major tasks are associated with propaganda analysis and counterpropaganda: collecting, processing, propaganda analysis, advising, and counterpropaganda measures.

Collection

The collection task focuses on collection of information and intelligence relating to opponent propaganda. The PSYOP intelligence element is always collecting intelligence to determine potential target audiences, existing conditions, attitudes, and vulnerabilities. One aspect of this collection effort is the monitoring of communications. This monitoring aids in determining the psychological situation in the AO. Another aspect is the collection of opponent propaganda. For more information on collection, refer to Chapter 5.

Processing

The PSYOP intelligence unit processes information received relating to opponent propaganda. The intelligence unit and the propaganda analyst must maintain continuous coordination. Upon request, the intelligence unit gives needed intelligence and opponent propaganda to the analyst. For more information on processing, refer to Chapter 5.

Propaganda Analysis

The requirements for propaganda analysis depend on the level of opponent propaganda and are not limited to circumstances in which PSYOP units are

actively committed. Consequently, a continuing need exists for propaganda analysis in peacetime and in all regions where U.S. interests are being challenged.

Information Gathered Through Propaganda Analysis

While propaganda analysis is primarily done to gather information to help develop PSYOP programs, it can also uncover intelligence for other uses. Examples of PSYOP intelligence include—

- Conditions affecting the target audience and attitudes resulting from them.
- Issues about which the opponent displays exceptional sensitivity.
- Weaknesses in the opponent's knowledge and understanding of the target audience.
- Successful opponent propaganda themes that require propaganda counteraction.
- Opponent material that displays clumsiness, insensitivity, or inhumanity and might be used as the basis of a propaganda counteraction program.

Besides PSYOP-specific intelligence, analysis may reveal other intelligence. Examples include—

- Indications the opponent is attempting to prepare public opinion for a particular eventuality.
- Errors of fact that suggest a weakness in the opponent's intelligence-gathering organizations.
- New people used in the propaganda, suggesting a shift in personnel in the opponent's structure.

The SCAME Approach

Although a variety of approaches maybe used in the analysis of propaganda, the source, content, audience, media, and effects (SCAME) approach describes a convenient and very efficient system. Information revealed by the SCAME approach helps PSYOP personnel develop counterpropaganda programs. Adherence to this approach ensures a complete and thorough examination of opponent propaganda and largely removes the possibility of error due to omission.

An analysis of propaganda using the SCAME approach determines the source of the propagamda, the message content, the total audience the message reached, and the specifics of the medium used to send the message. The SCAME approach leads to a conclusion concerning the effect or desired effect the propaganda has had on the target audience. PSYOP personnel record their findings on a propaganda analysis form IAW the five SCAME categories (Figure 12-1, pages 12-3 and 12-4).

Source Analysis. A source is the individual, organization, or government that sponsors and disseminates the propaganda. Source analysis examines not only propaganda but also the organization responsible for its development and dissemination. Analyzing the source may help determine credibility, accuracy, and connection to a government, military command, organization, or individual.

To analyze a source, PSYOP personnel must identify the source and determine its status in the opponent's hierarchy. The source may be classified as an actor, an author, or an authority.

S

Source Alalysis: What is the real source?

1. Authority: _____

_____

2. Authenticity and credibility: _____

_____

3. Type: White _____ Gray _____ Black _____

C

Content Analysis: What does the propaganda tell about?

1. Morale: _____

_____

2. Involuntary information: _____

_____

3. Biographic information: _____

_____

4. Economic data: _____

_____

5. Propaganda inconsistencies: _____

_____

6. Geographic information: _____

_____

7. Intentions: _____

_____

A

Audience Analysis: Who is the audience? What are its characteristics (location, size, importance, and political, religious, economic, and ethnic influences)?

1. Apparent audience: _____

_____

2. Ultimate audience: _____

_____

3. Intermediate audience: _____

_____

4. Unintended audience: _____

_____

Figure 12-1. Sample of propaganda analysis (SCAME formula).

M

Media Analysis: What media are used and why?

1. Type: Radio _____ TV _____ Posters _____ Leaflets _____
   Magazine_____ Newspapers _____ Other _____
2. Frequency: _____
   _____
3. Reason: _____
   _____

E

Effects Analysis: What impact is this propaganda having?

1. Methods used in analysis: _____
   _____
2. Indications of effects: What events appear to be a result of the propaganda efforts? _____
   _____

Conclusions: _____
_____
_____
_____

Apparent theme or desired results: _____
_____
_____
_____

Recommended action: _____
_____
_____
_____

Action taken: _____
_____
_____
_____

Analyst's name: _____ Unit: _____ Date: _____

(Attach all examples.)

Figure 12-1. Sample of propaganda analysis (SCAME formula)(continued).

The actor is the person or entity presenting the message. The author is the person or entity who wrote the message. The authority is the person or entity in whose name the statement is made. PSYOP analysts attempt to assess the credibility of the author in the eyes of the target audience. With the information about the source, the analyst can classify propaganda as white, gray, or black.

- White propaganda is disseminated and acknowledged by the sponsor or by an accredited agency.
- Gray propaganda is not specifically identified with any source.
- Black propaganda is identified with a source other than the true one to mislead the target audience.

Content Analysis. Content analysis evaluates what the propaganda message says. It also determines the source's motive and goals. Content analysis reveals the meaning of the message, the reason the message was disseminated, the intended purpose of the message, and the way the appeal was presented. Many techniques used by the source can be identified. These overlapping and difficult-to-isolate techniques can be found in Figure 12-1, pages 12-3 and 12-4.

Content Methods. There are two major methods of content analyses, objective and subjective. A combined use of both methods is ideal to interpret the full meaning and intent of the propaganda message.

With the objective method, the PSYOP analyst systematically analyzes content using classification systems and statistical data bases. Objective analysis has advantages and disadvantages. A variety of up-to-date information is available from computers. PSYOP analysts can analyze large quantities of data effectively and depict the information on charts, graphs, and other easily understood forms. Accuracy and continuity are ensured. The disadvantages include the need for computers and the training to operate the computers. Also, if the computer is inoperative, the information is inaccessible.

With the subjective method, the PSYOP analyst relies on his background, experience, and judgment. Subjective analysis has the advantage of flexibility and mobility. Support requirements are limited, and the analyst does not need training on computers. He can rely on his mind. The disadvantages are that it is time-consuming, it allows the analyst to inject his bias, and it loses institutional memory if the analyst departs.

In content analysis, PSYOP personnel evaluate morale, involuntary information, biographic information, economic data, propaganda inconsistencies, geographic information, and intentions. This analysis may provide both PSYOP-specific and other intelligence.

PSYOP personnel analyze morale by studying propaganda messages. For example, a message quietly and unemotionally delivered may reflect high morale, while silence, bluster, or strident communications may suggest low morale.

PSYOP personnel glean involuntary information from propaganda containing news, opinions, and entertainment. Analysis of this information may reveal useful

intelligence. For example, the coverage given leaders in opponent propaganda may indicate their power within the opponent hierarchy. The leader given the greatest coverage probably wields the most power in that area

PSYOP personnel study propaganda or events that may provide biographical information on particular individuals. For example, the appearance of a new personality at a publicized ceremony may indicate a promotion or demotion has occurred within the government or military power structure. Movements and visits of highly placed officials may suggest imminent political or military action in the areas visited.

PSYOP personnel find economic information in propaganda that reports statistics; however, these statistics may be false. Comparing verified statistics may reveal valuable clues about industrial or agricultural output, labor shortages, or other economic conditions. PSYOP personnel maintain a chart of known statistical data to compare incoming economic data and to evaluate future economic trends. Productivity charts can show past, current, and future anticipated levels of productivity. One example is a reduction in weapons and manpower of the former Soviet military to ease domestic economic failings.

PSYOP personnel look for inconsistencies in propaganda because these discrepancies may provide insights into conditions within the target area. This information could include reports concerning the readiness of combat forces and plans for operational activities. An example is the massing of combat forces and equipment near a border as a "training exercise." PSYOP personnel establish an indicator accuracy checklist to help them analyze and recognize propaganda inconsistencies. This checklist has questions about the feasibility or accuracy of the propaganda being presented. For instance, opponent mechanized forces are in a C1 combat readiness posture as stated by the sponsor, however, intelligence indicates a major shortage of petroleum, oils, and lubricants (POL). This intelligence points out that the opponent is not combat ready, since he lacks POL.

PSYOP personnel get important geographic information from sources claiming victories and identifying places and individuals. Such information can be confirmed through other intelligence sources and assets.

PSYOP personnel look for propaganda that may conceal the real intentions of a country. A typical example is a country attempting to convey the impression that future hostile outbreaks are the fault of another nation while the country is preparing for an attack. For instance, a country increases the strength of its armed forces or gets advanced weapons systems with the stated intention of "defending itself from a hostile neighboring country."

Content Categories. Content categories are classifications of the propaganda being analyzed. Content categories are used in both objective and subjective analyses. PSYOP personnel can add new categories as needed and change the definition of old categories to fit circumstances. The general content categories are subject matter, direction, values, and method.

- Subject matter. This category is the most general in nature and answers the elementary question, "What is the subject of the communication?" This

category is used to determine the relative emphasis the opponent gives to different topics in a sample of propaganda.

- Direction. This category determines the "slant" of the propaganda by finding the ratio of favorable to unfavorable, or pro to con, or cohesive to divisive. Using this category, the analyst can determine the attitude of a source toward a given topic.
- Values. This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, and education. From these categories, comparative attitudes or moral questions can be determined.
- Method. This category is concerned with the techniques or "tricks of the trade" used by the source. These techniques are discussed in Figure 12-1, pages 12-3 and 12-4.

Conclusions to Content Analysis. The final step in content analysis is to come to a conclusion. The conclusion includes such matters as comparative attitudes or predictions of future actions.

Audience Analysis. Audience analysis involves studying the total audience reached by the propaganda. It determines the reasons a particular audience was selected and the rationale for a particular line of persuasion.

Purpose of Audience Analysis. By hypothesizing the attitudes and conditions of the target audience as viewed by the propaganda source, the analyst determines the target of the message and examines its characteristics. The purpose of audience analysis is to determine—

- Conditions and attitudes affecting the target audience.
- The strategy used by the propaganda source.
- Specific target audiences selected by the source.
- Vulnerabilities that can be exploited.

Audience Analysis Groups. An essential part of audience analysis is identifying the source's target. These targets range from broad categories, such as a nation of people, to specific categories, such as a rifle platoon. Audiences can also be classified based on income, nationality, geography, ethnicity, political preferences, religion, race, social class, caste, and other factors. Audience analysis identifies four major classifications of audiences: apparent, ultimate, intermediate, and unintended. Refer to Chapter 6 for classification and description of audiences.

Conclusions to Audience Analysis. The target audience is analyzed by description, location, size, background (political, religious, economic, ethnic), and social class. The analyst should identify as many types of audiences as possible. He should find out why and how each target audience is being used. He should also list the conditions and attitudes of each audience involved in the communication process. Once the analyst positively determines his ultimate audience, he must justify his conclusions.

Media Analysis. Media analysis determines why a dissemination method was chosen, what media capabilities the opponent has, and how consistent the message

content was. Source, content, and audience all affect the choice of media to send propaganda. Source analysis may show that the choice of media was based on the availability of a particular medium. Content analysis may reveal that certain characteristics of the medium would further propaganda objectives; therefore, that medium is selected. Audience analysis may show that a particular medium was selected because of the estimate of conditions and attitudes of the ultimate audience. PSYOP personnel may find the information needed to conduct media analysis in the records of previous propaganda efforts directed at a specific audience within the target area. This knowledge may enable the analyst to reinforce or reject his original conclusions on the target audience the opponent was trying to influence.

Factors in Media Analysis. Messages can be received through audio, visual, and audiovisual means. In addition, the following factors should be considered when conducting media analysis:

- Frequency refers to how often a medium is disseminated. Newspapers or magazines may be daily, weekly, or monthly. Radio or television may be daily, weekly, hourly, morning, or evening broadcasts.
- Placement is the position of the propaganda within a medium. Some examples are lead stories, feature articles, or placement in the economic or community section of a newspaper.
- Place of origin can be openly acknowledged or inferred. The origin of electronic media may be pinpointed by direction finding. The origin of other media may be harder to find.
- Technical characteristics can be classified according to frequencies or channels, modulation, signal strength, or retransmission identification. Printed material is characterized by number of pages, quality of paper, and print quality. Another classification of visual and audiovisual media is color or black and white.
- Method of dissemination determines how media are classified. Loudspeakers can be stationary, vehicle-mounted, or backpacked. Leaflets may be delivered by hand, aircraft, balloons, artillery bombs, or sea floats.

Types of Transmission Modes. PSYOP personnel should also consider transmission modes when conducting media analysis. Transmission modes may be overt or covert. Overt transmissions include openly delivered posters, leaflets, or broadcasts originating from openly acknowledged transmission stations. Covert transmissions include broadcasts originating from clandestine transmission stations and printed media surreptitiously delivered.

Conclusions to Media Analysis. Disseminated propaganda can also show enemy weaknesses. Propaganda printed on inferior grades of paper may indicate supply shortages. Weak broadcasting signals, interrupted programs, poor program production, or too few operating stations may suggest a lack of communications equipment, facilities, supplies, and trained personnel.

Effects Analysis. PSYOP personnel conduct effects analysis to determine the overall results of opponent propaganda. For instance, results may include the

specific effects of the propaganda on the target audience and the reasons it was effective, partially effective, or totally ineffective. (See Figure 12-1, pages 12-3 and 12-4). PSYOP personnel must understand these effects so they may develop PSYOP themes to counter them. In effects analysis, PSYOP personnel determine propaganda effectiveness by studying four general types of evidence responsive actions, participant reports, observer commentaries, and indirect indicators. These types of evidence are discussed in Chapter 11.

Advising

PSYOP personnel advise the supported commander and coordinating staff of the current situation regarding the use or anticipated use of opponent propaganda in the AO. This task also includes advice on available options for use of counterpropaganda based on—

- Propaganda analysis.
- Current intelligence.
- Planning considerations listed in the section on counterpropaganda.

Counterpropaganda Measures

Part of the challenge of counterpropaganda is to decide when to conduct a counterpropaganda program, if at all. Specific measures used to prevent or counter opponent propaganda depend on a variety of conditions and indicators. Analysts get some indications through propaganda analysis. Based on the PSYOP unit's advice, the supported commander will decide when to use counterpropaganda measures. Counterpropaganda includes preventive action, counteraction, and rumor control.

Preventive Action

Preventive action takes the form of propaganda awareness programs that inform and expose military (U.S. and friendly troops) and friendly populations to the nature of opponent propaganda. Generally, analysts develop information programs for military and civilian populations. Exposure programs are developed for military personnel. The programs help them understand their vulnerability to propaganda. As part of these programs, military personnel see magazine articles, receive training at service schools, and hear briefings about the propaganda themes most likely to be used against them. Friendly civilian populations see PSYOP products designed to inform them of opponent propaganda themes that may be used against them.

Preventive Action Components. Preventive action has several components. These components include command information, information articles, institution, exposure, and civilian information.

Command Information Component. This component consists of a series of briefings covering major propaganda themes. These briefings are self-contained packages designed to be given as part of a unit's regular training program.

Information Articles Component. This component consists of approved articles written for military magazines. The component provides information that will increase the soldiers' survivability on the battlefield. These articles generate interest in PSYOP and encourage input from the field.

Institution Component. This component contains exportable training materials, such as outlines and other training aids. The content of this component will expand the material contained in the information articles component.

Exposure Component This component includes scenarios to be used during field and command post exercises. The component introduces units to realistic PSYOP. Scenarios include leaflets, posters, and radio and loudspeaker broadcasts. Radio and loudspeaker broadcast material includes scripts of the messages to be used during exercises. The scenarios use opponent's probable propaganda themes. They are designed to be used by personnel with little or no PSYOP training.

Civilian Information Component. This component consists of PSYOP products developed by the supporting PSYOP unit. It covers information on opponent propaganda themes put out to the civilian populace.

Opponent Propaganda Themes. Five specific themes are outlined in awareness programs. These themes are used to exploit the psychological soft spots created by an individual's needs, goals, fears, and worries. These themes include officer-enlisted relationship, fear of nuclear, biological, and chemical (NBC) warfare, fear of death and mutilation, racial differences, and noncombatant evacuation.

Officer-Enlisted Relationship. This theme attempts to cause animosity or dissension among members of the armed forces based on inequality of pay and benefits. It also focuses on maltreatment of lower-ranking service members by the officer corps. This theme, when effective, greatly reduces unit effectiveness and readiness by damaging morale, discipline, and esprit de corps.

Fear of NBC Warfare. This theme focuses on the horrible aspects of NBC warfare and attempts to promote a feeling of hopelessness and doom. Graphic photos, films, and written materials heighten this awareness and generate fear and panic.

Fear of Death and Mutilation. This theme continues to be used frequently throughout the world because it creates or promotes fear and panic in the target audience. It may lead civilians to believe they will be tortured or killed if they support the opposition.

Racial Differences. This theme attempts to create mistrust and suspicion among the different races within the target audience. A major point addressed is the unfair treatment of the target audience in the pastor present, such as slavery or genocide. It attempts to focus on major differences and prejudices (real or fabricated) to weaken cohesiveness and cause animosity and fear. For example, Vietnamese captors often used this theme against American black captives. They wanted the captives to feel that they were suffering for the white man just as their ancestors had as slaves. This technique was used in the attempt to weaken or destroy cohesion and solidarity with white captives.

Noncombatant Evacuation. This theme is used to persuade audiences they should move to a safe area where they can be protected by an armed force. A government often uses this technique to separate an insurgent force from the civilian populace and to deny the insurgents logistical and intelligence support.

Counteraction

Counteraction is any measure that PSYOP units use to reduce or neutralize the effects of opponent propaganda. It maintains the psychological initiative and keeps the opponent reacting. Often, especially in combat, the most effective counteraction is to ignore certain opponent propaganda activities and continue with other active PSYOP campaigns.

Counteraction Measures. PSYOP units may counter opponent propaganda in many ways. The most important way is for friendly forces to establish clear political goals and to ensure they are understood by the public. The specific measures taken under counteraction depend on the intensity and the effectiveness of opponent propaganda in the AO.

An intense level of opponent propaganda often characterizes operations in a military operation short of war. The authority to access and employ mass communications media limits the ability to effectively counter opponent propaganda. PSYOP personnel must remember that besides mission limitations, the resources available will impact on the decision of how to employ counteraction.

During war, counteraction requirements may be initially high. These requirements are based on anticipated opponent propaganda at the strategic, operational, and tactical levels targeting both U.S. soldiers and foreign population groups. As the conflict lengthens, requirements for counteraction at the tactical level generally decrease in relation to exploitation missions, while remaining constant at the military strategic level.

Counteraction Planning Considerations. During counteraction planning, analysts must study the planning considerations before conducting the program. The program should be employed only after all the following considerations have been thoroughly studied:

- What type of useful intelligence was gathered during propaganda analysis? Can this intelligence be used to determine the type of counteraction program?
- What is the current and potential impact of the opponent propaganda?
- What target vulnerabilities, susceptibilities, and counteraction objectives were identified by target audience analysis?
- Are sufficient time, personnel, and resources available to put together an effective, timely counteraction program?
- Will a specific counteraction program help or hinder ongoing PSYOP programs?
- Will the counteraction program bring unwanted publicity to the opponent PSYOP campaign?
- What is the most appropriate counteraction technique for the particular situation?

- Is the counteraction program going to be carried out quickly to prevent the target audience from forming opinions based on the content of opponent PSYOP materials?
- What is the probability of counteraction program success?

Counteraction Techniques. PSYOP personnel should use counteraction techniques only after all factors have been thoroughly studied. These techniques include direct refutation, indirect refutation, diversion, silence, restrictive measures, imitative deception, conditioning, forestalling, and minimization.

Direct Refutation. This technique is a point-for-point rebuttal of opponent propaganda charges. PSYOP personnel use it when they know the opponent's message can be proved completely wrong. The refutation should be credible to the target audience. It should be circulated as widely and quickly as possible while getting the true information to the target audience before the original message has a chance to do any lasting damage. One drawback PSYOP units encounter when they use this method is that it may give added publicity, strength, and possible credibility to opponent messages by repeating them. This aggressive technique also attracts attention.

Indirect Refutation. This technique involves the introduction of a new set of relevant themes that refute opponent propaganda by indirect means. These indirect means include implication and insinuation. Indirect refutation challenges the credibility of opponent propaganda. The advantage of this technique is that it does not reinforce or spread opponent propaganda as readily as direct refutation. An example of this method would be to discredit the integrity of the sponsor or a prominent member of the opposition by damaging his credibility. This method serves to weaken the sponsor's message.

Diversion. In this technique, PSYOP units try to overshadow the content of the opponent message by presenting a theme that draws more attention or creates greater concern from the audience. This diverts the audience's attention from the opponent message and focuses its attention on the friendly message.

Silence. This technique implies that no response is necessary to counter the propaganda. It denies feedback since the opponent message is net futher publicized. This technique should be used when counteraction is dangerous or the effect uncertain. Before selecting this method, the effect of silence on the target audience must be analyzed. This technique is often used in counteraction because it avoids giving the opponent message publicity and supplying the opponent with feedback.

A statement made when using this technique is, "The charges are so absurd they don't warrant a response." The effects of this technique are measured through intelligence feedback.

Restrictive Measures. This technique uses measures that deny the target audience access to propaganda. These actions may call attention to the propaganda and encourage the target audience to obtain, read, or listen to the information covertly. Restrictive measures are never completely effective because enforced isolation of the target audience is impossible. Restrictive measures are not normally

recommended. This technique has been used extensively in repressive governments restricting the flow of news and information to the populace.

Imitative Deception. This technique involves changing propaganda to decrease its edibility and effect. Imitative deception is closely associated with black propaganda and covert and deception operations. Because this technique can cause the user to lose credibility, it is exploited infrequently. The technique usually involves physically altering the propaganda product, such as physically altering a leaflet or radio broadcast.

Conditioning. This technique sets up education and information programs that condition the target audience and reduce its susceptibility to influence by opponent propaganda. It prepares the audience for events that are occuring or will occur—for example, the introduction of armed forces into an area to establish order.

Forestalling. This technique anticipates potential opponent propaganda. It keeps the opponent from using situations by bringing them before the audience first. To use this technique effectively, PSYOP personnel must know how the opponent will react when he becomes aware of the situation. Using this technique also counteracts subjects potentially exploitable by opponent propaganda before the opponent seizes them for his own purposes. This technique allows PSYOP personnel to conduct preemptive measures to reduce the effects of the anticipated opponent propaganda.

Minimization. This technique involves acknowledging propaganda but reemphasizing the content of the material. It is used whenever PSYOP personnel cannot refute, discredit, or remain silent on a matter or when they want to preserve their credibility. When using minimization, PSYOP personnel must remember that acknowledging opponent propaganda without effective y reemphasizing the content can give the appearance the United States accepts the propaganda as true. Minimization can be applied in three ways:

- It can emphasize aspects of the propaganda material that are favorable to the target audience.
- It can insinuate that the whole story cannot be told now, suggesting that the full facts will prove the propaganda false or at least inaccurate.
- It can give brief attention to the subject to maintain credibility in its most vital aspects and then drop the subject.

Rumor Control

PSYOP personnel can counter damaging rumors by educating the populace to regard all rumors as contemptible, untrustworthy, and inspired by the opposition. Rumors may also be countered by furnishing the audience with factual information about all matters of public concern. This technique is related to the civilian information component of preventive action. The difference is that this technique is used after opponent propaganda has been disseminated.

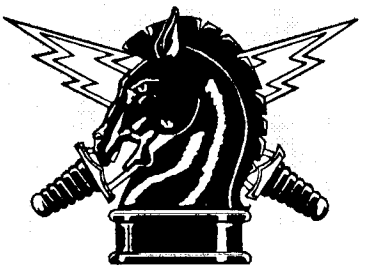
Summary

Propaganda analysis and counterpropaganda involve five major tasks: collection, processing, propaganda analysis, advising, and counterpropaganda. A continuous

need exists for propaganda analysis in peacetime and in all regions where U.S. interests are challenged. Propaganda analysis is used to obtain intelligence from opponent propaganda that can be used to produce U.S. PSYOP products or in developing counterpropaganda programs. Once propaganda analysis is completed and counterpropaganda has been considered, the PSYOP unit can advise the supported commander of the options available to prevent success or to counter opponent propaganda.

CHAPTER 13

Enemy Prisoner of War/ Civilian Internee PSYOP



This chapter covers PSYOP techniques, procedures, and considerations in support of EPW/CI PSYOP. EPW/CI PSYOP can provide support to SO and joint-level military operations. This chapter also includes recent examples of how EPW/CI PSYOP supported operation Desert Storm. Civilian Internees in EPW/CI camps are subject to laws, rules, and regulations that must be closely coordinated between the MP camp commander and legal advisors. PSYOP support techniques to civilian internees vary little from EPW support and will receive guidance from the EPW/CI camp commander.

Mission

The mission of EPW/CI PSYOP teams is to help the Military Police Prisoner of War Command (MPPWCOM) in the administration and processing of EPWs/CIs. To work effectively in this context, EPW/CI PSYOP personnel should be included in the initial operational planning process and deployed to the combat area as soon as possible.

Mission-Essential Tasks

During EPW/CI operations, the ability of PSYOP teams to provide support is directly proportional to the scope of the EPW/CI problem. To ensure sufficient force structure, the POTF and/or POTG commander should receive daily briefings on the number of EPW/CI personnel and any OPLANs that could significantly increase that number of personnel. Other mission-essential tasks include the following:

- Conduct pretesting and posttesting of PSYOP products using EPW/CI volunteers as directed by the POTF or the POTG. No physical or mental torture or any other form of coercion may be inflicted on EPWs/CIs to secure information of any kind.
- Collect from EPW/CI populations PSYOP-relevant information that supports the POTF or POTG.
- Provide direct PSYOP support to theater-level EPW/CI camps and corps/joint task force (JTF)-level EPW/CI collection facilities during regional and military operations short of war.

- Coordinate for and provide PSYOP products in support of POTF or POTG operations.
- Provide and verify demographic information about target audiences. Assist in determiningg the effectiveness of opponent's internal propaganda campaigns.

Operational Concepts and Procedures

Upon deployment, the EPW/CI PSYOP support battalion (RC) of the PSYOP tactical support group (RC) is operational control (OPCON) to the POTF or POTG and provides elements in direct support of the MPPWCOM. Figure 13-1, contains a wiring diagram showing OPCON and DS relationships. Figure 13-2, page 13-3, shows a wiring diagram of an EPW/CI PSYOP support company that contains assets for supporting both theater-level EPW/CI camps (four camp teams) and corps/JTF-level EPW/CI collection facilities (four collection facility teams). Figure 13-3, page 13-3, and Figure 13-4, page 13-4, show wiring diagrams of an EPW/CI PSYOP theater-level camp support team and an EPW/CI PSYOP corps/JTF-level collection facility support team. These teams have been task organized from elements organic to the EPW/CI PSYOP support company.

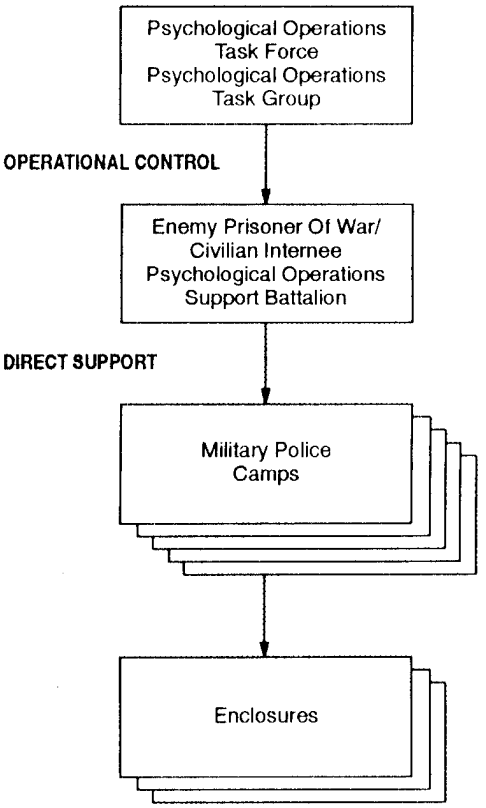


Figure 13-1. Command relationships.

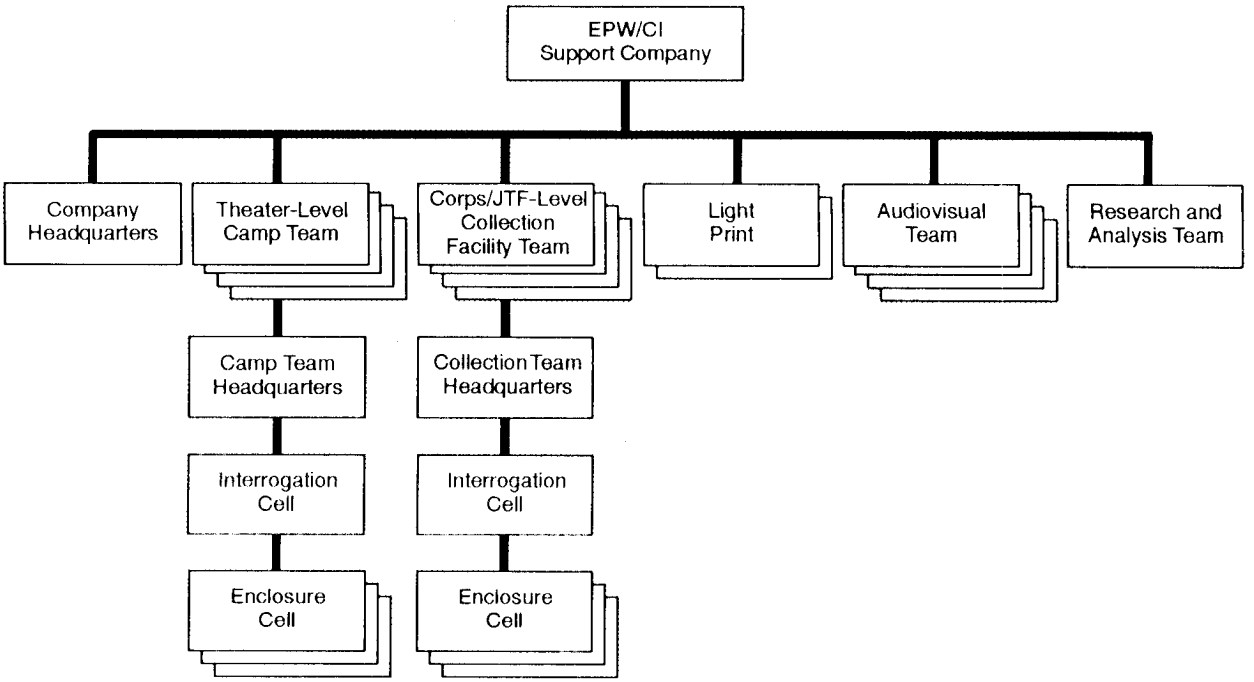


Figure 13-2. EPW/CI PSYOP support company.

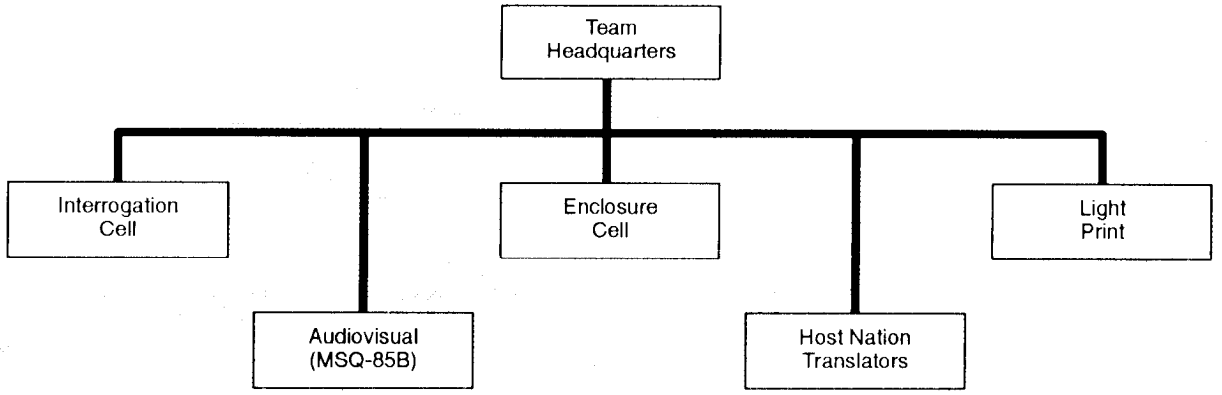


Figure 13-3. Task-organized EPW/CI PSYOP theater-level camp support team.

As EPW/CI camps are constructed, the battalion deploys an EPW/CI PSYOP support camp team to each of those locations. These teams should arrive at the camps prior to receipt of EPWs/CIs and establish liaison with the MP camp commander and the various MP units in support of confinement operations. By arriving at the camps before the EPWs/CIs, the teams can become familiar with the camp layout, combine training with MP units, become familiar with each other's SOPs, and establish habitual working relationships.

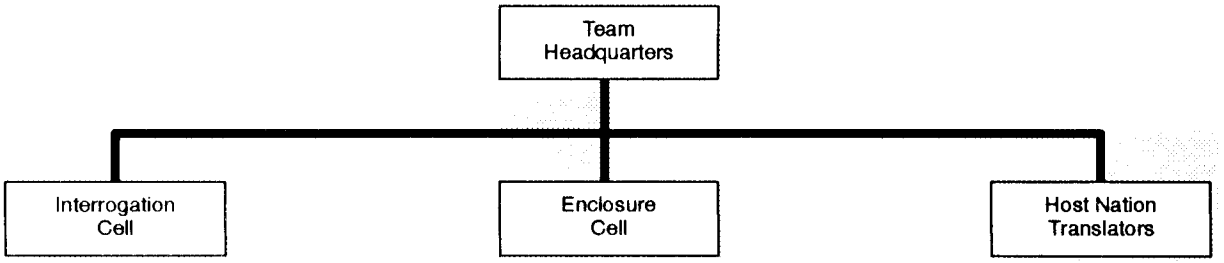


Figure 13-4. Task-organized EPW/CI PSYOP corps/JTF-level collection facility support team.

The EPW/CI PSYOP support battalion command section (Figure 13-5), with its EPW/CI headquarters and support company (Figure 13-6, page 13-5), locates with the MPPWCOM headquarters.

The EPW/CI PSYOP support teams live at the MP personnel support site and work in the processing area. The MP unit provides life support such as mess, medical, mail, security, and fuel. The EPW/CI PSYOP support team interrogation cell interviews newly arriving EPWs/CIs for PSYOP-relevant information and conducts pretests/posttests. Figure 13-7, page 13-6, is an example of a typical theater EPW/CI camp layout. The EPW/CI PSYOP support team segregates EPWs and civilian internees into separate enclosures.

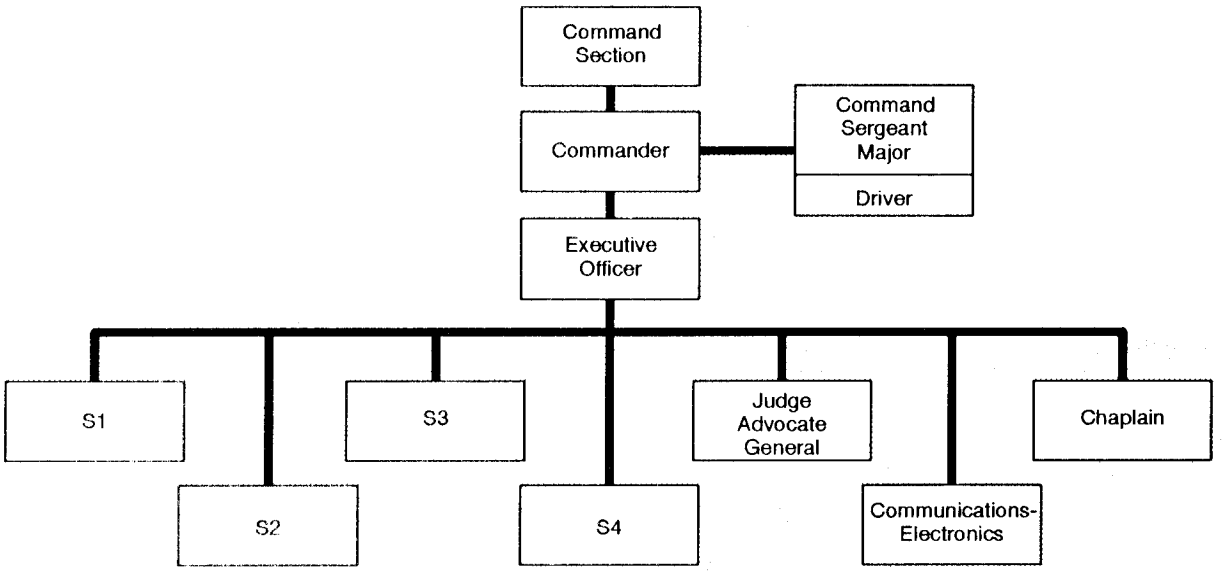


Figure 13-5. EPW/CI PSYOP support battalion command section.

The EPW/CI PSYOP support team leader advises the EPW/CI camp MP commanders of the psychological impacts of their actions. This support is critical in preventing misunderstanding and subsequent disturbances by the EPWs/CIs.

The differences in culture, custom, language, religious practices, and dietary habits can be of such magnitude that misunderstandings are not always completely avoidable. However, these misunderstandings can be minimized by investigation, information briefings, and proper handling.

Upon attachment to the EPW/CI camp, the EPW/CI PSYOP support team leader presents a complete briefing to the MP camp commander and subordinate enclosure commanders. He explains in detail the team's mission and how it will help them as a force multiplier. He (or his designated representative) attends all EPW/CI camp command and staff meetings. He uses these meetings as the most effective means to communicate on a daily basis with the various MP commanders, their staffs, and attached support units.

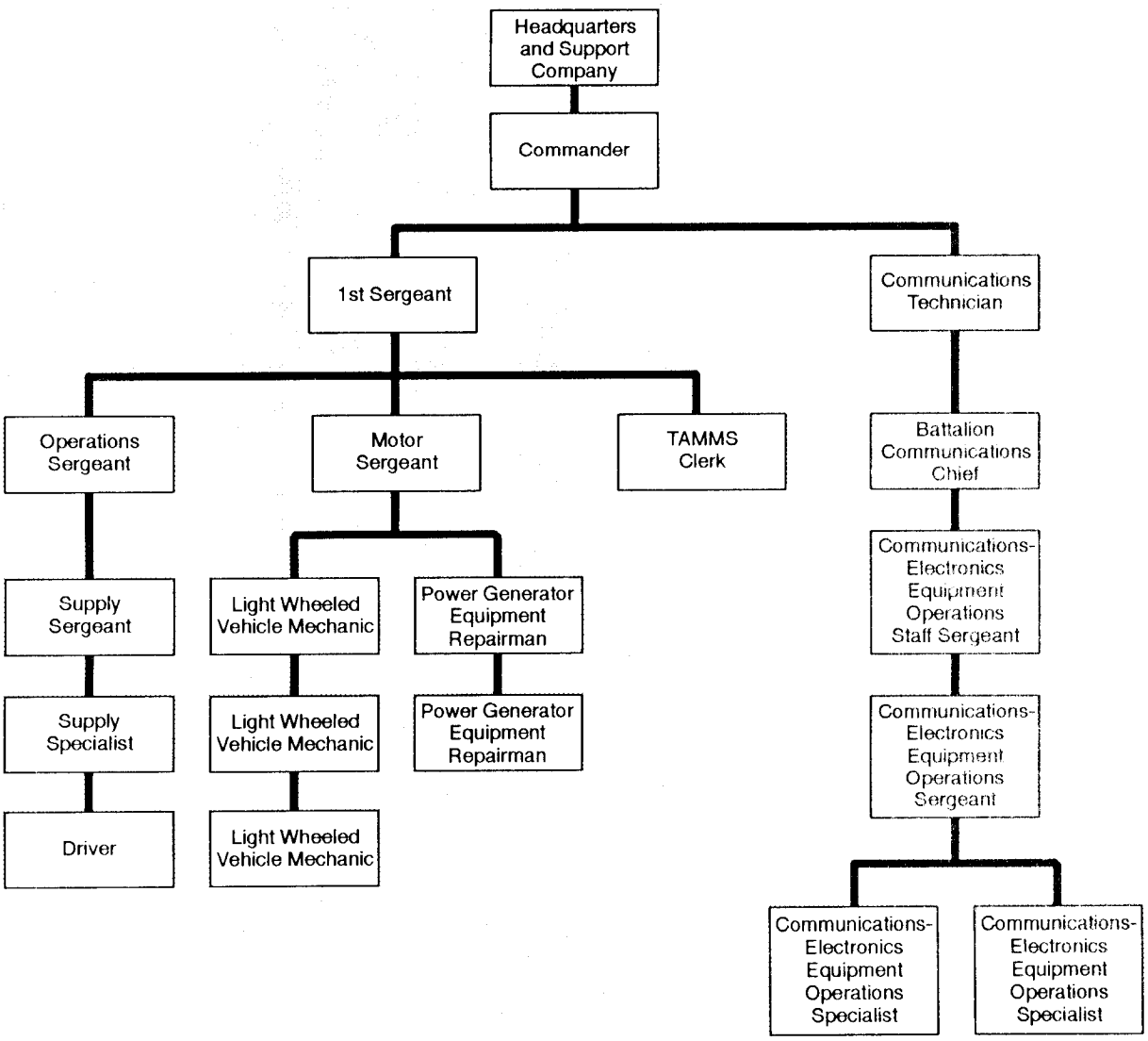


Figure 13-6. EPW/CI headquarters and support company.

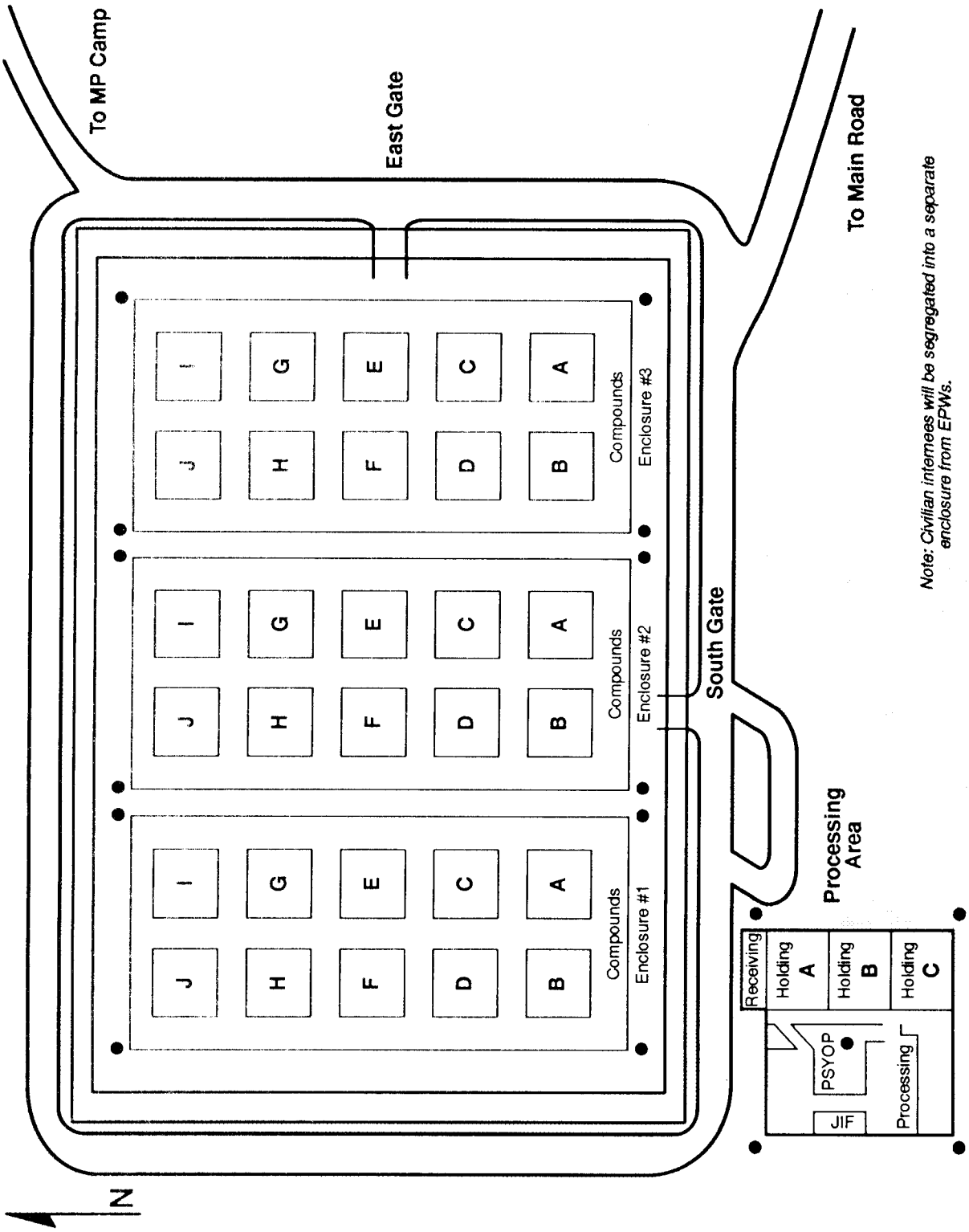


Figure 13-7. Example of a typical theater EPW/CI camp layout.

Prior to the arrival of EPWs/CIs at the camp, the PSYOP support team leader briefs the MP guards who will be working directly with EPWs/CIs. He instructs them to—

- Look for leaders. (Leaders are those who are treated as leaders.) Look for respect being paid to a private.
- Watch for the person who is the center of attention in a group.
- Watch for loners. This person could be mentally ill or is hiding his true identity.
- Observe unusual groups. Is someone organizing?
- Note the passing of one item to another (EPW to EPW or civilian internee to civilian internee).
- Watch for new soil in the compound. Is someone tunneling?
- Notice lookouts. Does this person warn others so there is a scattering of a group at the approach of a guard or other authoritative person?
- Watch for codes. Are EPWs/CIs tapping out messages, waving rags, using hand signals? The use of codes is common in EPW/CI camps and usually indicates that something that requires secrecy is going on.
- Watch for individuals who move from group to group and whose presence forces the topic of conversation to change. This person could be a political or intelligence officer.
- Look for key leaders who speak for a group but always maintain eye contact with an individual in that group. This person will probably be a front man for the real leader.
- Look for individuals who immediately make friends with the MP guards and are automatically accepted back into the EPW/CI population. This is probably an EPW/CI key communicator.
- Be aware of EPWs/CIs who talk about camp construction or materials and equipment used in camp construction. These EPWs/CIs could be planning an escape or weapons manufacture.

Discovering false identity of EPWs/CIs is an important security measure that can reduce the potential problems and smooth EPW/CI operations. The MPs and PSYOP support team members can discover false identities during the initial processing and interview. They look for—

- Documents that do not match or agree. The responses at one interview do not match responses given at another.
- Identification (ID) that does not agree with an initial document. Or, information may come from the Red Cross, for instance, that indicates a different ID.
- Verbal response that is slow on simple interview items such as date of birth. Is the EPW/CI making up responses or covering up?
- EPWs/CIs without any documentation. This situation requires careful investigation. Did EPW/CI throw away ID?
- Interviewee who fails to cooperate at any point during processing.
- EPW/CI names that appear in the "black book." This book is a list of sought-after persons. (Immigration and customs officers use a similar book.)

Information is critical to the effective management of an EPW/CI PSYOP program. MPs must be alert to notice EPWs/CIs who are trying discreetly to contact them and must pass such information to intelligence personnel. PSYOP personnel must be able to identify EPWs/CIs who can be useful in operating the camp or who are willing to inform on other EPWs/CIs or camp happenings. Such willingness is manifested in the following manner:

- EPW/CI hails the guard asking for asylum or befriends the guard as an introduction to volunteering information.
- EPW/CI feigns illness to make contact with intelligence personnel to provide information.
- EPW/CI indicates in an interview that he is willing to help intelligence personnel gather information and to spy inside the EPW/CI camp.

MPs must watch for missing items. EPWs/CIs can use dining facility items such as spoons, forks, knives, and other common kitchen items as weapons and digging tools. Most EPW/CI camps have construction of one kind or another going on. Construction materials and tools must be accounted for daily. All other items that EPWs/CIs can use in escape, such as ropes, ladders, uniform items, and cameras, must also be accounted for.

All EPW/CI PSYOP personnel must be thoroughly familiar with the general rules for the treatment of EPWs/CIs. Observing these rules validates their credibility to both EPWs/CIs and MPs. In addition, it prevents PSYOP personnel from causing internationally embarrassing incidents that the International Committee of the Red Cross (ICRC) could label as misconduct. Although a state of war may not exist between the contending powers, the rules still apply. Rules governing civilians differ in many areas. Procedures for handling civilian internees should be closely coordinated with the MP camp commander and the Judge Advocate General or legal advisor.

The United States may take prisoners and turn them over to another power. Examples of this would be our transfer of EPWs/CIs to South Korea during the Korean conflict and to Saudi Arabia during Operation Desert Storm.

The Geneva Conventions call for the appointment, by each of the parties to a conflict, of a "protecting power." The protecting power is a neutral country chosen to look after the interest of the prisoners. The Conventions provide that representatives of the protecting power are to make periodic inspections to the EPW/CI camps. Prisoners have the right to appeal to these officials for help in correcting violations to the Conventions. The ICRC may serve as the protecting power.

An EPW/CI may not be requested, induced, or forced to give up any of his rights. EPW/CI treatment will be accorded all prisoners, irrespective of their suspected status, until such time as their actual status is determined by a competent tribunal (an example would be a suspected spy).

EPWs/CIs must be disarmed, thoroughly searched, and carefully guarded in a humane manner regardless of race, color, sex, or religious belief. EPWs/CIs may not be murdered, mutilated, tortured, humiliated, or degraded in any way. They are

to be protected against all acts of violence, insults, public curiosity, and reprisals of any kind. Women must be protected from rape or other sexual assault.

The Geneva Conventions require an EPW to give his full name, rank, date of birth, and service number. **That is all.** He is obligated to give that information; failure to do so may render him liable to a loss of privileges due him by reason of his rank and status.

All EPWs/CIs must be questioned in a language they understand. No mental or physical torture, or any other form of coercion, maybe inflicted on EPWs/CIs to force them to answer questions, and no unpleasant or disadvantageous treatment may be meted out for a refusal to answer.

An EPW/CI should have an identity card issued by his state. He must show this card on demand, but it must not be taken away from him.

All effects and articles of personal use, except arms, horses, military equipment and military documents, shall remain in the possession of the EPW/CI. He may also keep articles issued for his personal protection, such as gas masks, metal helmets, and like articles.

EPW's/CI's clothing and mess gear, his insignia of rank and nationality, and his decorations, as well as any other article of sentimental value may not be taken from him. Only officers may order the removal of money or valuables from EPWs/CIs, and receipts must be given for the removed items.

EPWs/CIs must be evacuated from the battle area as swiftly, safely, and humanely as possible. While they await movement out of the fighting zone, EPWs/CIs must not be unnecessarily exposed to danger. They must be supplied with necessary water, food, clothing, and medical attention during the movement. All transit or screening camps of a permanent kind must meet the same general requirements as those for a permanent EPW/CI camp.

No EPW/CI may be kept in areas where he may be exposed to the fire of the combat zone, nor may his presence be used to render certain points or areas immune from military operations. The detaining power must let the other side know the location of EPW/CI camps. They are to be marked, when military considerations permit, with letters large enough to be seen clearly from the air.

EPWs/CIs are to be assembled in EPW/CI camps and compounds according to language, nationality, and customs. EPWs are not to be separated from other EPWs from the armed forces with which they are serving at the time of their capture, except by their consent.

In no case may EPW/CI camp conditions be dangerous to EPWs'/CIs' health. EPWs/CIs shall be quartered under conditions as favorable as those for the forces of the detaining power who are billeted in the same area.

Food must be sufficient in quantity, quality, and variety to keep the EPWs/CIs in good health without loss of weight. The detaining power must consider the habitual diet of the EPWs/CIs. Adequate dining facilities and kitchens must be

provided where EPWs/CIs can help prepare the food. Restrictions on food must not be used as a form of mass punishment. Sufficient and safe drinking water must be provided. EPWs/CIs may use tobacco.

Every EPW/CI camp must setup a "canteen" for EPWs/CIs. In them, EPWs/CIs may buy food items, soap, tobacco, and ordinary articles in daily use at the prices no higher than those charged civilians in the area. Any profits are to be used for the benefit of the EPWs/CIs.

EPW/CI camps must provide adequate latrines, showers, and laundry facilities. The captors are charged with providing all sanitary measures to prevent epidemics and to ensure the cleanliness and healthfulness of the camp. The captors must conduct periodic inspections for detection of contagious disease.

Every EPW/CI camp must have an adequate infirmary where ailing EPWs/CIs may be treated, preferably by captured medical personnel of their own forces. The infirmary means regular "sick call" so the EPWs/CIs can get treatment whenever they need it.

EPWs/CIs are to enjoy the right to practice their own religion including attendance at services of their own faith. Provisions must be made for taking physical exercise, including outdoor sports and games. The Geneva Conventions also require the encouragement of intellectual and educational activities. Classroom attendance may not be required (forced).

Captured medics and chaplains, who are referred to in the Geneva Conventions as "retained personnel," are not considered EPWs/CIs, and are to be allowed to carry on their normal work for the benefit of the EPWs/CIs. They are supposed to be free to visit EPWs/CIs inside and outside enclosures and are to receive the same benefits as corresponding personnel in the captor's army. Medics and chaplains cannot be required to do work outside their professions.

As soon as possible after his capture, an EPW/CI must be allowed to send at least a standard "capture card" informing his family of his whereabouts and his state of health. In no case should this be later than a week after he reaches the EPW/CI camp. A copy of this card is also sent to the Central Prisoner of War Information Agency in Geneva that the Red Cross operates.

EPWs/CIs are entitled to the free exchange of mail. They are to be permitted to write letters as often as their captor's censorship and postal facilities will allow and to receive letters and relief packages as often as they are forwarded through neutral agencies.

Every EPW, except officers, must salute and show every officer of the detaining power the same external marks of respect provided by the regulations of their own forces. Officers who are EPWs must salute all officers of the detaining power of higher rank and the camp commander, regardless of his rank. EPWs are allowed to wear their military insignia and decorations.

Every EPW/CI camp is required to have a copy of the Geneva Conventions posted in the EPW's/CI's own languages in places where the EPWs/CIs may read it. All camp notices and rules and regulations must be posted in the EPW's/CI's language(s).

EPWs/CIs are subject to the laws, regulations, and orders of the detaining power and may be punished for violations thereof. If an offense calls for a trial, it must be held in the same court and IAW the same procedures as are required for trial of a member of the armed forces of the detaining power. EPWs/CIs have the right to counsel and of a competent interpreter.

The Geneva Conventions specify that an EPW who escapes and rejoins his forces, or at least succeeds in getting out of the territory held by his enemy, must not be punished for having done so if he is later recaptured. If an EPW/CI commits some act during his escape attempt in which he endangers anyone's life or limb, he may be subject to punishment.

Under the Geneva Conventions, no one except the EPW/CI camp commander or a designated officer can sentence an EPW/CI to disciplinary punishment. Medical attention may not be withheld from an EPW/CI who is being punished. EPWs/CIs who are being punished must be allowed 2 hours of open-air exercise each day and time to read and write, if they wish.

Officers and "persons of equivalent status" are not required to work. All enlisted personnel are required to work except the NCOs who will be used to supervise. Officers and NCOs may work if they wish. Work must be paid. Work cannot have any military character or purpose, be injurious to EPW health, be humiliating, or involve the removal of mines or booby traps. EPWs do not have to work if ill, and work is limited to 6 days a week with a 1-hour break at noon.

An EPW's pay continues while he is an EPW, although he may see little of it until he is released. The detaining power is required to grant him, as a "military monthly advance of pay," a stated sum that varies IAW his rank.

EPWs have the right to elect a "representative." He is elected by secret ballot every 6 months. If the case arises where officers and enlisted are mixed, though this is ram, the highest ranking officer must be recognized as the representative. The senior officer in an officers EPW camp is likewise the representative. The representative has an important function, which is spelled out in the Geneva Conventions.

As EPWs/CIs begin to arrive at the camps, the PSYOP support interrogation cells conduct interviews to identify malcontents, rabble rousers, trained agitators, and political officers who may attempt to organize resistance or create disturbances within the EPW/CI camp. Normally, MPs confine these EPWs/CIs in isolated special compounds to deny them access to the general EPW/CI population.

The interrogation cell also interviews EPWs/CIs to determine if they will cooperate in setting up informant networks for assisting in pacification and conducting pretest (Figure 13-8, page 13-12) and posttest (Figure 13-9, pages 13-14 and 13-15, and Figure 13-10, page 13-16) surveys of PSYOP products produced by other PSYOP units. PSYOP-relevant information is collected from the EPWs/CIs at this time as well. After the EPW/CI support company research and analysis team and the battalion S3 section evaluate the information, they provide feedback on the effectiveness of these products to the POTF or POTG.

The objectives of the United States of America are to end this conflict with honor to all, restore order to the area, and avoid unnecessary bloodshed. Your cooperation could contribute to the achievement of these goals fo the benefit of all parties.

Please examine carefully the materials you will be shown and give us your honest, candid opinion. There are no "correct" or "incorrect" answers because these responses reflect only your honest opinion.

Branch of service: _____ Rank: _____

Place of birth: _____ Nationality: _____

Age: _____ Marital status: _____ Gender: _____

Check the responses that you feel are applicable to that item in the column that corresponds to the number of that item.

	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6
I understand the message						
I do not understand the message						
I think the message is interesting						
I think the message is not interesting						
I think the message is probably true						
I think the message is probably false						
I would react positively to the message						
I would react negatively to the message						

Figure 13-8. Sample of PSYOP product pretest.

Continuous liaison, coupled with reliable, secure communications and the timely transport of classified documents (PSYOP product prototypes) is essential between the EPW/CI PSYOP support unit and the POTP and/or POTG. After development in the theater-level PDC, copies of PSYOP product prototypes should be pretested using survey methods with cooperative EPWs/CIs prior to mass reproduction and dissemination.

Limitations on resources available to the MPs for camp construction, combined with initial large surges of EPWs/CIs being received at the camps, can result in temporary overcrowded conditions. The potential for disturbances increases dramatically when EPW/CI camps experience overcrowded conditions. The PSYOP support team leader should ensure the MP enclosure commanders include PSYOP loudspeaker support in actions concerning mass EPW/CI transfers between compounds (searches of compounds). EPW/CI pacification, conducted by the PSYOP support team, acts as an MP force multiplier in this situation.

An EPW/CI PSYOP pacification program is executed using a variety of media. Music and news from approved radio stations, EPW/CI camp rules, and in-processing station instructions are broadcast using loudspeaker systems. Without exception, all of the information presented to the EPWs/CIs must be in

their language. Light print sections produce signs, posters, information sheets, and camp newspapers in this program. The MSQ-85B (mobile audiovisual shelter) is used for behavior modification by projecting big-screen videos and gaining leverage on the EPWs/CIs by providing them with entertainment they do not want to lose through misconduct.

Translators and interpreters must be totally integrated into the EPW/CI PSYOP support team. The effectiveness of the EPW/CI PSYOP support team can be directly attributed to how well this integration takes place. These personnel provide the team with the capability to address the EPWs/CIs in their native language and are able to screen all informational and PSYOP products for language accuracy and content.

As successfully demonstrated during Operation Desert Storm, the EPW/CI PSYOP support teams performed a vital role in joint operations to confine EPWs/CIs at the Marine Corps collection facility. A standard EPW/CI PSYOP support team is deployed in support of confinement operations conducted by the USMC in which the team members and their mission are incorporated directly into the overall operation. Due to the U.S. Army's responsibility for overall semipermanent EPW/CI confinement operations and the USMC MP training emphasis on supporting ground combat operations (not EPW/CI confinement), the support provided by Army EPW/CI PSYOP takes on an even greater significance.

EPW/CI PSYOP support to a counterinsurgency operation is to define the target audience for PSYOP campaigns and provide PSYOP information. During operations in military operations short of war, EPW/CI PSYOP support teams accomplish the tasks described below to support the overall PSYOP mission.

During Phase I of an insurgency, EPW/CI PSYOP support teams pretest and posttest PSYOP products (generated by U.S. and HN sources) on captured insurgents and civilian internees to determine probable success rates in pacifying the target audience. Observation, interviews, and interrogations provide demographic profiles of the insurgents. As a minimum, the EPW/CI PSYOP support teams address—

- Race.
- Sex.
- Political affiliation.
- Religious affiliation.
- Geographic origin.
- Education levels.
- Length, depth, and type of involvement.
- Previous or current occupation.
- Standard of living and personal finances.
- Previous military training.
- Insurgent political and military indoctrination and PSYOP vulnerabilities and susceptibilities.

File No.:_____ Posttest File No.:_____ Date: _____

1. Product: _____
(Identify PSYOP product and attach copy)

2. Campaign: _____
(Identify campaign the product supported)

3. Theme: _____
(Identify the desired idea)

4. Target: Intended _____

Secondary _____

Other _____

5. Dissemination (Enter amount): Leaflets_____ Other Printed_____ AV_____

Loudspeaker _____ Radio_____ TV_____

6. Testing Methods: Panel of experts_____ Number _____

Group Consultation _____ Number _____

Individual interview(s)_____ Number _____

Sample survey _____ Number _____

Remarks: _____

_____

7. Respondent: (Identify the respondent(s) and note background information)

a. Sex: M_____ F_____ Age:_____ Marital Status: M_____ S_____

Children:_____ Other _____

b. Status: Free civilian_____ Civilian internee_____

PW_____ Deserter_____ Other_____

c. Occupation:_____

d. Education:_____

e. Location: Civilian community_____ EPW/CI camp_____

f. U.S. PSYOP: Has respondent been exposed to U.S. PSYOP?

Does respondent agree_____ disagree_____ with U.S. PSYOP effectiveness?

g. Other: _____

Figure 13-9. Sample of PSYOP product posttest.

8. a. Was the message understood by the target audience? _____

_____

b. Was the message credible to the target? _____

_____

c. What groups/individuals received the message? _____

_____

d. What did the message achieve? How? _____

_____

9. Effectiveness:

a. Was the message effective? _____

b. How effective? Did it achieve the intended objective? _____

_____

c. Why was the message not totally effective? How could the message be improved? _____

_____

d. Why was the message not totally effective? How could the message be improved? _____

_____

10. Testor: _____ Unit: _____

11. Copies to: _____

NOTE: The testor should evaluate the responses to questions 1 through 8 and determine whether or not to rephrase question 9 in a less direct manner. For example, the testor should be cognizant of the fact that question 9 requires the respondent to be aware of U.S./allied PSYOP objectives. Should this information be classified or sensitive, the testor should rephrase the questions in a way that achieves the intended results without divulging the sensitive information.

Figure 13-9. Sample of PSYOP product posttest (continued).

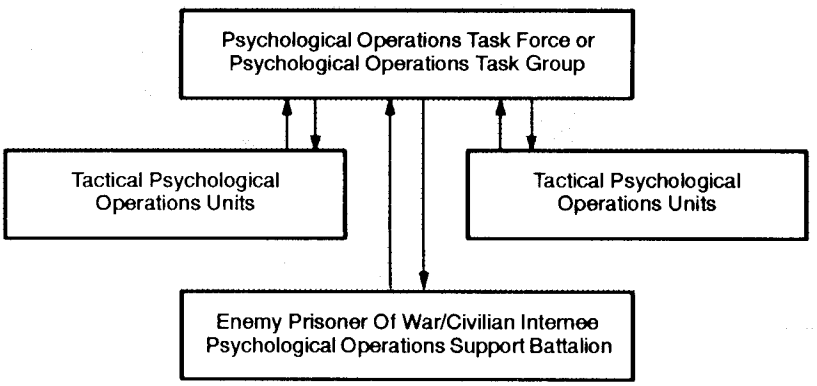


Figure 13-10. PSYOP information and pretest/posttest flow.

During Phase II of an insurgency, the EPW/CI PSYOP support teams will provide information on active insurgents within the HN population and field locations. In addition, these teams will—

- Continue pretest and posttest of PSYOP products as previously stated.
- Continue defining and analyzing demographic profiles as previously stated.
- Cooperate with counterintelligence personnel to identify potential interned insurgents to be used as informants. Informants provide information about insurgent activities within the EPW/CI camp for control purposes.

During Phase III of an insurgency, the EPW/CI PSYOP support teams continue to provide support as outlined above in Phases I and II. During Phase III, the type and amount of support provided will increase to levels normally found in support of conventional or regional contingency operations.

The EPW/CI PSYOP support teams assist the camp commander in preparing EPWs/CIs for transfer to an HN, back to the enemy power in a prisoner exchange, or in repatriation at the cessation of hostilities. When requested and authorized, they also provide training to HN personnel regarding EPW/CI PSYOP support tasks.

The EPW/CI PSYOP support teams can provide assistance during peacetime CD programs for pretesting and posttesting products to determine their effectiveness within the HN. In addition, the teams can provide demographic profile information to appropriate U.S. agencies and other PSYOP units or personnel.

Summary

EPW/CI PSYOP not only provide a force multiplier to the MPPWCOM but are critical in developing PSYOP-related intelligence and in pretesting and/or posttesting products. In addition, the attitudes and behavior of former EPWs/CIs towards the United States can have along-range impact on relations with that nation in the future. A positive or at least neutral attitude may preclude future armed conflict. Careful adherence to all provisions of the Geneva Conventions in regard to EPW/CI operations must be kept in mind. Legal consultation may preclude incidents that could be used against the United States in opponent propaganda.

APPENDIX A

Deception Operations

This appendix covers deception concepts, operations, and measures, as well as PSYOP considerations in support of deception activities. Deception can support military operations across the operational continuum. Historical examples illustrate how deception has influenced various participants during peace, conflict, and war.

Deception Concepts

Deception is the deliberate misrepresentation of reality to gain a competitive advantage. Political deception is achieved through diplomatic or international relations; military deception, through the acts of military forces.

The offensive is the better position from which to succeed at deception. The initiators of action define the nature of the encounter and thereby have the greater degree of control over it. A major advantage the initiative confers for successful deception is time. Although the target audience may ultimately choose not to act upon the deceptive theme, the additional time it spends evaluating deceptive scenarios or searching for further information benefits the initiator.

Deception (military or political) includes manipulating, distorting, withholding, or falsifying evidence available to an opponent. History has shown that it is far easier to deceive by reinforcing an opponent's existing preconceptions than it is to persuade him to change his mind. PSYOP personnel should encourage the opponent that the most likely way of achieving the objective will in fact be adopted (thereby diverting his attention from an alternative plan). Given two options, one of which reinforces our existing point of view, people are more likely to believe what they already suspect. Psychologically, they are gratified by evidence that confirms their preconceptions. People generally attach undue importance to evidence supporting their point of view and reject that which does not. PSYOP personnel should avoid deception that requires persuading a target audience of something it is not already predisposed to believe. In World War II, the Allies exploited Hitler's (the target audience with the power) conviction that because of

the problems of air cover and the need for a major port, any Allied invasion of Europe would occur at Calais.

Deception Types

Deception may be strategic, operational, or tactical. Deception, regardless of type, may be active (designed for the target audience to discover) or passive (designed to withhold selected items from the target audience for operations security [OPSEC]).

Strategic deception refers to instances during war or peace when countries attempt to mask their diplomatic and military strategy either by confusing or misleading their opponents. This level of deception involves a nation's highest decision makers using diplomacy, economics, intelligence, and virtually every conceivable dimension of modem conflict to mislead or confuse opponents.

Strategic deception may extend political deception by using military activities. It may also be large-scale, long-term projections of false intelligence to aid theater objectives. Although the objectives may be military, strategic deception supports national policies and plans and may be supported by nonmilitary agencies. The various participants from across the operational continuum can be illustrated in the following example.

As part of Operation Barbarossa, Hitler told the Soviets that a large-scale German buildup along the Soviet border was an exercise linked to the invasion of Britain. Operation Sea Lion (a seaborne invasion of Britain) was a deliberate German exploitation of the war with Britain as a deception for the beginning of Barbarossa. Also, the German operations in the Balkans, although involving the occupation of Yugoslavia and Greece, were directed against the British while supporting the military buildup for the upcoming invasion of Soviet Union. This deception also built upon Stalin's expectation that Germany, based on precedent, would never attack without an ultimatum. The Soviet Union was still hoping to stay out of the war while Britain and France fought. Thus, Germany deceived its wartime opponent (Britain) while, at the same time, deceiving its future opponent (Soviet Union), who was trying hard to avoid the conflict.

Operational deception is within the purview of theater Army component, Army group, field Army, and in some cases, corps commanders. The objective of deception operations at the operational level of war is to influence the decisions of opponent commanders before battle occurs. This type of deception is done so that the tactical outcome of battles and engagements is favorable and, subsequently, operationally exploitable. The goal is to maintain operational fluidity. For this reason, operational deception has a much larger potential payoff than deception at the tactical level.

During peacetime, a unit's true and deceptive efforts concerning how the force is organized, equipped, trained, and maintained directly contribute to the—

- Strategic aim of deterring war.
- Operational requirement to win campaigns and major operations if deterrence fails.

During peacetime and wartime transition periods, the unit's true and deceptive efforts concerning how the force is allocated and sustained directly contribute to—

- Delaying final opponent war-waging decisions so that political intervention or war-avoidance processes can be engaged.
- The operational requirement to induce the opponent to reexamine its already-made force allocation and sustainment decisions if political intervention fails.

The core of operational deception is the identification of the opponent's center of gravity and the design of campaigns that expose the opponent to attack and destruction. Opponent operational centers of gravity-political, economic, military, sociological, ideological, or psychological (or combinations thereof) have been characterized as—

- The mass of the opponent force.
- The boundaries between two major opponent combat formations.
- Vital command and control centers.
- Vital logistic bases.
- Cohesion among opponent alliances.
- Mental or psychological balance of a key commander.

A center of gravity is a fundamental source of opponent power and strength. In most cases, it will have to be attacked in phases over time.

A campaign plan's ultimate objective should be the destruction of the opponent's center of gravity. Deceptions supporting the campaign plan should be consciously designed to expose the opponent's center of gravity to increasingly higher levels of risk.

Deceptions that are developed around branches and sequels to campaigns and major operations plans weaken the strength with which the opponent can preserve its center of gravity.

Lines of operation define the direction of a force in relation to the opponent. Multiple lines of operation in a campaign are not uncommon, although often there is usually only one per campaign or major operation. This line, or lines, connect the friendly operational base or bases geographically with the operational objective. By manipulating these lines, it is possible to mislead the opponent into adopting inappropriate COAs.

All offensive operations reach a point—the culminating point-when the strength of the attacker no longer decisively exceeds that of the defender. Continuing to operate beyond that point risks overextension, counterattack, and defeat. The aim of attack is to achieve decisive objectives before reaching the culminating point. While on the attack, deception operations make it easier to move supplies forward and to preserve—

- Available stocks.
- Numerical advantage of the attacking force.

- Reserve forces.
- Local air superiority.

Offensive deception operations can take the form of displays, feints, or demonstrations (which reduce opponent maneuver or fire-induced force attrition), or a combination of displays, feints, and demonstrations. All forms contribute to delaying premature achievement of friendly culminating points.

Operational commanders who are attacking can manipulate the indicators the opponent commander uses to perceive friendly culminating points. This manipulation can induce the opponent to—

- Miscalculate which major operation is the main effort (where the decisive battle is sought).
- Miscalculate which branch of the major operation is then assuming main effort emphasis.
- Miscalculate postbattle disposition, objectives, and missions.
- Shift to the offensive prematurely.
- Commit reserves prematurely.
- Hold forces in reserve too long.
- Adopt hasty defensive postures.
- Be logistically underprepared for the impending battle.
- Inappropriately over-weight a sector logistically, or with fire support, where a decision is not sought.
- Inappropriately exhaust or withhold close air support or battlefield interdiction sorties.

Defense hastens culmination of the opponent attack and then exploits it offensively. While on the defensive, deception operations are employed to—

- Induce the allocation of numerically inferior forces to the offensive (feign or demonstrate weakness).
- Dilute the opponent's ability to concentrate its main effort with fries and maneuver (notionally threaten its flanks and rear areas).
- Canalize opponent movement into special or conventional (air and ground) weapon kill zones through notional means.

Tactical deception is deliberate action to achieve surprise on the battlefield. Tactical deception actions may support a strategic or operational effort. Although the line between tactical, operational, and strategic deception is not always clear, tactical deception here refers to the short term actions of corps or lower units within the battle area. Militarily, preconceived ideas seem to flourish at the operational level. Perhaps the reason is because planners and decision makers at this level do not have access to the same amount of information as planners and decision makers at the strategic level.

Common Elements in Successful Deception

Experienced deceivers on either side of the conflict during World War II arrived at similar conclusions on how to succeed at deception. The common elements were—

- Secrecy, organization, and coordination.
- Plausibility and confirmation.
- Adaptability.
- Predispositions of the target.
- Factors in the strategic situation.

Deception is controlled by the highest-level headquarters conducting the tactical operation. Each subordinate command, however, may play apart or be responsible for its own deception within the overall projection of the deception story. When a commander elects to use deception, he directs subordinate units to carry out one or more deception tasks. A deception staff should have access to, and direction from, the supreme commander of the operation it supports. Only by avoiding being absorbed within large operational staffs can deception planners incorporate the current information and intentions they need to keep their deception real. The commander should be as closely and as constantly informed about his deception operations as he is about his real ones.

A deception operation requires the most careful centralized control and coordination. The timing of a deception plan is crucial. All deception has a relatively short life span before it is exposed. The target must be given enough time to react to the false information but not enough time to analyze it so that the true purpose of the deception operation becomes apparent.

The commander must know the target audience and the intelligence system (provided by friendly intelligence agencies). He must also know the status and efficiency (technological state) of the nation's military machine. For example, in August 1990, after international uproar over the Iraqi invasion of Kuwait, Saddam Hussein assured the world that Iraqi forces were withdrawing from Kuwait. Iraq produced a videotape showing convoys of troops supposedly moving out of the country. However, the sophisticated U.S. and allied electronic surveillance correctly indicated that no such troop movements had taken place. The technological capabilities of the opponent and opponent alliance exceeded the attempt of the deceiver.

The commander must determine the deception objective. For example, he must determine what he, the deceiver, wants the target to do or not do.

The deception operation must have a believable deception story. The target audience is provided evidence of false intentions or capabilities, thereby concealing the TRUE tactical intent. (Deception measures are recommended by briefing intelligence agencies, approved by command authority, and achieved by all concerned.) The deception must be reasonable. False indicators must be

presented to the target audience through as many intelligence and surveillance sources as possible. However, confirmation from multiple sources must not produce too complete a picture as to arouse suspicion. Deception must never seem incompatible or illogical with events that opponents have reason to expect.

The true dispositions and intentions must be denied to the target audience(s). Everyone participating in deception must be proficient in information denial to maintain OPSEC. There must be no simple way of checking what the facts in the case really are. Even though deception involves the release of information to the target audience, it must be released in such a way that a supposed lapse of security precautions does not arouse suspicion.

The use of deception should not discredit a source who may have valuable future potential. In World War II, the "black" Allied station, Operation Annie, was once used to direct a Nazi column into Allied hands. The deception was excellent, but it completely destroyed the future of the station. It is usually unwise to use a newspaper, radio, or television with a large established audience as media for deception operations.

Deception Target Audience

The target audience of the deception effort is the opponent or participant with the authority to make the decision that will achieve the deception objective. To be successful, deception must achieve a desired impact on the thinking of—

- The deception target audience.
- Either a national or military decision maker.
- The intelligence analyst working for the decision maker.

Deception Tasks

Four types of deception tasks may be used in deception feints, demonstrations, ruses, and displays. A combination of some or all of these tasks maybe used.

Feints are limited objective offensive actions that require contact with opposing military forces to give the realistic appearance of a main attack. To be termed a "supporting" attack, feints should have some valid offensive objective.

Demonstrations are "shows of force" on the battlefield where a decision is not sought. It is similar to a feint with one exception no contact with the opponent is intended.

Ruses are tricks of war. They are generally single actions-planned or impromptu-that may be part of a tactical deception supporting political or strategic efforts. The ruse is characterized by the deliberate placing of false information into the hands of the target audience.

Ruses range from simple tactical tricks employed by soldiers to strategic actions employed by nations. Tactical tricks by soldiers are applicable under any condition of warfare where combat forces are in contact.

A ruse may lull an opponent into a false sense of security. The mind has a tendency to be lulled by regularity and routine. It tends to pay less attention to events that occur again and again and is not good at spotting marginal or gradual changes. Historical examples include Joshua at Jericho and the successful crossing of the Suez Canal by the Egyptians in the Yom Kippur war of 1973. During the year preceding the attack, the Egyptians conducted 40 major water-crossing exercises to set the stage for the actual offensive. During World War II, Japanese in the Pacific Islands used propped up dead or wounded British and American soldiers to lure comrades into rescue attempts, thus inflicting greater casualties on the Allies.

Displays may be conducted to project the deception story. Displays may include one or more of the following:

- Simulations are projections of objects or systems that do not actually exist.
- Disguises are altered objects made to look like something else.
- Portrayals are presentations of units or activities to represent nonexistent units or activities. Although considered acts in themselves, portrayals usually include disguises and simulations.

Deception Measures in Support of Deception Tasks

Deception measures may be used to provide false "indicators" to an opponent in support of deception tasks. Information passes back and forth between opposing forces on a battlefield by what is seen, heard, smelled, and picked up by communications-electronics (CE). Types of deception measures are, therefore, classed as visual, sonic, olfactory, and electronic.

Visual Deception

Much of an opponent's intelligence is based on what is observed. Hence, effective visual deception is critical to the projection of the deception story.

Two items commonly used in visual deception are dummies and decoys. A dummy is an imitation of something on the battlefield. A decoy is used to draw the attention of hostile military forces away from a more important area.

Camouflage is an important element in deception actions. If visual evidence of a deception story is going to be projected, the opponent must not observe evidence of the true operation. Visual deception must present realism and completeness. It requires realistic progression to give the opponent what he expects to see—for example, vehicle "tracks" where vehicles supposedly have traveled.

Sonic Deception

Sonic deception is the projection of sound to produce battlefield noise. It is directed against the target's sound ranging sets and the human ear. Sonic measures convey to the target audience the identifiable sounds of a specific activity in accordance with the deception story.

Because the target audience will seek to confirm what has been seen by other means, sonic measures must often accompany visual deception. For example, air

photographs maybe confirmed by reconnaissance patrol and vice versa. If a unit is being displayed to opponent surveillance, vehicle sounds and equipment noises should match those the opponent knows are used by the unit being projected. In addition, the sounds should originate from logical places the target audience can accept as occupied by the unit.

Whether the source of noise is real or simulated, the purpose is the same-to project the sonic characteristics of specific activity or material to the target. Several principles are always applicable to the use of sonic deception:

- Confuse and mislead.
- Blend the real with the false.
- Use logic.
- Reduce opponent observation.
- Consider the environment.
- Maintain OPSEC.

Although an individual with normal hearing can recognize several separate sounds (vehicle engines, weapons firing, voices) that arrive simultaneously, his estimate of the distance from the source is unreliable. He deduces that a sound rising in frequency is coming toward him, one lowering is receding. Specially prepared recordings can mislead or confuse him, although the sound is emanating from a fixed location.

A false sound by itself will seldom be successful on the battlefield. It is necessary to blend true sounds with those reproduced artificially. For example, the sound of firing projected electronically should be accompanied by some real fires; otherwise, the lack of trajectory overhead may reveal the deception.

Sounds must be compatible with their purported origins. For example, the opponent will doubt the sound of tanks in a dense swamp. Sounds should also coincide with visual measures being presented. In projecting the sounds of indirect fire support, for example, the sound must seem to come from a defilade position.

Obviously, the less effective the target's visual observation, the more effective the projection of sonic deception measures. Therefore, sonic effectiveness is increased at night or when the point of origin is obscured by artificial means such as smoke.

The range of sound signals depends on such factors as climatic conditions, vegetation, topography, temperate, and humidity. Although distances cannot be predicted, a cool, humid, still atmosphere and water surfaces carry sound best. Since each area must be evaluated when devices are employed, sonic measures should be tested in surroundings similar to the deception area.

Deception must also provide for the prevention of sounds that will give away the true operation. At night, strict enforcement of basic light and noise discipline is necessary. "Padding" can also be used when the primary interest is concealment. The operations area can be saturated with indicators to obscure sounds of preparation or movement associated with the true tactical intent.

Olfactory Deception

Simulated battlefield odors maybe used to deceive. Pending the development and standardization of olfactory agents, munitions, and devices, commanders in the field must apply ingenuity and resourcefulness to improvise means for simulating battlefield odors.

Factors that must be considered when planning the use of olfactory deceptions include—

- Consistency.
- Distance.
- Environment.
- OPSEC.

Olfactory measures must be consistent with other deception measures or activities portrayed. Olfactory measures depend on the proximity of the target. Olfactory effectiveness depends on climatic conditions (wind, humidity, light, dark). The activity odors should be masked or eliminated.

Electronic Deception

Electronic deception is the deliberate radiation, reradiation, alteration, absorption, or reflection of electromagnetic radiations. The intent is to mislead an opponent in interpreting data received by his electronic equipment and to present false indications to electronic systems.

Careful integration of electronic deception with visual, sonic, and olfactory actions is critical to the successful projection of a deception story. What the opponent intercepts and locates electronically must agree with what he has seen, what he has **heard,** and what he has **smelled.**

Electronic deception falls into two broad categories: manipulative electronic deception and initiative electronic deception.

Manipulative electronic deception occurs when a friendly force passes false data between its own stations or emits it from noncommunications devices to take advantage of the target SIGINT capability. It can be described as the use of friendly electromagnetic radiations to falsify information the target audience can obtain from electromagnetic radiation analysis.

Imitative electronic deception occurs when a friendly force enters the opponent's system posing as one of his stations or devices. It can be described as intrusion into the opponent's channels and introduction of matter in imitation of his own electromagnetic radiation to deceive or confuse him.

During electronic deception, all PSYOP personnel must review electronic activities (those in support of ongoing activities as well as those that will support the deception operation). All activities must be integrated and mutually noninterfering. CE officers exercise principal responsibility for integration and coordination of electronic deception.

Notional Activities in Deception

The adjective "notional" is combined with other military terms-for example, notional plans, notional weapons, and notional order of battle (OB)—to indicate false objects or plans the friendly force wishes the opponent to accept as real.

Notional describes a false activity conducted to project the deception story to the opponent analyst. Thus, tasking a company to perform as a "notional battalion" directs it to organize, or geographically deploy, and using deception measures, display the characteristic signature of a battalion to opponent surveillance. The purpose is to place a friendly battalion in the opponent's estimate of the friendly forces' OB at the time and place called for in the deception story. The notional unit or activity is an economy of force measure to support the deception, causing the opponent to obtain a false appreciation of friendly strength, composition, and intentions.

To avoid confusion, a notional OB is constructed when a deception is planned. It explains how the opponent should conceive the friendly forces' task organization if he is to accept the deception story and react IAW the deception objective. A notional OB provides guidance on which units, according to the story, arc attached for the main effort. Some units must project attachments to the opponent, while others must conceal attachments of units. To be credible, notional units must—

- Occupy the right amount of terrain.
- Conduct the appropriate activities.
- Have the right indicators: visual, sonic, olfactory, and electronic.
- Follow accepted operational patterns.

PSYOP Considerations in Support of Deception Activities

PSYOP are effective only as long as they are credible. They may actively or passively support deception stories by—

- Providing information (actively) for opponent analysis.
- Withholding information (passively) from opponent analysis.

PSYOP support of deception stories must be limited to providing credible information in support of the deception story-via audio, visual, or audiovisual means-to selected target audiences.

PSYOP personnel must not be the principal planners of deception operations. The planning and conducting deception operations are the responsibility of the J3/G3/S3.

U.S. Army PSYOP personnel will be concerned primarily with tactical deception stories, although they may be used to extend the projection of a strategic deception story.

PSYOP can support all tactical deception stories by developing and disseminating credible information in support of deception tasks or by identifying and withholding actual information inconsistent with deception tasks. Figure A-1, page A-11, gives examples of PSYOP deception tasks.

PSYOP units can support tactical deception measures through use of their video, audio, and audiovisual assets. See Figure A-2, page A-12, for examples of PSYOP deception measures.

Countering Deception

According to a study of surprise military attacks, the incidence of surprise might be reduced if estimates of impending attack accorded greater weight to tactical indicators as opposed to strategic assumptions. The following five cases represent the failure of appropriate personnel to foresee a surprise attack: Pearl Harbor, the German attack on the Soviet Union in 1941, the Chinese intervention in the Korean conflict, the Chinese attack on India in 1962, and the Arab attack on Israel in 1973. In each case, tactical indicators of impending attack were present but were discounted because they conflicted with analyst's and decision maker's preconceptions. Strategic assumptions were not revised in the presence of the increasing flow of contrary tactical information. Whenever strategic assumptions of intent to attack and tactical indicators of impending attack converge, an immediate threat is perceived, and appropriate measrues are taken. When there is a divergence between strategic assumptions and tactical indicators, the strategic assumptions prevail. Such assumptions reinforce the fact that people err by rejecting information that does not conform to their preconceptions.

A study of 93 cases of Western strategic military battles from 1914 to 1973 indicates that there was a high probability that the deception target audience received one or more warnings of impending attack (78 percent), yet the surprise achieved remained high (93 percent). Because deception was present in most cases cited, the study suggests that warnings do little to help expose deception operations. To counter deception, analysts must constantly question their side's expectations, for these are their greatest vulnerabilities.

TASK	PSYOP SUPPORT
Feint	Reinforcement of unit operational patterns before attack. Step-up of radio traffic or enforcement of silence; distribution of ammunition, supplies, and fuel prior to enemy contact.
Demonstration	Use of increased radio traffic and highly visible troop and vehicle movements, but no actual contact.
Ruse	Publication of credible overlays for capture by enemy. Provision of credible, corroborating information in theater publications (3ID Engineers Build A Ball Field for Camp _____).
Display	Dissemination of articles, pictures, sounds, rumors. Use of simulations confirming unit vehicles, equipment, and weapon systems.
	Use of disguises altering the appearance or confirming apparent objects.
	Portrayals of existent or notional units and activities.

Figure A-1. PSYOP deception tasks.

MEASURE	PSYOP SUPPORT
Visual	Use of visual information (convoy dust, fuel spills, decoys, and dummies) confirming other deception measures.
Sonic	Use of loudspeaker— As the deception measure. To confirm other deception measures. Simulation of— Test-firing of crew-served and individual weapons. Movement of notional units (convoy sounds of tracked or wheeled vehicles, troop voices, and associated activities).
Olfactory	Use of the odor of POL products, expended munitions, and vehicle exhaust to confirm portrayed activities.
Electronic	Development of content for broadcasts (radio, television), cassettes, and records to confirm other deception measures. Dissemination of tapes showing purported locations and movements of actual or notional units.
Manipulative	Dissemination of credible information via electronic means designed to be overheard and result in a false conclusion (radio traffic to support the existence of notional units or troop movements).
Imitative	Dissemination of credible information via electronic means, while posing as an opponent unit, to create a false conclusion.

Figure A-2. PSYOP deception measures.

Countering deception is difficult, and certain factors must be considered. Some cultures, through rhetoric and actions, are more predisposed to deception than others-for example, Arabic and Chinese. Experience with successful deception generally promotes the use of deception among competitors. The type of political system in which competitors operate is important. The availability of doctrine and apparatus for performing deception is important.

PSYOP Equipment Support in Deception Operations

For loudspeaker operations, experience shows that projection of sound from fixed-wing or helicopter aircraft is feasible up to 3,200 meters slant range with conditions of good audibility. A successful method is to circle the target with the loudspeakers pointing a beam 20 degrees below horizontal. Also, warm ground generally bends sound up away from the surface, causing it to miss the target area. See Figure A-3, page A-13, for equipment PSYOP units can provide in support of tactical deception operations.

LIN/NSN	NOMENCLATURE	CHARACTERISTICS
M57460	AN/MSQ-85B, Mobile Audiovisual Unit	Creates and provides audiovisual and video programs (photographic and VCR equipment). Receives, processes, and disseminates audiovisual program information. Also receives TV, AM, FM, and short-wave programs for editing, storage, and local presentation by loudspeakers.
	AEM/HPS-250, Loudspeaker System	Man-portable. May also be mounted on light vehicles. Can accompany parachute personnel during airborne drops. Has a maximum range of 700 meters.
	AEM/HPS-450, Loudspeaker System	Can be mounted on watercraft, aircraft, and land vehicles. Although larger than the AEM/HPS-250 system, is man-portable and has maximum range of 1,100 meters).
	AEM/HPS-900, Loudspeaker System	Can be mounted on all types of land vehicles, aircraft, and watercraft. Has a maximum range of 1,500 to 1,700 meters.

Figure A-3. PSYOP equipment in support of deception operations.

APPENDIX B

Format for PSYOP Estimate

The purpose of a PSYOP estimate is to provide information on the PSYOP aspects of military operations to aid the commander in accomplishing his mission. The estimate is usually prepared by the PSYOP staff in the G3 section in close coordination with the supporting PSYOP commander and other coordinating staff sections. In any case, the supported G3 is responsible for its preparation. Once completed, the PSYOP estimate becomes an annex to the operations officer's estimate of the situation.

The estimate should be as thorough and detailed as time will permit. When time allows, a detailed written estimate maybe made. When time is pressing, the format alone serves as a mental checklist to ensure all elements of the PSYOP situation are considered. The detail varies with the level and type of command. The format, with explanations, for a PSYOP estimate is shown in Figure B-1, pages B-1 through B-6.

(CLASSIFICATION)

Headquarters*
Place
Date, time, and zone

PSYOP ESTIMATE OF THE SITUATION NO._____**

(U) **REFERENCES:** a. List maps and charts.

b. Include other relevant documents (BPSs, SPSs, SPAs, and intelligence estimates).

*When the PSYOP estimate is distributed outside the issuing headquarters, the first line of the heading is the official designation of the issuing command, and the final page of the estimate is modified to include authentication by the originating section, division, or other official, according to local policy.

(CLASSIFICATION)

Figure B-1. Sample format for a PSYOP estimate.

(CLASSIFICATION)

**Normally, PSYOP estimates are numbered sequentially within a calendar year. The PSYOP estimate is usually distributed as an appendix to the J3 operations annex to the estimate.

1. ( ) **MISSION.**

a. ( ) State the mission of the command as a whole as taken from the commander's mission analysis, planning guidance, or other statement.

b. ( ) Describe the PSYOP mission to support the maneuver commander's mission.

2. ( ) **SITUATION AND CONSIDERATIONS.**

a. ( ) Characteristics of the AO. In this paragraph, summarize data about the area taken from the intelligence estimate, area study, or BPS, with specific emphasis on significant factors influencing PSYOP (terrain, weather, population, and culture).

b. ( ) Opponent Forces.

(1) ( ) Inside the AO.

(a) ( ) Strength and Dispositions. Refer to the current intelligence estimate.

(b) ( ) Capabilities. Discuss opponent capabilities taken from the current intelligence estimate with specific emphasis on their impact on PSYOP.

(2) ( ) Outside the AO.

(a) ( ) Strength and Dispositions. Refer to the current intelligence estimate, as well as any timely SPSs or other current documents.

(b) ( ) Capabilities. Discuss capabilities taken from current reports and documents obtained from intelligence sources or other government agencies with specific emphasis on their impact on PSYOP.

c. ( ) Nonbelligerent Third Parties (UN, foreign workers, Red Cross, World Health Organization, and the media).

(CLASSIFICATION)

Figure B-1. Sample format for a PSYOP estimate (continued).

(CLASSIFICATION)

(1) ( ) Strength and Dispositions.

(2) ( ) Capabilities.

d. ( ) Competitors. List allies, neutral countries, multinational corporations.

(1) ( ) Strength and Dispositions.

(2) ( ) Capabilities.

e. ( ) Friendly Forces.

(1) ( ) Present Disposition of Major Elements. State the estimate of the strengths of the major elements, including allies and other services. Because of the nature of the information presented here, this subparagraph may have to be marked Not Releasable to Foreign Nationals (NOFORN).

(2) ( ) Own COAs. State the COAs under consideration (obtained from the operations estimate) and the potential psychological impact of these COAs on friendly, neutral, and hostile audiences.

(3) ( ) Probable Tactical Developments. List major developments necessary in the initial and subsequent phases of the proposed operations.

f. ( ) Personnel Situation. State known personnel problems, if any, that may affect the PSYOP situation. Consult the personnel estimate for details. (Examples of personnel problems include shortages of linguists and skilled operators for indigenous equipment.)

g. ( ) Logistic Situation. State known logistic problems, if any, that may affect the PSYOP situation. See logistic estimate for details. (Examples of logistic problems include the lack of transportation and adequate facilities.)

h. ( ) CA Situation. State projected developments within the CA field likely to influence or affect the PSYOP situation. Consult the CA estimate for details. (Examples of CA situations include large numbers of DCs, infrastructure problems, EPWs, and refugees.)

(CLASSIFICATION)

Figure B-1. Sample format for a PSYOP estimate (continued).

(CLASSIFICATION)

i. ( ) CE Situation. State the CE situation, emphasizing known CE problems that may affect the PSYOP situation. Consult the CE estimate for details.

j. ( ) Assumptions. State assumptions about the PSYOP situation made for this estimate. Since basic assumptions for the operation have already been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain PSYOP assumptions that may have been made in preparing this estimate should be stated here. (For instance, will the population be friendly or hostile? Will the conduct of PSYOP be permitted?)

k. ( ) Special Features. List anything not covered elsewhere in the estimate that may influence the PSYOP situation, such as themes and actions to be stressed or avoided. (For example, in certain Middle Eastern countries, female soldiers will have to cover themselves from head to toe when venturing outside U.S. military facilities.)

l. ( ) PSYOP Situation. State known or anticipated PSYOP problems that may influence the selection of a specific COA and the PSYOP status. (For instance, what is the prevailing mood or atmosphere?)

(1) ( ) Disposition of PSYOP Units.

(2) ( ) PSYOP Situation. Include considerations such as occupied and liberated areas and any missions, directives, objectives, or guidance from higher authority.

(a) ( ) Inside the AO.

(b) ( ) Outside the AO.

(3) ( ) Requirements for Indigenous Personnel Support.

(4) ( ) Peculiarities of Operations to Be Supported That May Have an Impact on PSYOP. Include, for example, planned use of nuclear or chemical weapons, the possibility of pursuit or exploitation across international boundaries, the planned use of deception measures, and previous operations and their effect on the opponent's morale.

(5) ( ) Other factors or considerations that may detract from or help accomplish PSYOP objectives (for instance, the former Soviet Union's support of a UN resolution during Operation Desert Shield).

(CLASSIFICATION)

Figure B-1. Sample format for a PSYOP estimate (continued).

(CLASSIFICATION)

3. ( ) **ANALYSIS OF OWN COAs.** This paragraph is an orderly examination of the PSYOP factors influencing the proposed COAs to determine the manner and degree of that influence and to isolate the psychological implications that should be weighed by the commander in his own estimate of the situation.

a. ( ) Analyze each COA from the PSYOP point of view to determine its advantages and disadvantages for conducting PSYOP. The detail in which the analysis is made is determined by the level of command, scope of contemplated operations, and urgency of need.

b. ( ) The PSYOP factors described in paragraph 2 above establish the elements to be analyzed for each COA under consideration. Examine these PSYOP factors realistically and include appropriate considerations that may have an impact on the PSYOP situation as it affects the COAs (for example, climate and weather, terrain, hydrography, enemy capabilities, and other significant elements, including political, economic, sociological, and psychological). (Throughout the analysis, the PSYOP staff officer must keep PSYOP considerations foremost in his mind. The analysis is not intended to produce a decision, but to ensure that all applicable PSYOP factors have been considered and are the basis of paragraphs 4 and 5.)

4. ( ) **COMPARISON OF OWN COAs.**

a. ( ) Compare the proposed COAs to determine the one that offers the best chance of success from the PSYOP point of view. List the advantages and disadvantages of each COA affecting PSYOP.

b. ( ) Develop and compare methods of overcoming disadvantages, if any, in each COA.

c. ( ) State a general conclusion on the COA that offers the best chance of success for PSYOP.

5. ( ) **CONCLUSIONS.**

a. ( ) State the COAs under consideration that can be supported from a PSYOP standpoint, ordering them from best to worst.

b. ( ) State significant disadvantages that may make a COA less desirable or completely unsupportable from the PSYOP perspective.

(CLASSIFICATION)

Figure B-1. Sample format for a PSYOP estimate (continued).

(CLASSIFICATION)

c. ( ) Review significant anticipated PSYOP problems, possible solutions, and limitations on COAs imposed by these problems.

(signed)_____
G3/PSYOP Staff Officer

ANNEXES: (List by letter and title.) Use annexes when the information is in graphs or is of such detail and volume that inclusion in the body makes the estimate too cumbersome. Letter annexes sequentially as they occur throughout the estimate. When the PSYOP estimate is distributed as an annex to the J3/G3 operations estimate, the annexes become appendixes.

DISTRIBUTION: (According to procedures and policies of the issuing headquarters.)

(CLASSIFICATION)

Figure B-1. Sample format for a PSYOP estimate (continued).

APPENDIX C

Format for PSYOP Annex

A PSYOP annex expresses the commander's decision and concept of the operation as it pertains to PSYOP. The supported J3/G3/S3 is responsible for the preparation of the PSYOP annex to the OPLAN or OPORD. It is usually prepared by the PSYOP staff element in the G3 section in close coordination with the supporting PSYOP unit commander and other coordinating staff sections.

Annexes provide information and direction to subordinate and supporting units of the command. An annex to an OPORD should not be an order from supporting unit commanders to their troops, unless it is an annex to their own orders. Annexes should not include matters covered in standing operating procedures (SOPS), but where appropriate, reference would be made to an SOP. Some of the information and direction given in the body of the OPORD may be repeated in the annex. The format for a joint operations PSYOP appendix is outlined in the Joint Operation Planning System, Volume 1.

The format for a PSYOP annex most frequently used at corps and division levels is shown in Figure C-1, pages C-1 through C-4. At EAC, the PSYOP portion of an OPLAN or OPORD will be written as the PSYOP appendix to the operations annex of the OPLAN or OPORD. Any enclosures to the PSYOP appendix will be listed as tabs (for example, Tab 1: JPOTG Organization).

```
                    (CLASSIFICATION)

          (Change from oral orders, if any)
                          Copy no.___ of___ copies
                          Issuing headquarters
                          Place of issue (may be in code)
                          Date-time group of signature
                          Message reference number
ANNEX (PSYCHOLOGICAL OPERATIONS) TO OPERATION ORDER NO. ___ .

                    (CLASSIFICATION)
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Figure C-1. Sample format for a PSYOP annex.

(CLASSIFICATION)

References: Maps, charts, BPSs, SPSs, SPAs, and other relevant documents.

Time Zone Used Throughout This Order: _____ .

PSYOP Task Organization:

1. ( ) **SITUATION**.

a. ( ) Summary. Summary of the psychological situation in the AO, ongoing PSYOP programs, targets outside the AO.

b. ( ) Opponent Forces.

(1) ( ) Military forces.

(a) ( ) Accessibility.

(b) ( ) Susceptibility.

(c) ( ) Effectiveness.

(2) ( ) Nonmilitary organizations.

(a) ( ) Accessibility.

(b) ( ) Susceptibility.

(c) ( ) Effectiveness.

(3) ( ) Capability (ability to conduct PSYOP) of targeting U.S. forces/population.

c. ( ) Competitors.

(1) ( ) Military forces.

(a) ( ) Accessibility.

(b) ( ) Susceptibility.

(c) ( ) Effectiveness.

(2) ( ) Nonmilitary organizations.

(a) ( ) Accessibility.

(b) ( ) Susceptibility.

(c) ( ) Effectiveness.

(3) ( ) Capabilities.

(CLASSIFICATION)

Figure C-1. Sample format for a PSYOP annex (continued).

(CLASSIFICATION)

d. ( ) Nonbelligerent Third Parties (for example, foreign workers).

(1) ( ) Military forces.

(a) ( ) Accessibility.

(b) ( ) Susceptibility.

(c) ( ) Effectiveness.

(2) ( ) Nonmilitary audiences.

(a) ( ) Accessibility.

(b) ( ) Susceptibility.

(c) ( ) Effectiveness.

(3) ( ) Capabilities.

e. ( ) Friends.

(1) ( ) Military forces.

(a) ( ) Accessibility.

(b) ( ) Susceptibility.

(c) ( ) Effectiveness.

(2) ( ) Nonmilitary audiences.

(a) ( ) Accessibility.

(b) ( ) Susceptibility.

(c) ( ) Effectiveness.

(3) ( ) Capabilities.

f. ( ) Attachments and Detachments (PSYOP-named assets: attached, detached, leased, or lent).

2. ( ) **MISSION**.

"PSYOP will support..."

3. ( ) **EXECUTION**. Commander's intent – "Target accessible, susceptible audiences based on a coordinated program of products and actions to facilitate my operations."

(CLASSIFICATION)

Figure C-1. Sample format for a PSYOP annex (continued).

(CLASSIFICATION)

a. ( ) Concept of the Operation:

(1) ( ) Phased operations (unit missions - tactical control, DS, GS).

(a) ( ) Predeployment.

(b) ( ) Deployment.

(c) ( ) Tactical/sustainment operations.

(d) ( ) Consolidation.

(2) ( ) Preparation for future operations.

b. ( ) Coordinating Instructions.

(1) ( ) Rules of engagement.

(2) ( ) Summary work sheet (see appendix).

(3) ( ) Liaison officers.

(4) ( ) Approval of programs.

(5) ( ) Handoff of prototypes and products to disseminating agencies, as prescribed in supported unit's SOP.

(6) ( ) Targets out of range.

4. ( ) **SERVICE SUPPORT.**

5. ( ) **COMMAND AND SIGNAL.**

Acknowledgment instructions

Last name of commander
Rank

Authentication.
Appendixes:
Distribution:

(CLASSIFICATION)

Figure C-1. Sample format for a PSYOP annex (continued).

APPENDIX D

Format for PSYOP Studies

PSYOP studies provide the analyst and the PSYOP planner a starting point to begin their campaign planning process. These studies are produced either to address long-term general background information or to address immediate short-term needs. PSYOP studies are currently categorized as the BPS, the SPS, and the SPA.

Basic PSYOP Study

A BPS is a document that succinctly describes the most PSYOP-pertinent characteristics of a country, geographical area, or region. (See Figure D-1, pages D-2 through D-11, for the format of a BPS and an explanation of its contents.) The BPS serves as an immediate reference for the planning and conduct of PSYOP programs.

Special PSYOP Study

An SPS is a similar document, but it focuses either on a single topic (perhaps the Dutch people throughout the world) or a specific aspect of a BPS (a township or precinct, for example). The SPS format is the same as the BPS format.

Special PSYOP Assessment

An SPA is a PSYOP evaluation of the operational area conducted by PSYOP units with supporting intelligence-gathering activities. It is required when conditions or situations significant to PSYOP contingency planning or operations of a politico-military nature reach the crisis or near-crisis stage. The SPA must be completed as soon as such conditions are recognized. Since the SPA may influence decisions pertaining to the situation or operation, it should concentrate on those areas directly affecting the situation.

The SPA updates existing portions of a BPS or SPS and should be used in conjunction with these documents for military contingency planning. The SPA has no set format. It can follow the format of the BPS or, if it is to be electronically transmitted, a format prescribed by the unified or joint command.

(CLASSIFICATION)

TITLE PAGE ( )

( ) The title page of a BPS must show the country, area, group, or other subject of the study. It should also show the classification, the copy number, the date-time group, and command post location. (The originating unit should keep a record of the names, grades, and duty assignments of the BPS's authors.)

EXECUTIVE SUMMARY ( )

( ) The executive summary should address the strategic significance of the area under study. (The BPS's authors should write the executive summary last, in a clear, brief, accurate, and coherent form.)

NOTE: The commander reading the summary should use its information to decide how to employ PSYOP in that area.

TABLE OF CONTENTS

( ) Executive Summary v
( ) Table of Contents v
( ) Introduction .....*

CHAPTER

1. ( ) History and Ideology 2
2. ( ) Government and Politics 2
3. ( ) Foreign Relations and Policy 2
4. ( ) Society and Culture 3
5. ( ) Economy 3
6. ( ) Military Establishment 4
7. ( ) Communication Process and Effects 4
8. ( ) PSYOP, Political Warfare, and Official Information 5
9. ( ) Potential Target Audiences 5
   ( ) Endnotes 6

*If the introduction is part of the front matter as shown in this sample, the page number is shown in Roman numerals following the last page of the Table of Contents. If it is part of the text, the page number begins with Arabic number 1.

v

(CLASSIFICATION)

Figure D-1. Sample format for PSYOP studies.

(CLASSIFICATION)

APPENDIX

A. ( ) Country Summary 6
B. ( ) Government Structure 7
C. ( ) Members of Government and Key Personalities 7
D. ( ) Communications Facilities 7
( ) Glossary 8
( ) Bibliography 8
( ) Distribution 8

Figure D-1. Sample format for PSYOP studies (continued).

(CLASSIFICATION)

INTRODUCTION ( )

( ) The introduction outlines the study's intent, cites the directive requiring the study, and explains the study's format.

( ) The study's intent is to provide a summary of aspects of subject country significant to PSYOP. The study should identify psychological vulnerabilities, characteristics, insights, and opportunities that exist in subject country. It is prepared as a basic source document for further development of estimates, plans, and annexes. Although this study can help develop contingency plans, it is not tailored to any particular plan. Rather, its neutral data and insights can be used to analyze possible political and military developments in the region.

( ) Insert here a paragraph referencing the authority directing the study and stating the research cutoff date and provisions for updating the study.

( ) Focus the BPS format on the PSYOP aspects of the many topics addressed. Do not view this document as a comprehensive and self-contained area study. Instead, use it as a complement to such other standard references as the Department of the Army Area Handbook Series. In addition, the BPS—

- ( ) Results from standard classified products of the national intelligence community and academic social science research.
- ( ) Tries to be more analytical than descriptive in nature, making it subject to varying individual perspectives.
- ( ) Works well when analysts compare it with BPSs on other countries in the region or area.
- ( ) Is not a U.S. foreign policy statement or comprehensive analysis of subject country, except in areas with direct PSYOP relevance.

( ) Insert here a statement of U.S. policy goals toward the country in question. This information comes from the proper USIA Country Plan, Department of State Policy Memorandum, or similar document, in priority order.

( ) Because certain gaps exist in getting BPS material (classification level, availability of complete and timely information, or time limits on research), listing these gaps here to aid future research and guide BPS users to further inquiries.

1

(CLASSIFICATION)

Figure D-1. Sample format for PSYOP studies (continued).

(CLASSIFICATION)

( ) Insert here issues or BPS-relevant material (such as an area map) not included, addressed, or completely answered elsewhere.

CHAPTER 1

HISTORY AND IDEOLOGY ( )

( ) In this chapter, review the evolution of the state and its people, focusing on aspects having psychological significance. Do not detail chronology of the country's development. Keep in mind, however,the country's history has an important relationship to the country's historical perspective, attitudes, and current world position.

( ) Because of its special importance to PSYOP, in this chapter, cover historical issues thoroughly. A historical analysis of current political, economic, and military policies gives PSYOP personnel a solid base for the study.

CHAPTER 2

GOVERNMENT AND POLITICS ( )

( ) In this chapter, cover the country's political system. Give a descriptive analysis of political power sources, the policymaking process, and the political complexities of the government. Include the system's responsiveness to pressure and its influence on the country's politics.

( ) When discussing the political system, pay close attention to the role of individuals, special interest groups, and political parties. Include the population's political attitudes, values, and view of the political system. Also discuss the government's function in society.

CHAPTER 3

FOREIGN RELATIONS AND POLICY ( )

( ) In this chapter, survey the country's foreign relations. Concentrate on its political alignment in world affairs and its relationship with the United States. Describe the foreign policy of the country. Also analyze and interpret why the country acts as it does in international affairs.

Figure D-1. Sample format for PSYOP studies (continued).

(CLASSIFICATION)

( ) Include in this analysis and interpretation data on leaders who form foreign policy and on the success of their policy. This foreign relations study lets the PSYOP personnel view the country's world position and the reasons for that position. Also examine the basis for internal support or opposition, as well as the political climate these policies create.

CHAPTER 4

SOCIETY AND CULTURE ( )

( ) In this chapter, analyze the subject country's social setting. Provide the PSYOP personnel with the knowledge needed to understand potential target audiences. Analyze every major aspect of the country's social dynamics that can help assess the country's PSYOP potential.

( ) Cover the country's social organization and cultural and behavioral patterns and characteristics. Place special emphasis on the society's social values and the role of the family. Address culture, social organization, education, customs, ethnic composition, and the interrelated effects of religion, language, and history.

( ) Cover the population's health status and the presence or absence of public welfare programs that may provide PSYOP key figure indicators. Also cover social problems and intergroup tensions.

CHAPTER 5

ECONOMY ( )

( ) In this chapter, present a brief analysis of the characteristics, structure, and dynamics of the national economy. Cover the subject country's economic strengths and weaknesses, current economic and labor problems, and economic potential.

( ) Describe in detail the country's economic base and the importance of agriculture, industry, and trade. This information helps determine if the present economic structure meets the people's needs. These economic considerations explain many of the sociological conditions that have psychological importance. Address society's perceptions of the wisdom of government economic policies. Also describe individual or group perceptions of how members of society stand to gain or lose from those policies.

3

(CLASSIFICATION)

Figure D-1. Sample format for PSYOP studies (continued).

(CLASSIFICATION)

CHAPTER 6

MILITARY ESTABLISHMENT ( )

( ) In most countries, the military establishment involves itself in internal politics as well as external defense. Even when the military establishment does not directly compete for political power, its actions influence social and political development.

( ) Do not focus on OB, but analyze the following topic areas:

- ( ) Emergence of the modern military establishment.
- ( ) Military roles in the political, economic, and social spheres, and the effects of those roles.
- ( ) Issues creating cohesion or conflict within the armed forces.
- ( ) Leadership.
- ( ) Conflicts within the military establishment.
- ( ) Extent, quality, and influence of foreign military aid.

CHAPTER 7

COMMUNICATION PROCESS AND EFFECTS ( )

( ) List essential information about communication patterns for the implementation of a PSYOP program. Include the following information:

- ( ) Manner and social means of communication (not technical data on communications facilities).
- ( ) Languages and language groups, nonverbal communication, and nonverbal symbols specific to the country's culture or cultures.
- ( ) Colors of significance.
- ( ) Distinctive styles in rhetoric or visual arts, including dramatic, poetic, and musical forms. All these forms are significant to PSYOP. Use them to inspire the attitudes, emotions, and desired behavior.
- ( ) Data on the society's formal and informal leadership positions where the incumbents are key communicators and opinion leaders.
- ( ) Analysis of the reading and listening habits of the society.

(CLASSIFICATION)

Figure D-1. Sample format for PSYOP studies (continued).

(CLASSIFICATION)

- ( ) Analysis of printed formats.
- ( ) Analysis of media effectiveness. Also address freedom of the press issues, if any.

CHAPTER 8

PSYOP, POLITICAL WARFARE, AND OFFICIAL INFORMATION ( )

( ) Describe the propaganda conducted by or directed at the country. Examine the information efforts of the country's government and agencies. Also analyze the kinds of current domestic and foreign propaganda and its political and philosophical direction. A careful analysis of the effectiveness of the society's propaganda techniques provides useful insights for future U.S. PSYOP efforts.

( ) Other countries may direct propaganda at the subject country to achieve certain political aims. Explain these foreign efforts, their media, their target audiences, and their political goals. Pay particular attention to U.S. efforts and facilities for possible use in a future PSYOP program.

CHAPTER 9

POTENTIAL TARGET AUDIENCES ( )

( ) This chapter is the most important chapter of the BPS. Combine in it PSYOP information and apply it to the identified target groups. Use certain classes of information to define the psychological characteristics of each significant target audience. These classes are the target audience's—

- ( ) Past and present attitude and behavior toward the key issues and conditions.
- ( ) Accessibility to PSYOP products, including the medium to which the target audience is most responsive.
- ( ) Susceptibility to persuasion. Thoroughly analyze the target audience's conditions and attitudes. The results of this analysis can aid PSYOP personnel in persuading the target audience to adopt desired behavioral changes and identify resistance to behavioral change that must be overcome. Also, estimate the chances of successful target audience persuasion. Some target audiences may not seem susceptible, but a change in conditions may change the target audience's susceptibility.

5

(CLASSIFICATION)

Figure D-1. Sample format for PSYOP studies (continued).

(CLASSIFICATION)

- ( ) Effectiveness in influencing other potential target audiences or in taking direct action to influence events. Study the individual's effectiveness as a communicator and the group's power in relation to other groups. A change in the situation may also change the group's effectiveness.

ENDNOTES ( )

( ) List publications, documents, and other sources used in producing this BPS. Number text references sequentially within the study.

APPENDIX A

COUNTRY SUMMARY ( )

( ) Give the reader a brief overview of the subject country, its geography, and its people. These background data and statistics should include the following items:

- ( ) Country. Identify the country, tell when formed, and show previous control.
- ( ) Government. State briefly the type of government, method of appointing or electing leaders, and length of terms. List current leader or leaders and political power in the country.
- ( ) Size, location, and geographical subdivision. List the size of the area in square miles or kilometers, and give the general location. Show any geographical subdivision, such as coasts, mountains, and flatlands.
- ( ) Population. State the number of people and the area density. Show the heavily populated areas.
- ( ) Languages and dialects. List the official language, languages spoken by the population, percentage of population speaking each language, and areas of the concentrations.
- ( ) Labor. Outline the total work force, the area of endeavor, and the percentages.
- ( ) Religions and sects. List the religions of the area and the percentage of the population that practices each.
- ( ) Education. List the types of systems and the primary emphasis of each.
- ( ) Literacy rates.
- ( ) Health. List the general conditions of the populace. Describe the medical care system.

(CLASSIFICATION)

Figure D-1. Sample format for PSYOP studies (continued).

(CLASSIFICATION)

- ( ) Justice. Describe the justice and court systems.
- ( ) Administration. Outline the breakdown of the governmental and judicial districts, counties, or precincts.
- ( ) Transportation. List the methods of transportation available and include the total capabilities. This information may include the number of airlines, airplanes, airfields, kilometers and kinds of highways, and kilometers of waterways and depth.
- ( ) Armed forces. List organization and strengths.
- ( ) Police. List the types and areas of responsibilities.

APPENDIX B

GOVERNMENT STRUCTURE ( )

( ) List the formal government structure, key positions, and organizations of the country. Outline the chain of government control, including political parties, if applicable. A schematic diagram may be helpful. Include only branches of government and their key positions, not names.

APPENDIX C

MEMBERS OF GOVERNMENT AND KEY PERSONALITIES ( )

( ) List biographic data about members of government and key personalities plus their potential psychological vulnerabilities and susceptibilities.

APPENDIX D

COMMUNICATIONS FACILITIES ( )

( ) Give a brief overview of the subject country's media facilities. Include the facilities' locations and levels of technical sophistication. Cover printing, publishing, and the distribution of radio and television receivers, studios, transmitters, and relay facilities. Also include film production and exhibition facilities, dramatic production, and news service facilities. Write this appendix as if the U.S. PSYOP units will use this equipment or supervise its operation. Since PSYOP personnel may get operating supplies or repair parts from in-country sources, provide the following information:

- ( ) Make.
- ( ) Model.

(CLASSIFICATION)

Figure D-1. Sample format for PSYOP studies (continued).

(CLASSIFICATION)

- ( ) Type.
- ( ) Series.
- ( ) Name of manufacturer.
- ( ) Any other technical information on the repair or operation of this equipment.

GLOSSARY ( )

( ) Prepare a glossary that lists in alphabetical order all acronyms and foreign words used in the BPS. List also all words and terms that have special meaning and need to be defined.

BIBLIOGRAPHY ( )

( ) List the source material used in writing the BPS. Include the name of the author, the title of the publication, the publisher, and the date of publication.

DISTRIBUTION ( )

( ) Dissemination of the BPS is accomplished by the originating agency for the recipients within the agency and by DIA for all other recipients. Include in the distribution list the identification of recipient agency (by code), the number of copies furnished, and the office symbol of the recipient. For DIA dissemination, request the distribution list from them and send them the total number of copies requested.

Figure D-1. Sample format for PSYOP studies (continued).

APPENDIX E

Priority Intelligence Requirements

The following is a list of priority intelligence requirements (PIR) that may be useful when planning intelligence requirements or tasking for PSYOP-relevant information. See Figure E-1. The list is not intended to be an outline, as some topics may or may not be issues in a particular country and other topics maybe pertinent yet not appear on the list.

PART 1 - SOCIAL ORGANIZATION.

1. Composition of the society by—
   a. Ethnic groups.
   b. Age.
   c. Sex.
   d. Occupation.
   e. Role.
   f. Status.
   g. Language.
2. Distribution of the people by—
   a. Occupation.
   b. Territorial location:
      (1) Urban.
      (2) Towns.

Figure E-1. Priority intelligence requirements.

(3) Villages.

(4) Tribes.

3. The family in society.

4. Social stratification—

a. Levels.

b. Ranks.

c. Classes.

d. Prerogatives, duties, privileges of each social level.

5. Tensions between social groups.

6. Each class.

7. Suitable psychological operations:

a. Messages.

b. Themes.

c. Symbols.

d. Techniques.

e. Media.

8. Best delivery techniques of PSYOP messages for each group.

9. Accessibility of each group to PSYOP media output.

PART 2 - DAILY ROUTINE.

1. Specify in detail all activities performed by a person on normal workdays and special days. Give approximate timetable including—

a. Hours for rising and retiring.

b. Beginning and ending work hours.

c. Preparing for and taking meals.

d. Time spent in recreation.

Figure E-1. Priority intelligence requirements (continued).

e. Meetings.

f. Shopping.

g. Cooking.

h. Washing.

i. Cleaning.

j. Conversation.

2. Different routines for people in various occupations (men, women, and children may have different patterns)—

a. Farmers.

b. Factory workers.

c. Markets.

d. Merchants.

e. Beggars.

f. Miners.

g. Other laborers.

h. School children.

i. Military personnel.

j. Government workers.

k. Administrative personnel at various levels.

PART 3 - HABITUAL CUSTOMS.

1. Habits in the individuals household with regard to—

a. Food.

b. Sleep.

c. Bodily functions.

Figure E-1. Priority intelligence requirements (continued).

d. Cleanliness.

e. All forms of normal or customary behavior.

2. Gestures.

3. Postures.

4. Body positions.

PART 4 - ETIQUETTE.

1. Standards of behavior and actual or normal behavior in relations between individuals including—

a. Other members of the household, village or tribe.

b. Fellow workers.

c. Officials in higher positions and the like including—

(1) Salutations.

(2) Forms of address.

(3) Special address.

(4) Rules of hospitality.

(5) Politeness toward others IAW—

(a) Rank.

(b) Age.

(c) Sex.

(d) Relationship.

d. Persons of other nationalities and ethnic backgrounds.

2. Special forms of behavior and treatment of higher-ranking officials, old people, children, women, fellow workers.

PART 5 - TRAINING AND EDUCATION.

1. Treatment and social training of children.

Figure E-1. Priority intelligence requirements (continued).

2. Children's activities—
   a. In the home.
   b. Nurseries.
   c. Kindergarten.
   d. Subjects.
   e. Textbooks.
   f. Other pertinent matters.
3. Acquisition of traditional cultural patterns.
4. Training in bodily habits, posture, language.
5. Manifestations of—
   a. Fear.
   b. Anxiety.
   c. Affection in children.
   d. How handled by adults.
6. Education availability:
   a. Grammar school—
      (1) Teacher training and education requirements.
      (2) Subjects.
      (3) Textbooks.
   b. Technical school—
      (1) Teacher training and education requirements.
      (2) Subjects.
      (3) Textbooks.

Figure E-1. Priority intelligence requirements (continued).

c. College—

(1) Teacher training and education requirements.

(2) Subjects.

(3) Textbooks.

PART 6 - LIFE CYCLE OF INDIVIDUALS.

1. Conception.
2. Contraception.
3. Pregnancy.
4. Abortion.
5. Birth.
6. Infanticide.
7. Suckling.
8. Naming.
9. Childhood.
10. Puberty.
11. Adolescence.
12. Sexual practices.
13. Courtship:
    a. Rights and responsibilities of women.
    b. Rights and responsibilities of men.
    c. The role of the family.
14. Age at marriage:
    a. Rights and responsibilities of women.
    b. Rights and responsibilities of men.

Figure E-1. Priority intelligence requirements (continued).

c. The role of the family.

15. Betrothal:

a. Rights and responsibilities of women.

b. Rights and responsibilities of men.

c. The role of the family.

16. Types of marriages and ceremonies:

a. Rights and responsibilities of women.

b. Rights and responsibilities of men.

c. The role of the family.

17. Divorce:

a. Rights and responsibilities of women.

b. Rights and responsibilities of men.

c. The role of the family.

18. Adulthood.

19. Old age.

20. Death.

21. Suicide.

22. Burial techniques and disposal of the dead:

a. Normal deaths.

b. Deaths from epidemics.

c. Soldiers and others in war.

d. Opponent soldiers.

e. Infants.

f. Other related matters.

Figure E-1. Priority intelligence requirements (continued).

23. Ceremonies held at various stages of the life cycle:

    a. Birth.

    b. Transition from puberty to adulthood.

    c. Marriage.

    d. Attainment of old age.

    e. Death.

    f. Burial.

    g. Post burial.

PART 7 - POLITICAL ORGANIZATION.

1. Systems and types of government:

    a. National.

    b. Regional.

    c. Provincial.

    d. Tribal.

    e. Township.

    f. Village.

    g. Parallel governments.

    h. Religious.

2. Political leadership and organizations:

    a. National.

    b. Regional.

    c. Provincial.

    d. Tribal.

    e. Township.

    f. Village.

Figure E-1. Priority intelligence requirements (continued).

g. Parallel governments.

h. Religious.

3. Prerogatives of leaders.

4. Special treatment of leaders.

5. Obligations of leaders.

6. Councils.

7. Quasi-political associations, units, and organizations.

8. Crime.

9. Law.

10. Justice.

PART 8 - ECONOMIC ORGANIZATION.

1. Property:

a. Types of property—

(1) Real estate.

(2) Household.

(3) Occupational equipment.

(4) Personal effects.

(5) Ritual objects.

(6) Foodstuffs.

(7) Livestock.

b. Rights of use of property.

c. Inheritance.

d. Land tenure.

e. Dowry.

Figure E-1. Priority intelligence requirements (continued).

2. Production:
   a. Industry.
   b. Trade.
   c. Agriculture.
   d. Herding.
   e. Fishing.
   f. Hunting.
   g. Trapping.
   h. Seasonal variations of production.
   i. Collecting.
   j. Participants in production.
   k. Complaints and stresses of people engaged in production.
3. Organization of work.
4. Distribution of products of the different types of production.
5. Stores and shops at all levels.
6. Availability and scarcity of food and consumer goods.
7. Stocks and prices of goods.
8. Farmers' markets.
9. Monetary system.
10. Remuneration for labor.
11. Consumption of items produced and end uses.
12. Rationing systems.
13. Attitudes of people to all of the above.
14. Markets.

Figure E-1. Priority intelligence requirements (continued).

15. Barter system.

16. Black market.

PART 9 - MILITARY ORGANIZATION.

1. Types of military organization:

   a. Police.

   b. Paramilitary.

   c. Home guard.

   d. National military.

2. Unit organization:

   a. Combat units.

   b. Service support.

   c. Other.

3. Military leadership:

   a. National staff.

   b. Political role.

   c. Regional and division leaders.

4. Composition of military force:

   a. Religious.

   b. Racial.

   c. Class.

5. Training.

PART 10 - IDEOLOGICAL AND RELIGIOUS BELIEFS AND PRACTICES.

1. Beliefs about—

   a. Men.

   b. Women.

Figure E-1. Priority intelligence requirements (continued).

c. Children.

d. The supernatural.

e. Religion in politics.

2. Ceremonies.

3. Rituals.

4. Meetings.

5. Detailed descriptions of proceedings.

6. Sacred or venerated objects.

7. Cultural heroes.

8. Myth.

9. Religious organizations and societies.

10. Secret societies.

11. Beliefs associated with warfare.

12. Religious education.

PART 11 - KNOWLEDGE.

1. Methods of recording and communication:

a. Writing systems.

b. Languages.

c. Dialects.

d. Audio tape recordings.

e. Shorthand systems.

f. Motion pictures.

g. Videotape players/recorders.

h. Photography.

Figure E-1. Priority intelligence requirements (continued).

i. Verbal traditions.

j. Nonverbal traditions.

k. Maps.

2. Methods of counting and reckoning.

3. Measures of—

a. Weights.

b. Distance.

c. Surface.

d. Capacity.

e. Time.

f. Value.

4. Seasons.

5. Weather.

6. Climate.

7. History.

8. Myth.

9. Cultural heroes.

10. Stories.

11. Songs.

12. Poetry.

13. Sayings.

14. Current events.

PART 12 - COMMUNICATIONS.

1. Television communications:

a. Number of transmitters.

Figure E-1. Priority intelligence requirements (continued).

b. Types of broadcasting facilities:

(1) Government.

(2) Public.

c. Number, type, and distribution of receivers.

d. Frequencies:

(1) Ultra high frequency (UHF).

(2) Very high frequency (VHF).

(3) Other.

2. Radio communications:

a. Number of transmitters.

b. Types of broadcasting facilities:

(1) Government.

(2) Public.

c. Number, type, and distribution of receivers.

d. Bands and frequencies that can be received:

(1) AM.

(2) FM.

(3) Shortwave (SW).

(4) Other.

3. Wire-diffusion systems.

4. Publications:

a. Books.

b. Magazines.

c. Newspapers.

d. Direct mail.

Figure E-1. Priority intelligence requirements (continued).

e. Flyers.

f. Distribution of publications.

5. Literacy:

a. Adults:

(1) Men.

(2) Women.

b. Children:

(1) Boys.

(2) Girls.

6. Availability of foreign language published materials.

7. Motion picture industry:

a. Languages.

b. Types of films.

c. Distribution.

d. Movie theaters.

8. Languages and types of recorded material.

9. Public information organization in area and content of media.

10. Censorship.

11. Attitude, reaction, and credibility of people to indigenous public information.

12. Number of people who listen to or see nonindigenous products.

13. Word-of-mouth communication and gossip systems.

14. Meetings, speech making, and other modes of information dissemination.

15. Postal system.

Figure E-1. Priority intelligence requirements (continued).

16. Telephone system.

17. Telegraph and teletype system.

18. Microwave transmissions.

19. Satellite receivers.

20. Symbols.

21. Formats.

22. Significant colors.

PART 13 - PERSONAL CARE AND DECORATION.

1. Cleanliness.

2. Perfumes.

3. Sanitation.

4. Personal Appearance:

   a. Hairdressing.

   b. Nails.

   c. Teeth.

   d. Cosmetics.

   e. Tattoos.

   f. Clothing:

      (1) Headgear.

      (2) Body dress.

      (3) Footwear.

      (4) Other clothing.

   g. Personal ornaments.

   h. Recognition marks.

Figure E-1. Priority intelligence requirements (continued).

i. Visible symbols of—

(1) Rank.

(2) Membership in organizations.

(a) Emblems.

(b) Badges.

(3) Status.

(4) Tribe.

j. Weapons.

PART 14 - HOUSING.

1. Patterns of housing in—

a. Cities.

b. Towns.

c. Villages.

d. Tribes.

2. Description of interiors and exteriors of houses.

3. List of and placement of all objects found in each room and in and around houses.

4. Functions of each room of a house or apartment and facilities near the dwelling.

5. Ownership of houses.

6. Who lives in the houses - relationship.

7. Assignment of houses.

8. Arrangement of houses or tents in villages.

9. Other structures in villages.

Figure E-1. Priority intelligence requirements (continued).

10. Urban dwellings:
    a. Houses.
    b. Apartments.
    c. Rooms.
11. Relation of dwellings to place of employment.
12. Shortage of housing.
13. Attitude of people to housing.
14. Street people.

PART 15 - FOOD.

1. Food and its preparation.
2. Preparers of the food.
3. Seasonal variations.
4. Availability of food and drink.
5. Cooking techniques.
6. Nature and times of all meals.
7. Condiments.
8. Special customs.
9. Rationing of food.
10. Forbidden food.
11. Food preferences.
12. Water and other liquids consumed:
    a. Source.
    b. Availability.
    c. Preparation.

Figure E-1. Priority intelligence requirements (continued).

13. Stimulants and other drugs and narcotics.

14. Attitudes of the people relating to all the above.

15. Alcohol use, prevalence, and associated customs.

PART 16 - TRAVEL AND TRANSPORTATION.

1. Modes of travel and transportation.

2. Vehicles.

3. Animals.

4. Routes and roads.

5. Restrictions and documentation related to travel and transportation.

6. Resettlement of populations.

7. Migration and migration routes.

8. Expected refugee routes.

PART 17 - THE ARTS.

1. Drawing.

2. Painting.

3. Sculpture.

4. Music.

5. Musical Instruments.

6. Dancing.

7. Singing.

8. Literature.

9. Poetry.

10. Drama.

Figure E-1. Priority intelligence requirements (*continued*).

11. Comedy.
12. Games.
13. Amusements.
14. Descriptions of the preceding.
15. When and where do they take place?
16. Sponsorship of such activities.

PART 18 - HEALTH AND SANITATION.

1. Medical practices.
2. Modern and traditional medical techniques.
3. Personal hygiene.
4. Training of practitioners.
5. Medical organization and systems.
6. Availability of medical services and supplies at all levels.
7. Attitude and reaction of the people to medical services.

PART 19 - SOCIAL JUSTICE.

1. Laws.
2. Treatment of prisoners.
3. Prisons and jails.

PART 20 - OTHER.

1. Terrorism.
2. Tribalism.
3. Slavery and servitude.
4. Personalities.
5. Key communicators.
6. Propaganda directed against the population.

Figure E-1. Priority intelligence requirements (continued).

APPENDIX F

Field-Expedient Printing Techniques

PSYOP units and the foreign Indigenous groups with which they work often require printed material to support training, information dissemination, and psychological warfare requirements within the AO. In certain situations, the production of printed material is of primary importance to the success of the mission. Because the occupying power usually imposes strict controls on printing material and equipment the production of printed material often requires that field-expedient printing techniques be used. The field-expedient printing techniques described in this chapter can be used to meet operational requirements.

Making and Using a Silk Screen

A field printer must either carry or make the tools needed for printing matter anytime, anywhere. Luckily, even in the most underdeveloped part of the world, materials are readily available.

Tools for the Job

A silk screen, a stencil, ink, a stylus, paper, and a squeegee are necessary for printing in the field. The printer can carry them along whenever he expects to do printing in the field; but he can find a good workable substitute for ail of these tools in any forest, swamp, or desert.

Silk Screen. A silk screen (see Figure F-1, page F-2) consists of a frame over which a piece of fabric is stretched. This frame is attached to a base to provide a flat working space. The cover is not necessary for printing but simply makes the silk screen easy to carry from one place to another.

Stencil. A stencil is a device that allows the ink to pass through the screen and onto the paper where it is needed and blocks out the ink where it is not needed.

Ink. The ink used in silk screen printing should be thick and have an oil base. Many kinds of ink can be used for printing in the field.

Stylus. A stylus is a device used to etch the stencil. A pointed piece of wood or metal can be used for this purpose.

Paper. Paper or a good substitute is an essential item for printing in the field. Many good substitutes for paper have been found, but it is best to have a good supply of

paper whenever possible. Often, paper that has been used can be reused by the printer for anew mission.

Squeegee, or Ink Roller. A squeegee, or ink roller, is stool used to spread ink evenly and to force the ink through the stencil and onto the paper.

Silk Screen Printing Base and Cover Construction

The printer constructs a silk screen printing base by following the instructions in Figures F-2 through F-5, pages F-3 through F-5. The silk screen and all of the other items mentioned can be made by using materials found in the field. A good serviceable silk screen can be made by using wooden pegs instead of nails, a rock instead of a hammer, a knife instead of a saw, and bamboo instead of pieces of wood for the frame. Nails must be very thin so they will not split the wood. It is best to use soft wood for the frame.

Many kinds of fabric can be used to make the screen. However, silk fabric gives the best results. It is strong and can be cleaned and used many times. Parachute nylon or a cotton handkerchief can serve in an emergency. Even an undershirt can be used; however, only finely woven fabrics will allow fine lines to be printed.

The Ink To Be Used

Many different kinds of ink can be used for printing with the silk screen. Ink with an oil base, such as mimeograph ink, is best. Paint with an oil base is the best substitute, or printer's ink can also be used. Ink that is used for silk screen printing should be thick; oil base paints are almost the right thickness. By experimenting with many kinds of ink, the printer will learn what to look for in a good printing ink. In an emergency, he can crush berries or any stain-producing material and make an ink substitute.

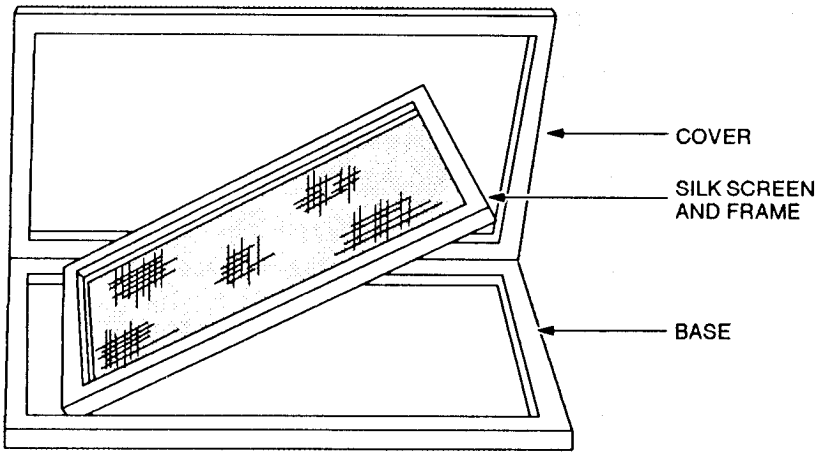


Figure F-1. Silk screen with carrying case.

How to Use the Stencil and Silk Screen

The printer places the words, picture, or symbols on the stencil. If using the standard printing stencil, he scratches the words onto the stencil with the pointed stylus. If using the cutout stencil, he removes the parts with a knife or sharp object.

He lifts the silk screen frame up from the base (as in Figure F-1, page F-2) and places the stencil on the bottom of the screen. Tacks, tape, or glue can be used to hold the stencil in place.

He places a piece of paper on the base under the stencil. This piece of paper serves to protect the base from ink while preparing to print.

The printer lowers the silk screen onto the base and places enough ink on the silk to cover the screen. He uses the squeegee to spread the ink evenly and to force the ink through the openings in the stencil. The squeegee must have a straight edge. Another tool that will do the same job is a roller. A roller made of hard rubber is best for spreading the ink on the silk screen. A stiff brush is another tool that can be used.

To print, the first step is to ensure that all tools are clean and in good working order and that there is enough paper to finish the job. The printer places the piece of paper to be printed on the base and lowers the silk screen on top of the paper. He slides the squeegee firmly over the silk, forcing the ink through the stencil. He lifts the screen, removes the paper, and allows the paper to dry. If the printing is not dark enough, he adds more ink to the screen. When the printing job is finished, he removes the stencil and cleans the screen and all other tools.

Tools for making a silk screen:

- A hammer or heavy object for driving tacks and small nails
- A knife for cutting the fabric and canvas hinge
- A saw or hatchet for cutting the wood

Tools for constructing a 22 1/4″ X 16 1/2″ frame:

- Four pieces of wood, 1 1/4 X 3/4 x 15 1/4 inches
- Four pieces of wood, 1 1/4 X 3/4 x 21 inches
- Sixteen 1-inch nails
- Two 1 1/4-inch nails

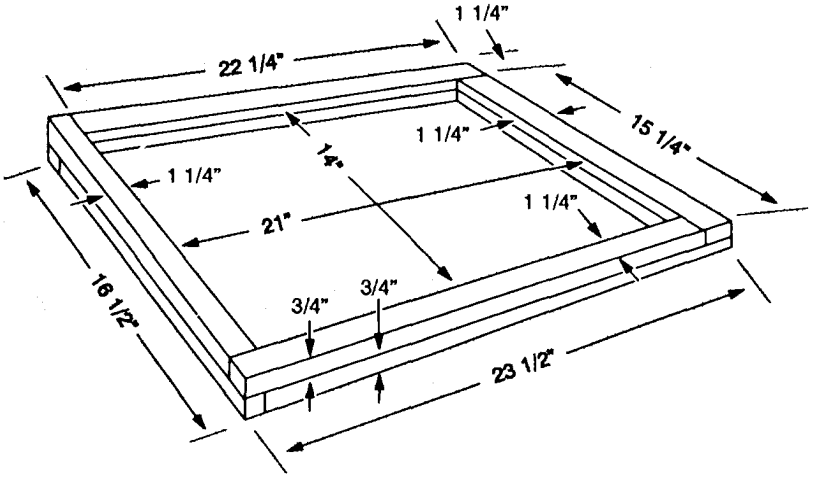
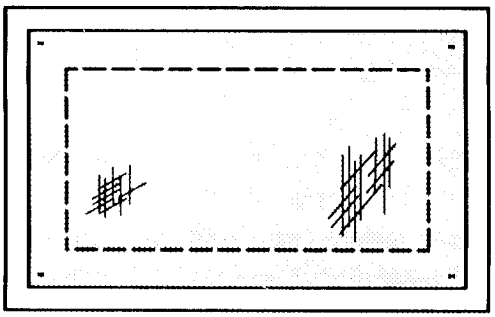


Figure F-2. Materials and measurements for constructing a silk screen.

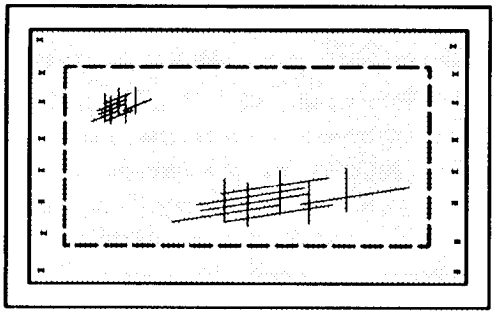
Cut a piece of fabric so that it is several inches larger than the dimensions of the frame. Soak it in water so that it will shrink tightly over the frame when it dries.

A



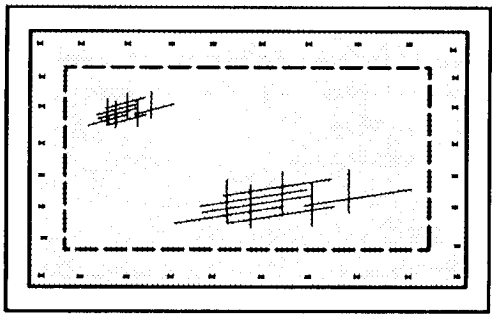
Place the fabic over the wooden frame and place one tack in each corner to hold the cloth in place. Use either small 1/4-inch tacks or staples. Approximately 90 tacks or staples are needed to attach the fabic securely.

B



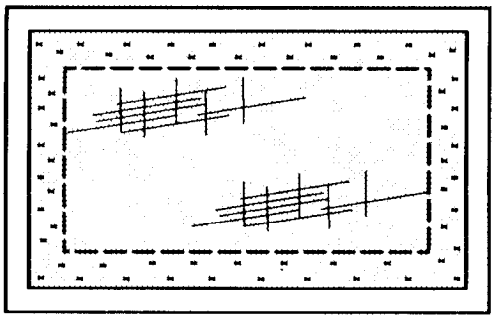
Place a row of tacks along one side of the frame, keeping tacks about 3/4 inch apart. Eight to ten evenly spaced tacks or staples will be enough.

C



Place a row of tacks along the remaining edges of the frame. The fabric must be pulled tight before driving each of these tacks.

D



Continue to drive the tacks around the inside edge of the frame to give added strength to the screen.

Figure F-3. Tacking cloth to underside of silk screen frame.

Materials needed to construct base and cover:

- Four pieces of wood, 1 X 1 X 17 inches
- Four pieces of wood, 1 X 1 X 28 inches
- Two pieces of cardboard or plywood, 19 X 28 inches
- One piece of canvas or heavy cloth, 2 X 28 inches
- Eight 1 1/4-inch nails
- One hundred forty 1 1/4-inch tacks

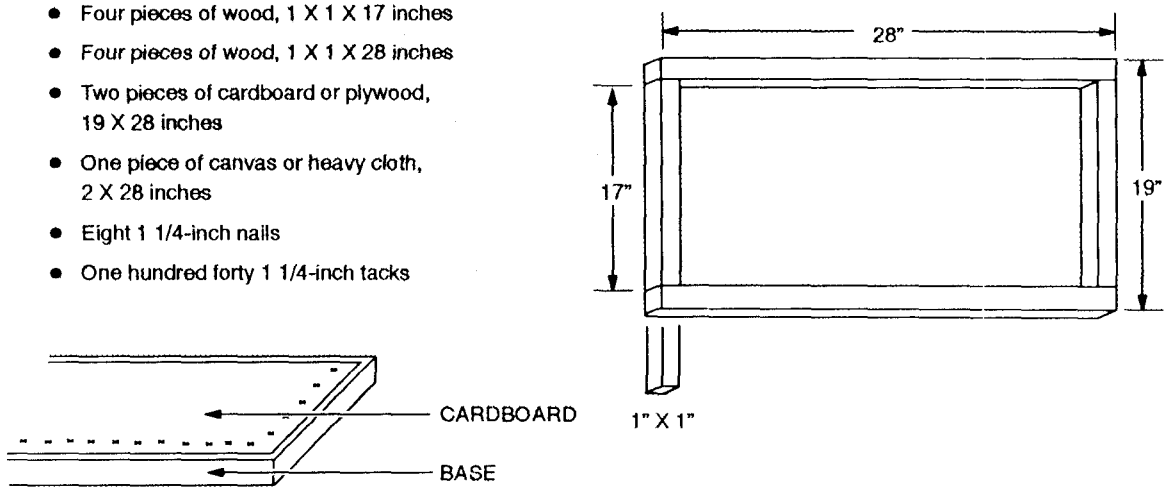
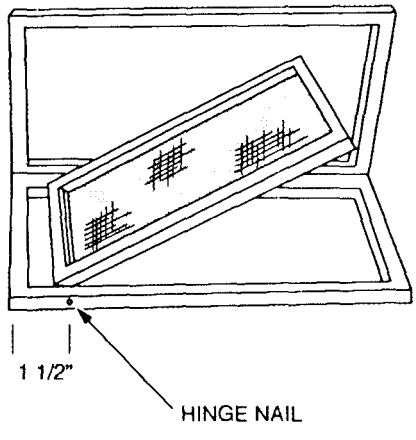
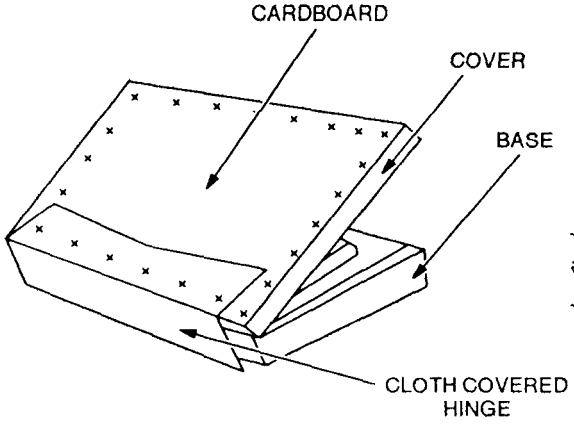


Figure F-4. Materials and measurements for constructing base and cover.

To attach the silk screen to the base, place the frame in the base with the fabric side down. The silk screen is now flat against the cardboard or plywood. The end of the silk screen frame should be 1 1/2 inches from the end of the base. This will permit the frame to be raised.

Drive the two 1 1/4-inch nails through the side of the base from the outside and into the end of the silk screen frame. These two nails form a hinge that allows the screen to be raised and lowered.





Tack the 2- by 28-inch piece of canvas along one side of the base and cover.

The silk screen now has a carrying case and is portable.

Figure F-5. Making hinges for the silk screen kit.

Making and Using a Rocker-type Mimeograph Machine

The printer covers any smooth, curved surface with a heavy (thick), porous fabric. He saturates the fabric with mimeograph ink. He covers the ink pad with the desired stencil and applies it to appropriate paper with a rocker-type movement of the apparatus.

By using many ordinary items, an inking base for rocker-type mimeograph machine can be made with crude tools or, in some cases, the item may be used as it is. Any smooth surface, such as a tin can or glass bottle can used as a base. A larger frame can be hollowed out to carry ink, styli, and an extra supply of stencil paper. Size can be increased by fastening a piece of sheet metal to the block.

An inking pad can be made by using thick, porous materials, such as a coat, a blanket, felt, or burlap. A pad can also be made of many layers of thin fabric. The printer wraps the pad around the smooth, curved surface of the base and holds it in position with tape, string, thumb tacks, or glue. He then saturates the pad with mimeograph ink.

This ink can be a composite of almost any grease and carbon scraped from a fireplace or grating. Color can be achieved by mixing pigments of color to the grease instead of carbon. Commercial grade mimeograph ink is a universal item and is available in many countries. Shoe polish, thinned with kerosene or other solvent, is generally available and usable.

Stencils can be made from thin, tough tissue or thin airmail paper by applying a coat of wax (paraffin) to one side. This wax can be rubbed on, then gently warmed to ensure uniformity of thickness and penetration of the paper. Only partial penetration is desirable, not saturation.

For a stylus, the printer can use a ballpoint pen, a slender stick of hardwood, or even a heavy piece of wire with the ends rounded and smoothed enough to etch the wax without tearing the paper. He uses the stylus to inscribe the desired message or to sketch on the wax coating of the stencil. Then he applies the stencil to the ink pad with the wax next to the ink. Some of the ink will penetrate through the lines made by the stylus, thus inking the stencil. The undisturbed wax prevents the ink from penetrating the paper in unwanted places. The printer lays the stencil on the sheet of paper with the inked surface next to the paper. He rubs the back of the stencil to transfer the ink to the blank paper.

If no mimeograph paper is available, substitute paper should be of quality equal to newsprint, but almost any paper will suffice.

Making and Using a Gelatin Printing Device

The reproduction method is more commonly known as the hectograph technique, a commercial technique used worldwide. All necessary materials are commercially known by the name hectograph and are available in several

variations from gelatin plates to prepared plates which are fiberbacked, wraparound models for machine use (ditto). The ditto machines are similar in appearance to mimeograph machines. Emergency or field conditions will probably dictate the use of a simple gelatin plate.

Gelatin, which is the base for this technique, can be purchased as a hectograph product, made from gelatin powder produced by food concerns (Knox gelatin), or made by boiling the bones and skins of animals. (Pulverizing the bones will speed the boiling down process.) The printer can add enough gelatin powder to make a semisolid plate by pouring the warm liquid gelatin into a shallow, wide container or on a tabletop and allowing it to cool and set. When properly prepared, it becomes a glass-smooth plate that feels like sponge rubber to the touch. This plate will be soft enough to absorb the ink but firm enough not to bleed the ink on the master copy. Adding a little animal glue will toughen the plate, and adding a little glycerine will keep it from drying out too quickly. The effects of these additions are in direct proportion to the quantity used; both are desirable but not absolutely necessary. The printer should add them and mix well during the liquid stage of the gelatin.

The printer makes the master copy using a good grade of smooth, tough, hard-finish paper. Using hectograph or ditto carbon paper, ribbon, ink, or pencil (all are commercially available), he types or writes the material to be reproduced. Trial and error testing will unveil numerous ink pencils (indelible), writing inks, and stamp pad inks that will reproduce. He does not blot after applying the ink to the master copy. If using a pencil, he ensures that the copy is strong and uniform.

When the gelatin plate is set and ready for work, the printer sponges the plate thoroughly with cold water and allows it to set for an additional minute or two. Using a sponge, he removes all excess moisture and applies the master copy, face down, on the gelatin plate. He carefully smooths the copy to ensure complete and uniform contact with the prepared plate. He does not remove it for at least 2 minutes. He lifts one comer of the master for a gripping point and smoothly and carefully lifts the master copy from the gelatin plate. The gelatin plate now bears a negative copy of the desired material and is ready to reproduce the copy.

The printer begins reproduction immediately after the master copy has been removed from the gelatin plate. He places a blank sheet of smooth surface paper on the gelatin plate. Using one hand (or a rubber roller, if available), he smooths it into total contact. Then he lifts the sheet from the gelatin surface. This process is done rapidly to obtain as many copies as possible from one inking of the plate. One good inking of the plate may produce from 100 to 200 copies using this method, while a commercial ditto machine may produce as many as 700 copies. To speed this process, the printer leaves one small comer of the sheet of reproduction paper free for gripping by sticking a small piece of paper to the place on the gelatin plate where a comer of the reproduction paper would fall. This piece of paper acts as a guide and a buffer to keep that one comer of the reproduction paper from sticking. When removing the reproduction paper, the printer lifts the sheet by the loose corner; he does not attempt to roll it away. The rolling action will cause the reproduction paper to curl as it dries.

After completing the reproduction job, the printer sponges the gelatin plate thoroughly with cold water and allows it to set for 48 hours or until the ink has been assimilated by the gelatin. The plate is now ready to be used on a new and different job. The only way the printer can shorten the waiting time between jobs is to dissolve the gelatin plate in hot water, boil off the excess water until the liquid is thickened to the desired consistency, and pour a new gelatin plate. Of course, two or more gelatin plates may be prepared to increase production capabilities.

APPENDIX G

Leaflet Production and Dissemination

The ability to influence a target audience with appropriate themes and messages will be determined, at times, by the capacity of the PSYOP unit to produce and disseminate leaflets. This appendix includes production and dissemination considerations for leaflet operations.

Production

As soon as possible in the PSYOP planning process, PSYOP personnel should decide on the best means of dissemination. When deciding on leaflets as the primary means of PSYOP dissemination, the PSYOP planner must ensure enough quantities can be produced to accomplish the mission. Inherent in this planning process is an examination of available HN printing support. Should the need arise to produce leaflets at CONUS locations and forward them to the mission area, planning time must include production and shipment time delays. Figure G-1, pages G-2 and G-3, illustrates leaflet mission planning factors.

Leaflet Printing Capabilities

Presses used in the medium and modular printing system (print company) can only print a printed image maximum size of 13 3/8 by 19 3/4 inches. The paper size is 14 by 20 inches. Table G- 1, page G-3, list leaflet sizes and the number of leaflets that may be obtained based on paper sizes.

> *NOTE: All estimates are based on present support provided by the print company. Times can be shortened with additional personnel assisting with packing. In this case, all estimates use 6- by 3-inch, 20-pound paper.*

Production Time Requirements

Table G-2, page G-4, depicts the amount of time required for production of camera-ready art work. Additional time is required for illustrators to prepare camera-ready copy and color separations.

- POTF Commander's Intent.
  Target coverage.
  Priority of targets (if more than one).
  Density desired (6-30 leaflets per 10,000 square meters).
  Other instructions.
- Size (dimensions)/weight (type of paper) of leaflet.
- Aerodynamics of leaflet:
  - Ground rate of descent (V_o).
  - Variation coefficient (cloud spread factor) (R_t/ T_o).
  - Autorotating/Nonautorotating.
- Total number of leaflets per target/number of leaflets per box/bomb.
- Wind speed (knots) and direction (degrees).
- Function altitude (in thousands of feet).
- Type of aircraft and aircraft certification.
- METT-T to include target location relative to tactical situation.
- Inadvertent leaflet fallout. Avoid—
  - National boundaries.
  - No-fly/buffer zones.
  - Water.
  - Friendly areas unless loss of leaflets, risk to aircraft, or possible harm to political situation is acceptable (probably not your decision).
- Leaflet Plotting Tasks.
  - Maintain a leaflet plotting kit.
  - Kit should have as a minimum:
    Protractor in degrees.
    Straight edge with nautical mile scale.
    Calculator.
    Leaflet guide (or extract).
    Plotting work sheet with formulas.
    Map sheet of target area (same scale as straight edge).
    Pencil/graph paper or transparency.
  - Determine plotting factors.
  - Perform the following steps in order:
    Gather from USAF extract weather data (wind speed in knots and direction in degrees).
    Acquire target area/release altitude.
    Acquire the leaflet size and paper weight.
    Determine Ground Rate of Descent (V_o), variation coefficient (cloud spread factor) (R_t/ T_o), and time down data from leaflet guide or extract (enter on work sheet).
  - Calculate and vector wind drift.
  - Perform the following calculations, record on work sheet, and draw vectors on overlay:
    Determine the drift distance through each 5,000-foot interval (time down factor x wind speed).
    Plot these vectors on map overlay (chart course of travel from target backwards to function point).
    Determine the resultant net vector (line from release to impact, distance in nautical miles and direction).
    Determine maximum deviation normal to net vector (line perpendicular to net vector at widest point).

Figure G-1. Leaflet mission planning factors.

– Determine ground pattern and density.

– Perform the following calculations using the formulas provided and plot on overlay:
  Calculate using formulas the major axis (or length) of the ground pattern and plot on overlay.
  Calculate using formulas the minor axis (or width) of the ground pattern and plot on overlay.
  Calculate the area of the ground pattern and draw the ellipse of ground pattern on overlay.
  Calculate leaflet dispersal per 10,000 square meters.

– Conduct a leaflet drop.

– Perform the following steps:
  Understand the commander's intent and METT-T.
  Calculate the ground dispersion pattern (avoid inadvertent leaflet fallout).
  Conduct USAF coordination:
    Relay important information to planners (function alt, drift direction in degrees and drift distance in nautical miles).
    Determine target approach.
    Determine method of release/distribution.
    Coordinate for Army to Air Force exchange of leaflets for loading.
  Monitor mission and record results on mission report and relay results to POTF.

Figure G-1. Leaflet mission planning factors (continued).

Table G-1. Leaflet sizes and numbers.

Paper Size	Leaflet Size	Total Leaflets/Sheet
8.5 X 11 inches	4 X 3 inches 4 X 4 inches 6 X 3 inches 6 X 6 inches	4 4 3 1
8.5 X 14 inches	4 X 3 inches 4 X 4 inches 6 X 3 inches 6 X 6 inches	8 6 4 2
11 X 15.75 inches	4 X 3 inches 4 X 4 inches 6 X 3 inches 6 X 6 inches	10 6 6 2
13.75 X 20.5 inches	4 X 3 inches 4 X 4 inches 6 X 3 inches 6 X 6 inches	20 15 12 6
17 X 22 inches	4 X 3 inches 4 X 4 inches 6 X 3 inches 6 X 6 inches	28 20 15 6

These estimates are based on the assumption that the printing press is set and ready, a camera-ready copy is available, and 100 copies of a single page are being produced. To obtain a rough estimate of time required to produce a printed product, you must also determine the following:

- Number of colors in the product.
- Number of sides.

- Quantity requested.
- Size and weight of paper.
- Type of bindery work needed, if any.
- Type of package needed for dissemination.

The time listed in Table G-2, page G-4, is for the first 100 copies. The press can produce 5,000 two-color copies per hour after the initial run is completed. Bindery operations and drying time depend on product requested.

Product Production Cost Analysis

Cost estimates for production are based on man-hours, print supplies, and equipment time. Table G-3, page G-5, illustrates the estimates of cost of leaflet production.

Dissemination

Effective dissemination of leaflets is critical to the success of the PSYOP mission. The following paragraphs describe points to consider when planning for PSYOP leaflet dissemination operations.

Table G-2. Estimated production time for camera-ready art work.

Task	Time
Black and White	
Camera-plating	30 minutes
Printing (100 copies of 1 page)	30 minutes
Sizing and cutting (100 sheets, standard size)	30 minutes
Color	
Camera-plating	
Two colors total	45 minutes per page
Three colors total	1 1/4 hours per page
Printing (100 copies per page)	
Two colors	1 1/2 hours
Three colors	2 1/2 hours
Sizing and cutting (100 copies)	30 minutes per page
Binding (100 copies)	
Stitching, folding, and stapling	45 minutes

Table G-3. Leaflet production cost estimates.

Number of Colors/Size (per 100,000 copies)	Cost (per copy)
1 color/1 sided	
8.5 X 11 inches	$1,700/.017
6 X 3 inches	$ 500/.005
1 color/2 sided	
8.5 X 11 inches	$2,000/.020
6 X 3 inches	$ 585/.006
2 color/1 sided	
8.5 X 11 inches	$2,346/.023
6 X 3 inches	$ 690/.007
2 color/2 sided	
8.5 X 11 inches	$2,642/.026
6 X 3 inches	$ 790/.008
NOTE: Add 25 percent to the base cost for each additional color beyond two colors.	

Leaflet Dispersal

If a leaflet or piece of paper is dropped from a balloon or aircraft, the leaflet will be blown or moved along at about the same speed and in the same direction of the wind. The leaflet offers little or no wind resistance. If there are updrafts or downdrafts, the leaflet still follows the general direction of the wind. The pull of gravity acting upon the leaflet causes it to fall at a fairly stable, constant rate as illustrated in Table G-4, page G-7.

Wind Effects

If the falling rate of the leaflet is known and the wind's speed and direction are known, then the distance the leaflet travels before coming to the ground can be computed with reasonable accuracy. For example, if a leaflet is dropped from 10,000 feet and falls at a rate that takes it 1 hour to strike the ground in a 10-knot wind, the leaflet will travel in the direction of the wind for 10 nautical miles. If the wind is blowing twice as fast, or 20-knots, the leaftet will travel twice as far or 20 nautical miles. Figure G-2, page G-8, illustrates an example of how prevailing winds affect flight paths for leaflet dissemination.

Dimensions

The rule of thumb for leaflet dispersal is that actual impact may vary from the predicted impact by as much as 10 percent of the distance the leaflets travel. For

example, for specific targets 100 miles away, the center of impact could be as much as 10 miles away from the predicted center of impact. However, this attempt is not necessarily a failure because the dimensions of the leaflet pattern itself will be large enough to assure substantial coverage of the chosen target, provided proper leaflet selection has been made. Figure G-3, page G-9, illustrates typical leaflet dispersal patterns. Doubling the number of leaflets released at one time does not increase the area covered by these leaflets. It doubles only the density of the leaflets on the ground. To increase the area covered on the ground, increase the size of the major and minor axis as in square D of Figure G-3. Table G-5, page G-9, is a guide for leaflet drops that cover certain dimensions. Figure G-4, page G- 10, is a leaflet work sheet that allows PSYOP personnel to compute leaflet mission data in the field.

Other Variables

Dispersal area can be changed by variations in leaflet size and paper weight used. Table G-6, page G-11, illustrates how these variables affect dispersal.

Leaflet Artillery Rounds

PSYOP units may use either of two types of leaflet artillery rounds (LARs)—the 155-mm LAR (XM951) or the 105-mm LAR (M84). The 155-mm LAR is preferred for use in PSYOP because it was specifically designed to deliver leaflets. Figure G-5, page G-12, provides a detailed view of the 155-mm LAR (XM951). The 105-mm LAR, actually a modified M84 smoke round, is not preferred for PSYOP use because it must be modified and is not as safe as the 155-mm LAR. However, it may be used if the 155-mm LAR is unavailable. The 105-mm LAR is 6 to 8 pounds lighter than a standard smoke shell. Maximum range is 11,500 meters, and the desired burst height is 27 to 46 meters. Its Department of Defense Ammunition Code is C450. LARs may have extremely limited availability. Their use is further restricted by their long lead time to fill and deliver to the firing unit versus timeliness of the message. The LARs may produce casualties and are limited to war scenarios.

Capacity

The number of leaflets inserted in either round depends on the weight of the paper and the size of the leaflet. The following dimensions are based on leaflet rolls prepared with a leaflet rolling machine.

Standard dimensions for the 155-mm LAR leaflet roll are 4 to 5 inches in height, with a 1-inch inner and a 4-inch outer diameter.

Standard dimensions for the 105-mm LAR leaflet roll are 10 1/2 inches in height, with an outer diameter of 3 inches.

Table G-4. Standard leaflet information table.

Leaflet area: 18 square inches
Paper: 20 pounds, autorotating
Leaflets per pound: 519
Ground rate of descent (V_o): 2.5 feet per second
Variation coefficient (cloud spread factor) (R_t/T_o)= 1.11
Time down factors or ground rate of descent through layers of atmosphere (expressed in fractions of an hour):

Altitude	1,000-Foot Increments	5,000-Foot Increments	Total Descent
40,000	.25	.27	3.24
35,000	.28	.30	2.97
30,000	.32	.34	2.67
25,000	.25	.38	2.33
23,000	.19		
20,000	.20	.43	1.95
18,000	.17		
16,000	.18		
15,000		.47	1.52
14,000	.18		
12,000	.19		
10,000	.15	.51	1.05
9,000	.10		
8,000	.10		
7,000	.10		
6,000	.10		
5,000	.11	.54	.54
4,000	.11		
3,000	.11		
2,000	.11		
1,000	.11		
Surface	.06		

Target Approach.

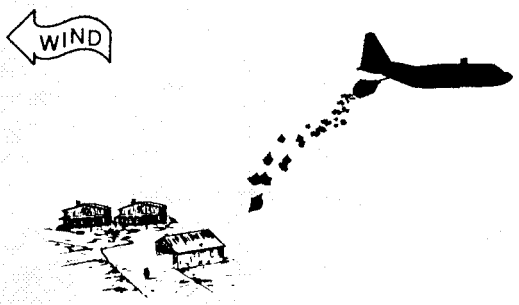
Track of aircraft during approach and release:

DIRECT TRACK.

Flight path directly over the target and into the wind.

More accurate.

Miss possible when release is short or long of target.



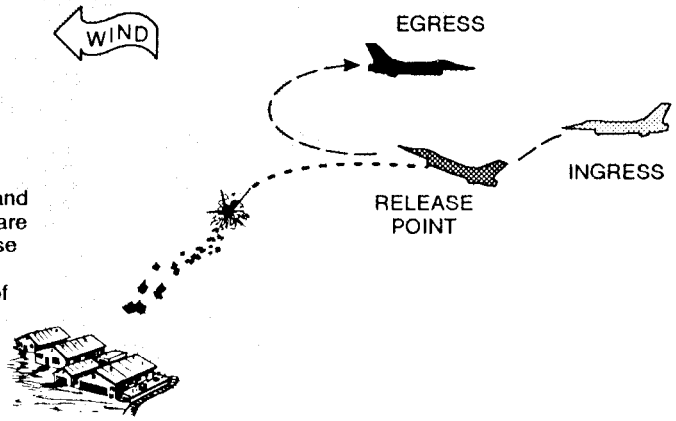
PARALLEL TRACK.

Flight path parallel to and upwind of the target.

Less accurate.

Miss possible when aircraft flies too close or too far from target or aircraft releases too short or too long of target.

Both wind and leaflet drift are expressed in degrees and in the direction from which the winds and/or leaflets are blowing on a 360-degree scale moving in a clockwise direction from due north. For example, a 90-degree wind is blowing from east to west. A net leaflet drift of 180 degrees means the leaflet cloud is drifting from south to north.



Distributed Cluster Release.

Release of several boxes/bombs at calculated intervals.

Can be used with either direct track approach or parallel track approach.

Works best with parallel track.

Greatly increases the chance of placing leaflets on target.

Can be used to overcome limitations or to avoid inadvertent leaflet fallout.

Reduces leaflet densities where ground patterns do not overlap.

Minor axis is such that footprints overlap, widening the axis when aircraft uses parallel track approach.

Requires prior coordination with USAF air crew.

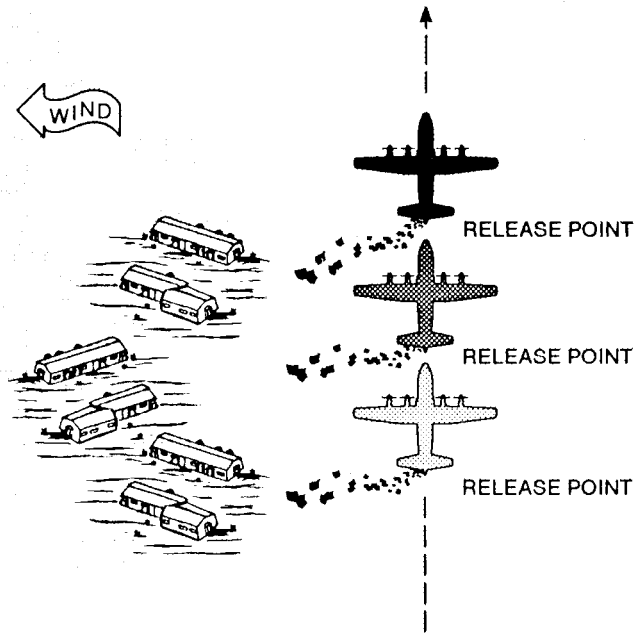


Figure G-2. Flight path guide.

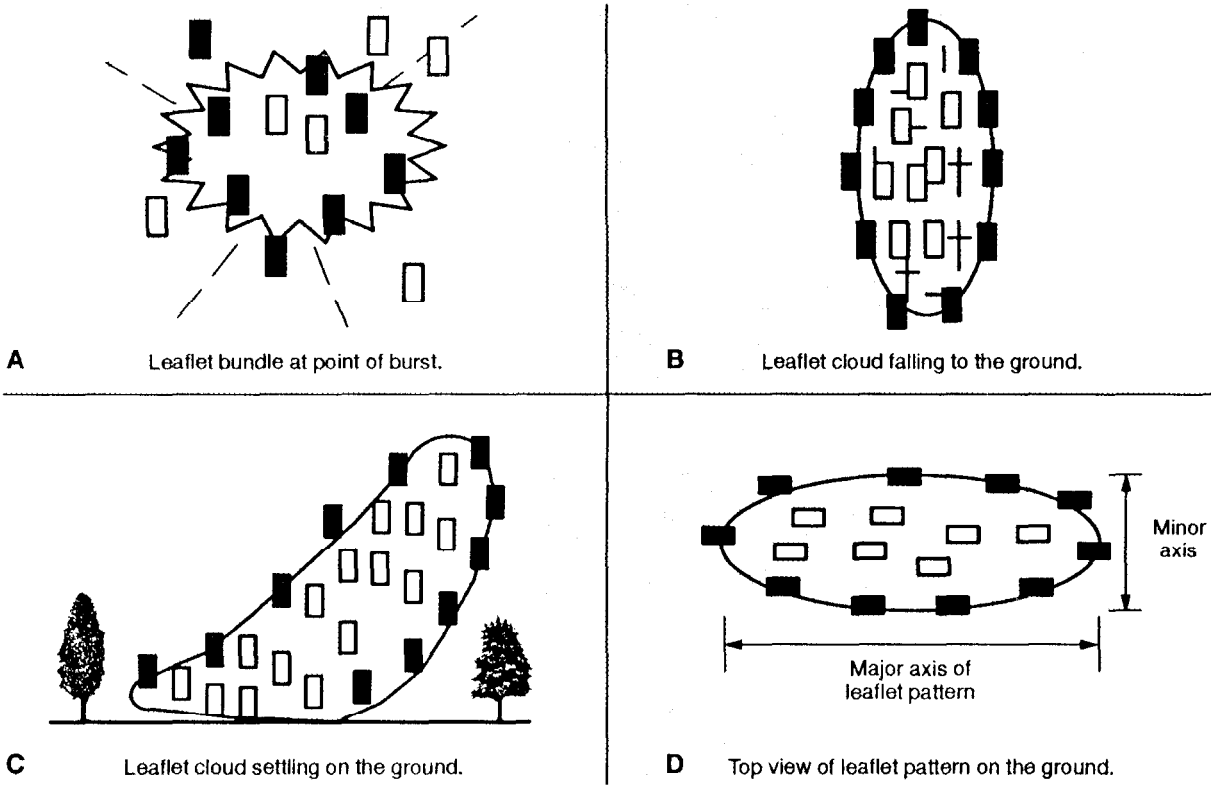


Figure G-3. Leaflet dispersal patterns.

When a leaflet rolling machine is not available leaflets may need to be rolled by hand for use in 155-mm rounds. Table G-7, page G-11, provides formulas for hand rolling leaflets for these rounds.

Restrictions

The use of LARs is restricted to hostile audiences. This use is limited because of the risk of casualties associated with downrange debris.

Table G-5. Leaflet drop statistics guide.

	Division	Regiment	Battalion
Frontage (in kilometers)	20 to 30	10 to 15	5
Depth (in kilometers)	16 to 20	7 to 10	3
Number of leaflets required	850,000	180,000	33,000

Size:_____ Weight of paper:_____ Autorotator: Y or N_____ Leaflets per lb:_____

Ground Rate of Descent (V_o):_____

Cloud Spread Factor (R_t/T_o):_____

WIND DRIFT

ALTITUDE (Ks)	V_o (Time Down)	x	WIND SPEED (knots)	=	DRIFT (NM @ Az (degrees)
_____	_____	x	_____	=	_____@_____
_____	_____	x	_____	=	_____@_____
_____	_____	x	_____	=	_____@_____
_____	_____	x	_____	=	_____@_____
_____	_____	x	_____	=	_____@_____
_____	_____	x	_____	=	_____@_____
_____	_____	x	_____	=	_____@_____
_____	_____	x	_____	=	_____@_____
_____	_____	x	_____	=	_____@_____

NET DRIFT is line drawn from Function Point to Impact: Distance in Nautical Miles:_____ Az:_____

MAXIMUM DEVIATION Normal to Net Vector: Distance in Nautical Miles:_____

GROUND PATTERN

MAJOR AXIS: (1/2 Release Altitude/6060)+(Net Drift x R_t/T_o)=_____ nautical miles

MINOR AXIS: (1/2 Release Altitude/6060)+(Maximum Deviation x R_t/T_o)=_____ nautical miles

DISPERSAL

AREA: (.785 x MAJOR AXIS x MINOR AXIS)=_____ nautical miles

MEAN DENSITY per square nautical miles: (number of leaflets / AREA)=_____ leaflets

DENSITY per 10,000 square meters: (MEAN DENSITY / 343)=_____ leaflets per 100-meter square

Figure G-4. Leaflet work sheet.

Table G-6. Leaflet dispersal variations.

Leaflet Size	Paper Weight	Dispersal Characteristics/Uses
4 by 1 inch	16 pounds	Slow rate of descent, high spread factor. Good for harassment messages. Good for area targets.
8.5 by 2.83 inches	16 pounds	Very favorable dissemination characteristics for area targets. Dispersal is wider in strong winds.
6 by 2.4 inches	16 pounds	Smaller dissemination area. Better for point target.
6 by 3 inches	20 pounds	Used in Vietnam for safe conduct passes. Substantial spread pattern.

Table G-7. Rolling formulas for 155-mm artillery rounds.

Number of Artillery Rounds	Number of Rolls and Leaflets	Time	Number of Personnel
1 155-mm	4 rolls of 4-inch diameter	24 minutes	2
476 155-mm	1 million leaflets	190 hours	2
476 155-mm	1 million leaflets	85 hours	4

Mission

1 million leaflets for 476 155-mm artillery rounds.
85 hours to roll.
1 day to pack/set detonator.
0 hours for loading.

Coordination

Coordination with a field artillery unit for support is the responsibility of the PSYOP officer in charge of the plans of execution.

Logistics

PSYOP units using LARs must address the following logistic concerns:

- Requirement for pre-positioning.
- Need for trained personnel to load leaflets by hand.
- Specific requirements for storage of LARs.

Preparation Procedures

Both types of artillery rounds used for leaflet dissemination require specialized preparation. PSYOP planners must ensure sufficient time during the planning cycle to prepare these rounds for use.

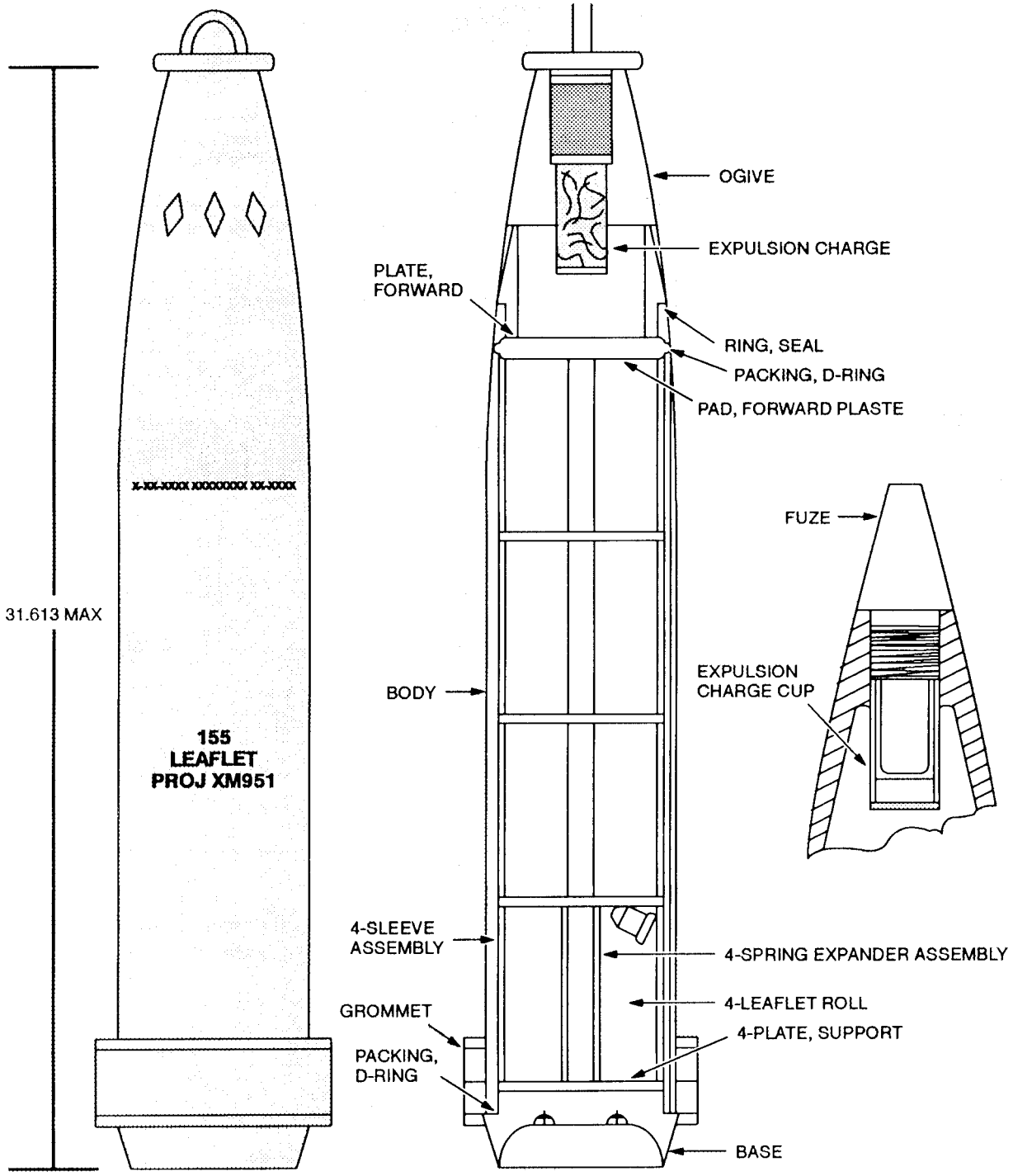


Figure G-5. 155-mm LAR (XM951).

155-mm LAR. Once the target audience has been selected and the leaflets designed and printed to standards, the leaflets are machine-rolled to the standard dimensions for the 155-mm LAR by trained PSYOP personnel. All leaflet rolls must be of uniform weight and diameter to ensure against adverse effects on ballistics. Figure G-6, page G-14, illustrates a leaflet roll properly encased in the leaflet sleeve assembly. Pallets of LARs are then requisitioned from the storage site for the loading of the leaflets. Figure G-7, page G-14, illustrates the rearview of a pallet loaded with LARs. The same trained personnel load the leaflet rolls in the rounds to preclude such dangers as early base separation or a "short round." Each leaflet loading team should follow the current accepted procedures for computing ranges, proper propulsion charge for the LAR, and fuze timing for proper area coverage of the target audience.

105-mm LAR. The preparation procedures for the 105-mm LAR are very similar to the ones for 155-mm LAR, with one important difference. The 105-mm LAR is a smoke round that must be modified for PSYOP use. To avoid confusion with normal smoke shells, PSYOP personnel remove all old markings from the shell cases and projectiles. A large "P" for PSYOP is stenciled on the shell. If a number of different leaflets are used or if the loaded shells are stored for future use, PSYOP personnel stencil the serial number of the leaflet on the shell and attach one copy of the leaflet and its English translation to the LAR.

Leaflet Artillery Round Planning

Table G-8, page G-15, is designed to aid planners in planning LAR dissemination missions. The chart provides information on dispersion patterns of LARs. The chart is based on three altitudes, five wind speeds, and an average of 2,200 leaflets per round. To determine the dispersion patterns of other altitudes and wind speeds, the user will have to extrapolate from the chart.

To use the chart, PSYOP personnel select a release or detonation altitude for the round. Based on current wind data for the targeted area, they read across the chart to the appropriate wind speed. They then read down for the resulting data on leaflet dispersion. Wind speed, length, and release data are expressed in nautical miles.

The release figure indicates how far from the target area the round should be detonated in relation to wind speed and altitude. The LARs should always be delivered to detonate upwind of the target area.

Density indicates leaflets per 100 square meters. The length and width are the area on the ground of the leaflet dispersion pattern.

Leaflet Bomb (M129E1/M129E2)

The Ml29E1/M129E2 leaflet bomb is the approved method of disseminating leaflets from high-speed aircraft. To ensure correct, on-target dissemination of products, special planning factors must be taken into effect. Figure G-8, page G-15, and the following paragraphs provide the characteristics and considerations for the use of this bomb.

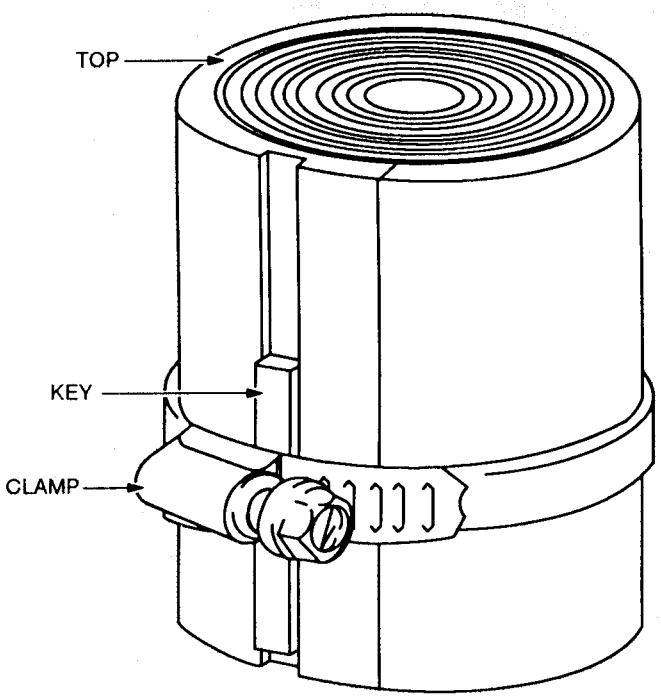


Figure G-6. Leaflet sleeve assembly for 155-mm LAR.

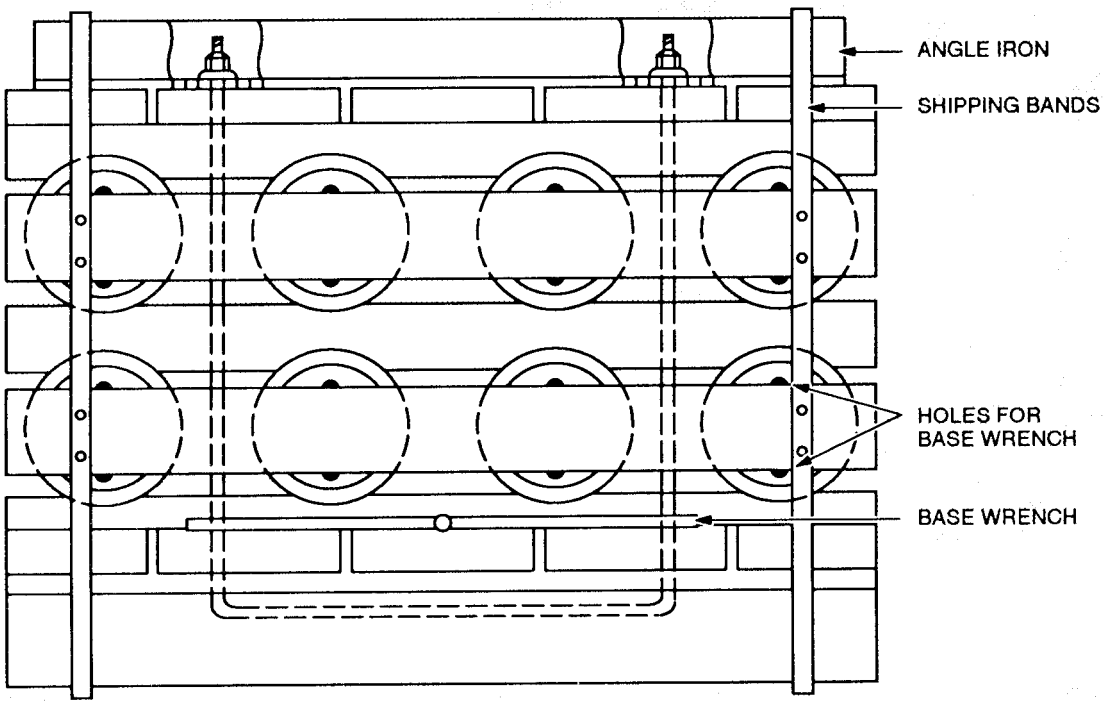


Figure G-7. Rear view of pallet loaded with LARs.

Table G-8. Leaflet dispersion patterns.

Altitude	Wind Speed (in knots)				
	05	10	15	20	25
500 feet	Release = .6	1.2	1.8	2.4	3
	Density = 214	128	80	58	49
	Length = .64	1.3	2	2.7	3.3
	Width = .05	.05	.05	.05	.05
1,000 feet	Release = .9	1.8	2.7	3.6	4.5
	Density = 80	46	31	23	18
	Length = .94	2	3	4	5
	Width = .09	.09	.09	.09	.09
1,500 feet	Release = 1.1	2.4	3.6	4.8	6
	Density = 49	23	16	12	9
	Length = 1.3	2.7	4	5.3	6.7
	Width = .13	.13	.13	.13	.13

Loading Method

To load 13.3- by 20.3-centimeter (5 1/4- by 8-inch) leaflets, use six 36.1-centimeter (14 1/2-inch) diameter rolls and one 31.7-centimeter (12 1/2-inch) diameter roll. Formulas for rolling leaflets by hand are found in Table G-9, page G-16. Place the detonating cord in the seam between the two halves of the bomb before placing the leaflets inside. (See Figure G-9, page G-16.)

Stock Number: DODAC E907 132500-542-0289-E907-G-58.

Tail Assembly: DODAC M148.

Weights: Empty: 52.57 kilograms (115 pounds).
Loaded: Approximately 101.37 kilograms (223 pounds).

Inside Diameter: Minimum: 34.3 centimeters (13 1/2 inches).
Maximum: 39.3 centimeters (15 1/2 inches).

Capacity: Approximately 30,000 leaflets, 13.3 by 20.3 centimeters (1 1/4 by 8 inches, 16 pounds, machine rolled).

Recommended Fuze Type: M147.

Figure G-8. Leaflet bomb (M129E1/M129E2) characteristics.

Table G-9. Leaflet rolling formula (M129 leaflet bomb).

Number of M129 Leaflet Bombs	Number of Rolls and Leaflets	Time	Number of Personnel
1	8 to 12 rolls of 14-inch diameter	1.5 hours	6
16	1 million leaflets	24 hours	6

Mission

1 million leaflets for 16 M129 leaflet bombs.
24 hours to roll.
6 hours to pack/set detonator.
2 hours to load.

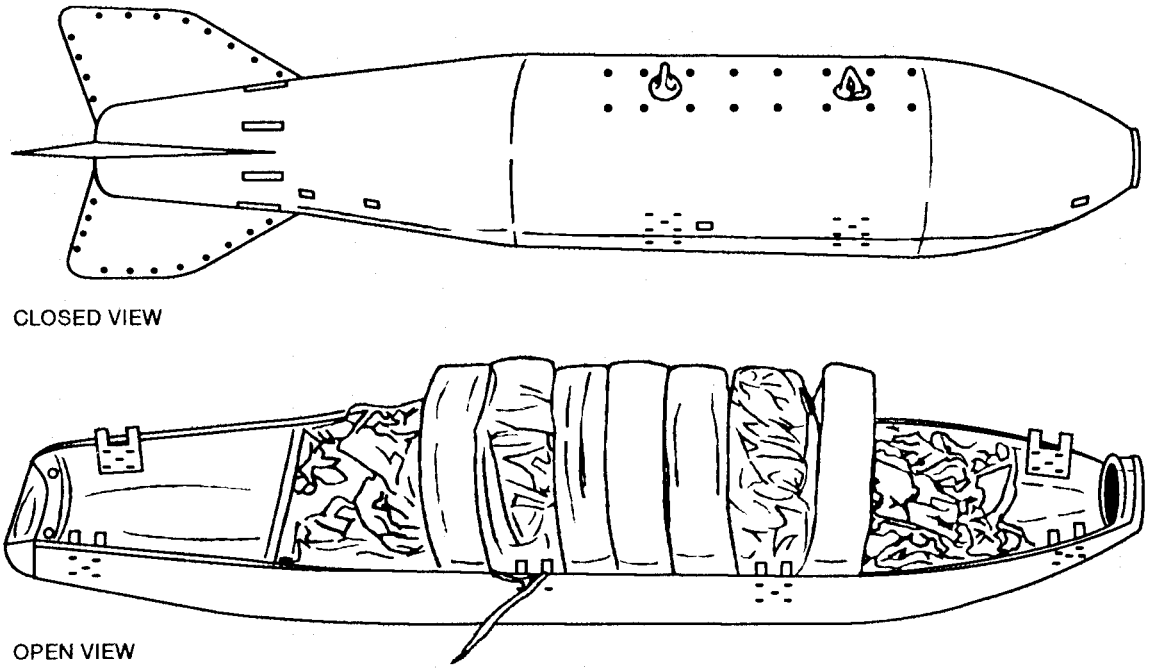


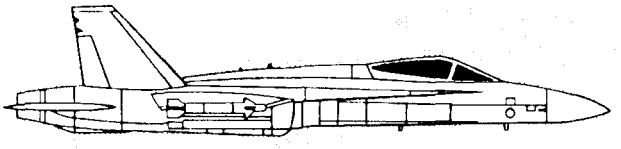
Figure G-9. M129E1/M129E2 leaflet bomb, open and closed views.

Dissemination

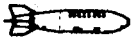
The M129E1/M129E2 can be used only on aircraft not requiring forced ejection for release from a bomb shackle. Figure G-10, page G-17, illustrates leaflet dissemination aircraft and the number of Ml29E1s/M29E2s bombs they can carry.

Type Aircraft	Type Dispenser	Maximum Dispensers Per Aircraft
F4G	M129E1	18
F16A,B,C,D	M129E2	4*
B52	M129E1	47
FA-18	M129E1	3

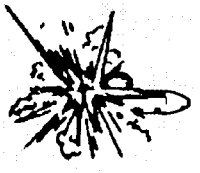
*Flight characteristics are greatly diminished when carrying this round.



Release Altitude: Point at which aircraft releases bomb.



Descent: 1- to 99-second fuse (set by USAF).



Function Altitude: Point at which bomb detonates and releases cloud.

Figure G-10. Leaflet dissemination aircraft and number of dispensers they can carry.

Static-Line Box

At high altitudes, the use of leaflet bundles or boxes opened by a static line has proved effective. Through use of rollers on the deck of the aircraft, boxes weighing up to 49.90 kilograms can be ejected with minimum exertion. The box is rolled out of the aircraft, and as the container comes to the end of the static line, the sides of the box split (Figure G-11, page G-18). In effect, the box is turned inside out, and the leaflets fall away from the empty box.

The steps required to prepare boxes for high-altitude, static-line dissemination are shown in Figure G-12, page G-19.

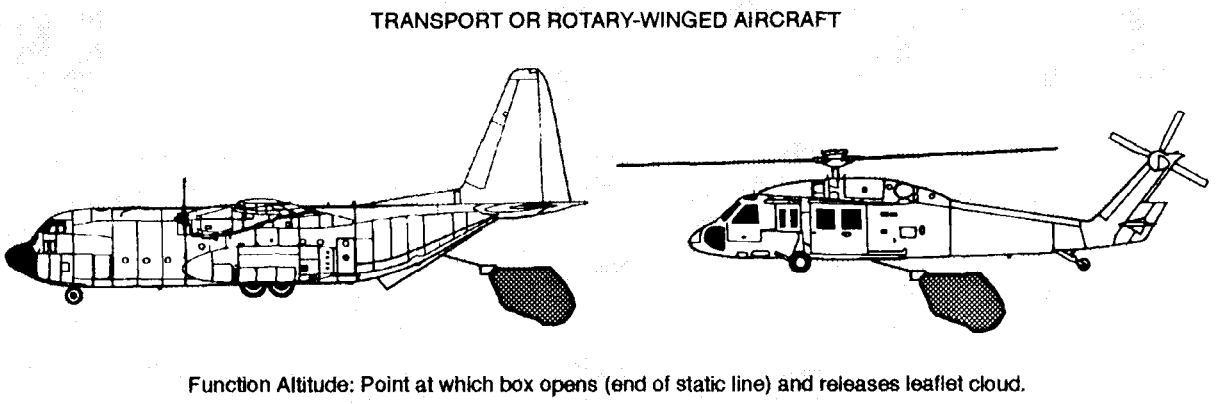


Figure G-11. Static-line box employment.

Balloon Delivery Systems

Balloons can be used for communication, intelligence collection, and equipment drops for support missions. However, their primary purposes in PSYOP are to deliver leaflets or novelties and gifts and to support deception operations.

PSYOP Product Delivery

In addition to leaflets, balloons can drop food, toys, household goods, and daily commodities to the selected target audience. Drops for harassment can include national flags and passport-like safe conduct passes that permit would-be defectors to cross over to opposing forces. This type of pass was sent by balloon from the Republic of China to the People's Republic of China and aided in the defection of former Communist airmen, journalists, and Red Guards.

Deception Support

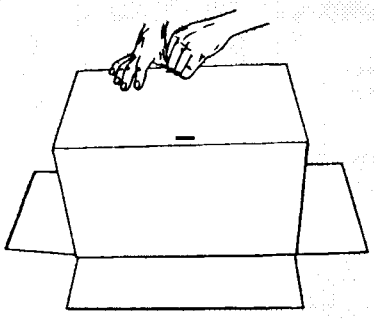
PSYOP units supporting deception operations can use balloons to drop equipment such as parachutes or other evidence, such as food or ammunition, behind opponent lines to indicate the presence of strike or reconnaissance forces. Balloons may be made of paper, rubber, or polyethylene. The chart in Table G-10, page G-20, lists the balloon specifications, nomenclatures, and capabilities.

Planning Considerations

Just as special planning considerations are required for bomb or artillery leaflet dissemination, the dissemination of leaflets by balloon requires special planning. Since special considerations may add time to the planning process, the PSYOP staff planner must ensure that sufficient time is available for this type of operation.

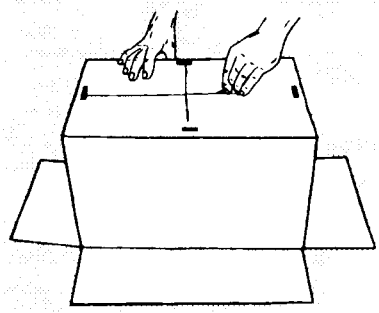
Climatological Information. Before beginning any balloon operation, the PSYOP unit should get a climatology summary from division, corps, a military satellite forecasting system, or the International Civil Aviation Organization.

Step 1



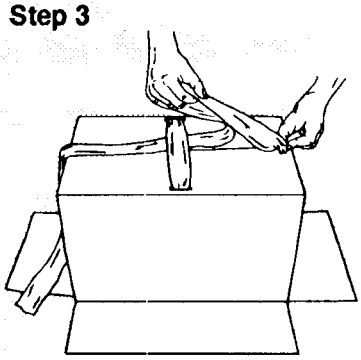
Cut four 2 1/2- by 3/4-inch holes along the outside edges of the bottom of the box in the middle of each side.

Step 2



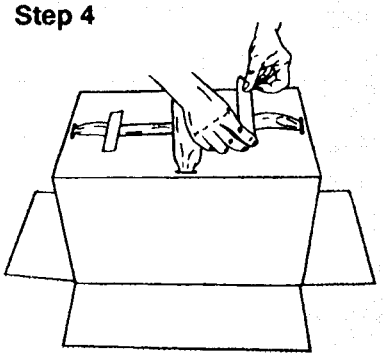
Cut two slits connecting the holes on opposite sides of the box.

Step 3



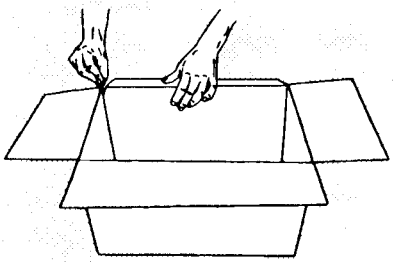
Place two pieces of webbing 2 inches wide through the holes, one lengthwise and one crosswise.

Step 4



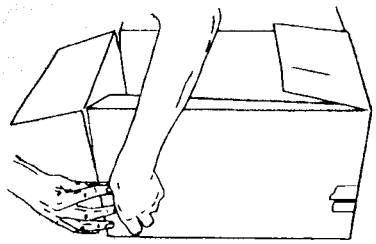
Place a 3- or 4-inch strip of masking tape over the webbing outside the box.

Step 5



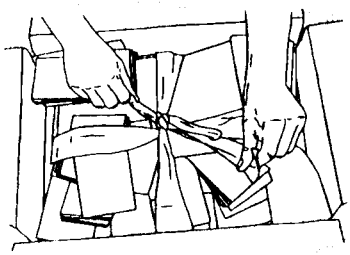
Flip the box over and cut the corners from the top to about three-fourths of the way down.

Step 6



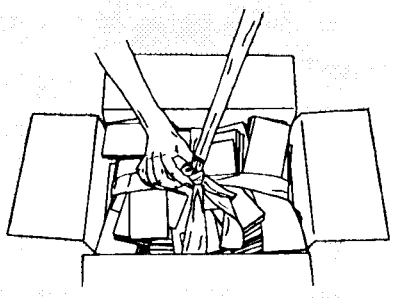
Place two strips of tape across each corner.

Step 7



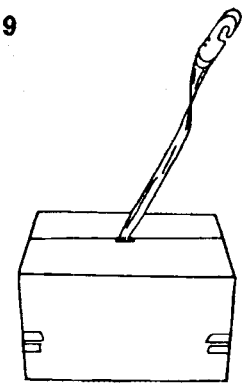
Fill the box with leaflets and run the static line through the webbing loops.

Step 8



Run the metal cable connector at one end of the static line through the loop at the opposite end and pull tight. Fold the static line S-fashion and lay it on top of the leaflets.

Step 9



Cut a hole in the center of the box top and pull through enough of the static line to connect to the cable. Close the box and seal the flaps with tape.

Figure G-12. Steps in the assembly of the static-line box.

Table G-10. Balloon characteristics, capabilities, and payloads.

Grams	Color	Nomenclature	National Stock Number
30	Black	ML-51A	6660-00-526-6041
00	Black	ML-160A	6660-00-663-8151
150	Clear	ML-635/AM	6660-00-936-8927
1,000	Clear	ML-537/UM	6660-00-809-5114
Ranges			
Short Range		Under 400 kilometers (250 miles)	
Medium Range		400 to 960 kilometers (250 to 600 miles)	
Long Range		Up to 2,400 kilometers (1,500 miles)	
Payload			
Balloons have a relatively small payload of about 20 pounds.			

The climatology summary includes mean winds and any special or unusual weather conditions. The unit can then make map overlays indicating net drift vector and major drop axes for the area under study to assist in planning routes, altitudes, and the scope of the proposed operation.

Flight Patterns. Flight patterns are determined by the weather, winds, air currents, and gas pressure. The slightest leak in the balloon will alter the flight pattern. Balloons can be tracked by radar for about 40 kilometers by adding a conventional reflector or a radio wind sonde. This distance is sufficient to establish wind patterns and trajectory. Flight patterns are easily constructed showing altitude, time, distance, and payload.

Other Data and Equipment Temperature changes effect equipment capabilities, including ballast systems used to counteract the effects of altitude and temperature on fluids and gases used. Considerations concerning the following data and equipment are essential for balloon operations:

- One-degree grid overlay for AO planning.
- Release points.
- Mechanical and electrical timers.
- Standard tables of inflation.
- Key factors of air density and viscosity.
- Ascension rates.

Inflation Procedures

Balloons should be inflated in a protected area or inside a shelter. Windspeeds no greater than 5 to 7 knots during inflation and launching are desirable. Balloons are easily inflated. For safety, helium is preferred, although hydrogen, a highly inflammable gas, or coal gas may also be used. Extreme care is required when hydrogen is used. The crew must wear protective cotton clothing and goggles. No silk, fur, nylon, or ether potentially spark-producing clothing may be worn. All inflation equipment must be electrically grounded. Smoking in the area is prohibited.

APPENDIX H

PSYOP Airmobile Dissemination System

The PAMDIS can be used in an airborne or a ground setup. The ground setup component is mounted in an S-280 shelter on the back of a 2 1/2-ton truck. The airborne setup component is used to perform radio, television, loudspeaker, and leaflet dissemination. These components are interchangeable.

Capabilities

The PAMDIS has AM, FM, continuous wave (CW), single sideband (SSB), VHF, UHF, permission action link (PAL), and sequential color with memory (SECAM) reception capabilities. Each component consists of three transmitters with personnel to maintain them, transportation, and equipment requirements as shown in Figure H- 1.

Transmitters:

One AM transmitter operational on a band of 535KHz to 1710KHz.

One FM transmitter operational on a band of 88MHz to 108MHz.

One TV transmitter operational on Channel 7 (National Television Standards Commission [NTSC]) or Channel 5 (PAL/SECAM).

Personnel Requirements:

One NCO and four to six enlisted.

Transportation Requirements:

Ground Transportation.

One 2 1/2-ton truck.

One 5/4-ton truck.

One 3/4-ton truck.

Air Transportation.

One C-141 (vehicles, trailer, two pallets).

Material Handling Equipment Requirements:

One 10,000-pound forklift.

One K-loader.

Figure H-1. PAMDIS transmitters and operational requirements.

APPENDIX I

Tactical Operations

Tactical PSYOP battalions and companies normally provide PSYOP support at corps level and below. Support elements are tailored to provide PSYOP staff planning support to the supported headquarters se well as to conduct tactical PSYOP in support of combat operations. All tactical PSYOP however, must conform to the PSYOP guidelines determined by the operational-level commander and national policy and strategy. Tactical PSYOP personnel can conduct PSYOP with all types of media-audio, visual, and audiovisual. However, during combat operations, the loudspeaker is the PSYOP medium that can achieve the most Immediate and direct contact with the opponent.

Tactical PSYOP

Tactical PSYOP are those psychological activities associated with "face-to-face" operations in support of maneuver units within the theater. Tactical PSYOP are conducted by the corps psychological support element (CPSE), division psychological support element (DPSE), brigade psychological support element (BPSE), and tactical PSYOP teams (TPTs). These elements enable the tactical maneuver commanders to communicate directly with opponent and foreign civilians. Tactical PSYOP elements disseminate products normally developed by operational level assets, such as regional battalions or the POTF.

Tactical PSYOP elements have proven highly effective in supporting maneuver as well as special operations commanders. In addition to their primary mission of directing PSYOP against an opponent, tactical PSYOP elements can effectively support—

- Humanitarian assistance.
- NEO.
- Crowd control.
- CD operations.
- Mobile training teams (MTTs) in FID/UW.

In tactical operations, the CPSE, DPSE, and BPSE are tasked to support the ground commander. Tactical-level PSYOP support is divided into time types: rear, close, and deep as illustrated in Figure I-1, page I-2. In supporting the tactical commander, the PSYOP element is limited only by its own creativity and ingenuity.

In rear operations, PSYOP units can assist the commander by—

- Providing a PSYOP area assessment.
- Creating a favorable image of U.S. and friendly forces in the local populace.
- Countering hostile propaganda.
- Publicizing civilian control measures.
- Assisting in the control of opponent and friendly civilians.

In close operations, PSYOP can—

- Facilitate ground operations by communicating surrender instructions or other messages designed to lower enemy morale and efficiency.
- Discourage and/or disrupt opponent operations.
- Assist in control of civilians or opponent personnel.
- Assist in cover and deception operations.

In deep operations, PSYOP units can—

- Assist in inducing the opponent to surrender in deep strikes.
- Support strategic/theater PSYOP.
- Discourage and disrupt opponent operations.
- Create a favorable image in the civilian populace to U.S. forces.
- Assist in tactical cover or deception operations.

Figure I-1. Tactical-level PSYOP support.

Tactical PSYOP personnel can be layered throughout the tactical command structure. However, to be effective, they must be incorporated early in the planning process. Early planning permits well designed and coordinated PSYOP campaigns, deployment with the supported unit, and immediate operations upon arrival. When PSYOP are incorporated early and operations are coordinated at all levels, tactical PSYOP provide an effective weapons system for the maneuver commander.

The corps commander's OPLAN provides guidance to subordinate elements. It provides the division, brigade, and battalion commanders with specified PSYOP tasks and the assets to accomplish those tasks. The detailed PSYOP annex to the OPLAN is the key to a coordinated PSYOP campaign. PSYOP guidance is received from the PSYOP annex and PSYOP reports. This guidance is then transmitted through the supported unit's operations and intelligence channels. Ongoing direct coordination also occurs between PSYOP elements.

Organization

The tactical PSYOP battalion is responsible for PSYOP staff planning and tactical PSYOP at corps and below. Its organization is shown in Figure I-2, page I-3. The tactical battalion has a limited audiovisual product development and production capability.

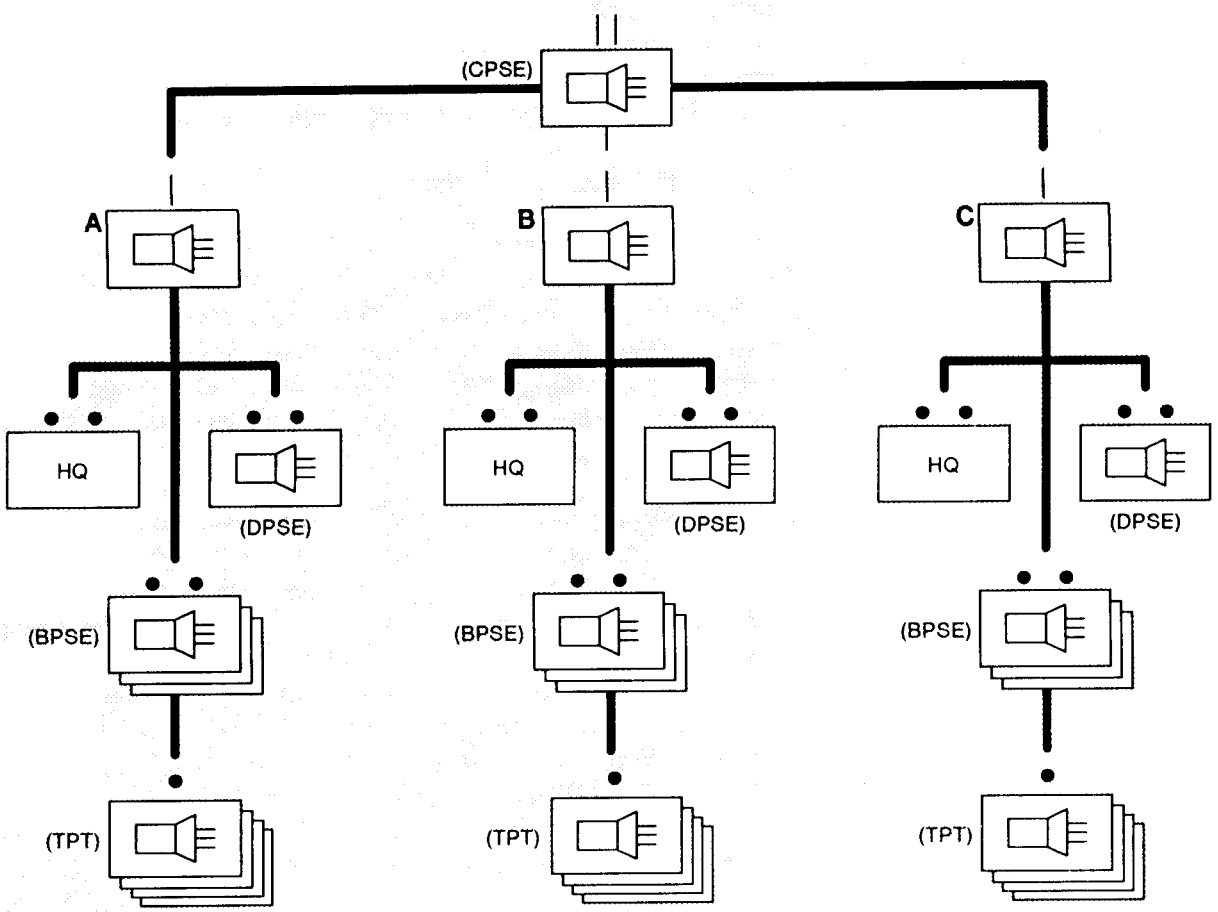


Figure I-2. Tactical PSYOP battalion organization.

Tactical PSYOP elements develop products to support unusual or transient situations in the corps or division area. However, dissemination requires POTF approval.

PSYOP Task Force or Group

During small contingencies or tactical operations, a regional battalion normally forms a POTF. For larger contingencies supported by two or more regional PSYOP battalions, the PSYOP group commander forms a POTG. If other service assets (such as EC-130E COMMANDO SOLO aircraft of the Pennsylvania Air National Guard) are included within the task organization, the POTF or POTG is designated a joint PSYOP task force or group (JPOTF or JPOTG). The PSYOP POTF or PTOG works directly for the theater or JTF commander. The POTF or POTG, following the guidelines provided by Joint Chiefs of Staff (JCS), develops the overall PSYOP campaign to support the operation. The development, production, and dissemination of radio, television, and printed products are normally centralized at the POTF or POTG level.

The POTF has primary responsibility for leaflet production and dissemination. The POTF provides the leaflet dissemination plan to tactical PSYOP elements

through G3 or S3 channels. Tactical PSYOP elements monitor the plan. If additional leaflet drops are needed within the AO, they ask the POTF for approval, production, and dissemination through G3 or S3 channels. Tactical PSYOP elements must also ensure the units they support are swam of procedures outlined in surrender leaflets so that surrendering opponents are not fired upon.

Corps PSYOP Support Element

As stated, the tactical PSYOP battalion provides PSYOP support at corps level and below. Tactical PSYOP support is normally attached to the supported unit. The tactical PSYOP battalion commander, with elements of his staff, forms the CPSE. The CPSE consists of 12 to 15 personnel who conduct PSYOP staff planning for the corps. It also coordinates with the POTF or POTG and subordinate companies when the corps is in support of a JTF. When the corps is the JTF, the POTF provides to the corps tactical PSYOP planning support with selected CPSE personnel.

The CPSE cell includes the PSYOP battalion commander (except when the corps is the JTF, in which case the POTF is at corps and the POTF battalion commander is the senior PSYOP officer), the battalion S2 and S3 and selected personnel from the S2 and S3 sections. Because tactical PSYOP is centrally planned and decentrally executed, priority for CPSE staff support is corps G3 plans, corps G3 operations, and the corps tactical operations center (TOC) or assault command post (CP). The S2 and his section support the corps TOC support element, corps G3 plans, corps G3 operations, and assault CP. A tactical planning cell supports the POTF or POTG at JTF headquarters with personnel from the battalion S2 and S3 sections. The HHC commander, tactical PSYOP battalion, operates a battalion CP and administrative/logistics TOC in the corps rear.

Division PSYOP Support Element

Within the division, the DPSE provides PSYOP support. The DPSE is comprised of individuals and equipment from a tactical PSYOP company. The DPSE exercises C^2 overall PSYOP assets attached to, or in direct support of, the division. It also provides PSYOP-unique service support, with help from the CPSE and POTF, to PSYOP elements under its control.

The DPSE is a seven- to nine-man staff planning section that works directly for the G3 of the supported division. Its primary task is to ensure that PSYOP is fully integrated into the division's staff planning process. It accomplishes this task by fully participating in the division's mission analysis, COA development, wargaming, and OPORD development. The DPSE writes the PSYOP annex to all division OPLANs or OPORDs. It also coordinates the PSYOP annex with other division staff sections to ensure complete integration of PSYOP into the operation.

The DPSE advises the commander and G3 on the employment and capabilities of PSYOP assets controlled by the POTF or POTG as well as those organic to the tactical company. The DPSE provides assistance, as required, to the BPSE. It also ensures that the brigade PSYOP OPLAN conforms with the guidance from both the division and the higher PSYOP headquarters.

The DPSE has limited PSYOP product development capability. It develops only products that have immediate tactical application in the supported unit's AOR. Production of all products is normally the responsibility of the POTF. The DPSE coordinates with the POTF for the development and production of PSYOP products to meet the division commander's requirements. Because the division commander normally does not have release authority of PSYOP products, any products developed by the DPSE must be submitted to the POTF or POTG for CINC or JTF commander's approval.

Depending on the division's PSYOP OPLAN, the DPSE may retain control of some of the TPTs assigned to the BPSEs. These teams may be used for a specific PSYOP mission under division control, or they may be held for use in general support of the division.

Brigade PSYOP Support Element

The BPSE consists of a three- to four-man headquarters and three to five TPTs each containing three personnel. The BPSE augments the brigade S3 section and performs many of the same tasks as the DPSE. The BPSE integrates PSYOP into the brigade's operations by advising the brigade commander and S3 on the use of PSYOP and the psychological impact of their planned operations. The BPSE officer in charge (OIC) must have direct access to the brigade S3 to ensure that PSYOP is considered during the brigade's COAs development.

The BPSE analyzes the division OPORD and PSYOP annex to determine specified and implied PSYOP tasks for the brigade. These tasks are incorporated into the brigade PSYOP OPLAN, which is published as the PSYOP annex to the brigade OPORD. At brigade level, the PSYOP annex must focus specifically on the PSYOP tasks to be accomplished and how these tasks will support the scheme of maneuver. The BPSE coordinates with the rest of the brigade staff to ensure the PSYOP OPLAN is executed smoothly and correctly.

Based on the PSYOP OPLAN, the BPSE recommends to the S3 either retention of the TPTs under brigade control or allocation to subordinate battalions. The BPSE exercises staff supervision over TPTs allocated to battalions. It monitors their status and provides assistance in PSYOP planning as needed. The BPSE provides PSYOP-unique service support to the TPTs. It also evacuates PSYOP equipment to the DPSE if necessary.

Unlike the DPSE, the BPSE does not have any PSYOP product development capability. The focus of brigade-level PSYOP planning is on the integration and dissemination of previously developed and approved products to support the maneuver commander. Should the BPSE identify a need for a product that is not currently in the PSYOP program, it can submit a request for product development through the DPSE to the POTF or POTG.

In addition to conventional operations, a DPSE or BPSE may be tasked to support a Special Forces group or Ranger regiment in unconventional operations. Although a BPSE would normally support a group or regiment, the mission may requite additional PSYOP assets.

Tactical PSYOP Teams

TPTs can work either for the DPSE, the BPSE, or directly for a maneuver battalion commander. When attached to a maneuver battalion, the TPT chief acts as the PSYOP staff advisor to the battalion S3. As such, he must be fully prepared to explain the capabilities of his team and how it can contribute to the battalion mission. To perform his mission properly, he must have direct access to the battalion S3.

The TPT conducts loudspeaker operations using themes and scripts approved by the POTF or POTG. TFTs may modify scripts to fit a specific situation, but they must ensure the modifications remain within the guidelines provided by the parent unit.

In addition to loudspeaker operations, the TPT can conduct other types of PSYOP. They can disseminate approved printed materials and conduct face-to-face PSYOP. As the PSYOP personnel at the front lines, they can—

- Gather and assess the effectiveness of hostile PSYOP.
- Gather PSYOP-relevant information from and on the local populace.
- Make an initial assessment of the effectiveness of U.S. and/or allied PSYOP efforts in their area.

PSYOP Command and Control

Tactical PSYOP support at each level, from corps down to the TPTs, must integrate the needs of the maneuver commander with the CINC/JTF PSYOP campaign plan implemented by the higher PSYOP headquarters. This integration ensures a PSYOP OPLAN that supports the maneuver commander at each level. It also ensures consistent PSYOP themes and objectives at all levels. When the desires of the maneuver commander conflict with the PSYOP guidance from higher PSYOP headquarters, the PSYOP guidance takes priority. Should a conflict remain, the PSYOP staff planner must refer the matter up the chain to higher headquarters for resolution.

PSYOP elements must also be incorporated into, and be active participants in, the planning process. A consistent, structured PSYOP campaign requires both regional analysis and coordination at all levels. Figure I-3, page I-8, illustrates PSYOP C^2.

Loudspeaker Operations

Tactical PSYOP personnel can conduct PSYOP with all types of media. Through direct, face-to-face contact, tactical PSYOP elements can also evaluate the impact of the overall PSYOP campaign. They can—

- Distribute products.
- Gather PSYOP intelligence.

- Assess the PSYOP implications of all operations.
- Provide input and assist in the management of leaflets.

However, during combat operations, the loudspeaker is the PSYOP medium that can achieve the most immediate and direct contact with the opponent. For this reason, the focus of this appendix is on tactical loudspeaker operations.

When a loudspeaker broadcasts, the opponent becomes a captive audience that cannot escape the message. As a result, tactical PSYOP rely heavily on loudspeaker operations at the CPSE, DPSE, and BPSE levels. The advantages and limitations of loudspeaker systems are shown in Figure I-4, page I-9.

The operating range of tactical loudspeakers is affected primarily by external factors. Terrain and environmental conditions have a great impact on the effective operating range of a system. Figure I-5, page I-9, illustrates conditions that permit operation at maximum range.

The key to a successful loudspeaker operation lies in tailoring each message to fit the situation. Loudspeakers are particularly useful in tactical support of the exploitation, the retrograde movement, and the static situation. They are also valuable in support of consolidation and counterinsurgency operations.

When friendly forces exploit the breakthrough of opponent lines, loudspeaker operations can accomplish spectacular results. Surrender appeals and ultimatums are particularly effective when opponent units have been surrounded, isolated, or bypassed.

In the retrograde movement, loudspeakers can be especially useful in controlling fleeing civilians and keeping the roads open to facilitate the operation.

When lines are stabilized, loudspeakers can broadcast news of successes to the opponent, build on his tensions, or promote nostalgic themes about affairs at home. Primary objectives in the static situation are to encourage dissatisfaction, malingering, individual distractions among the opponents, and desertion.

During consolidation operations in newly occupied terrain, loudspeakers can be used to help in civilian, traffic, or mob control.

During counterinsurgency operations, loudspeakers can be used to broadcast a wide variety of programs and propaganda messages to civilian populations and insurgents.

When conducting loudspeaker operations, C^2 elements are responsible for coordination with the supported unit. They must ensure that messages are carefully worded, short, and if possible, shocking. In general, if operations are to be successful, they must be well planned, coordinated, and in compliance with all higher-headquarters objectives and policies.

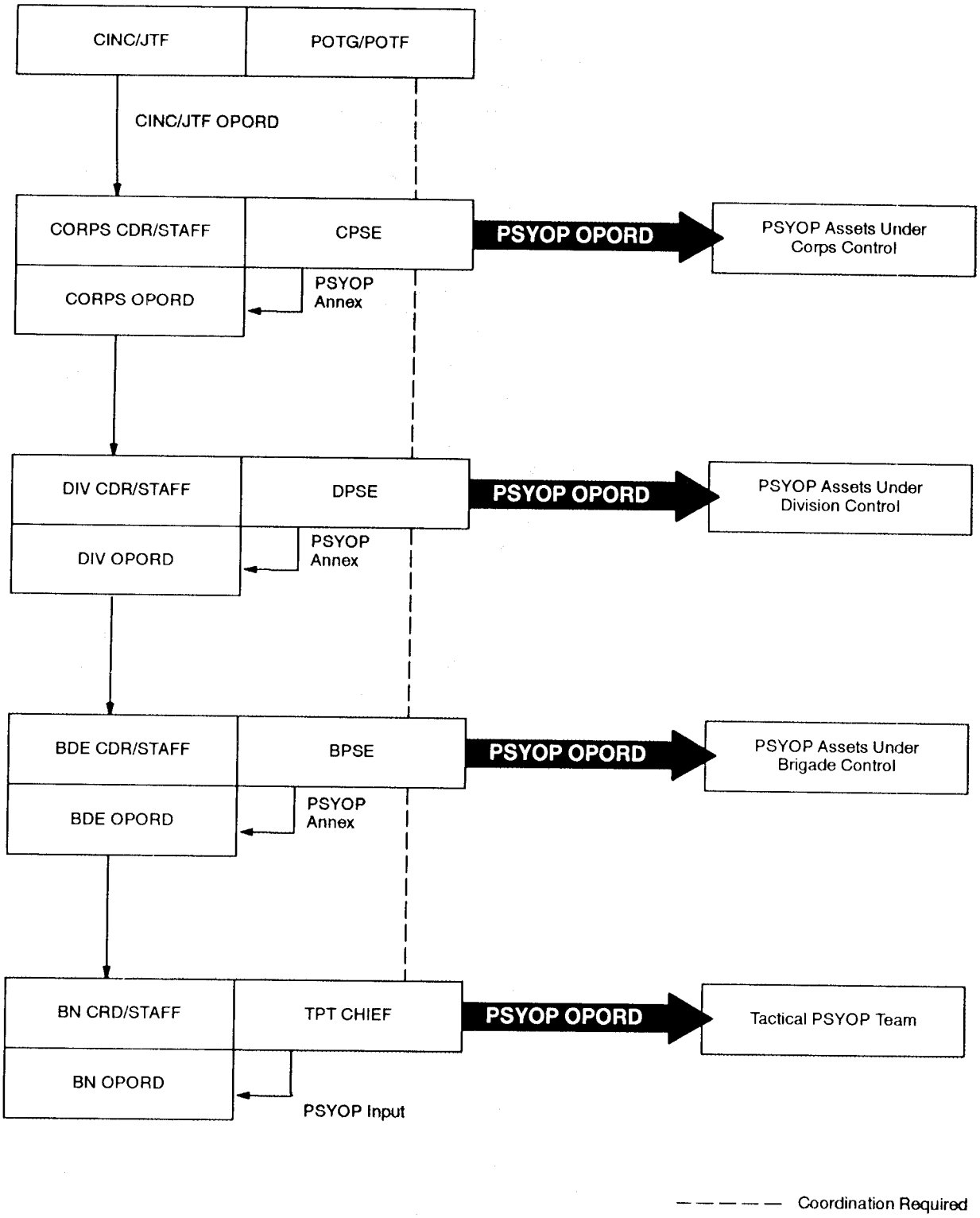


Figure I-3. PSYOP C^2.

Advantages	Limitations
Flexibility.	Employment of enemy countermeasures.
Exploitation of targets of opportunity.	Loss or distortion of message over time.
Range of transmission.	Vulnerability to enemy fire.
Mobility.	
Effectivness with illiterate audiences.	
Ability to pinpoint target.	

Figure I-4. Advantages and limitations of loudspeaker systems.

Terrain	Line of sight to target. Lack of man-made features (buildings). Lack of vegetation.
Environmental	Low-humidity cold temperatures. Wind speed less than 15 knots. Wind direction toward target.

Figure I-5. Conditions for operation at maximum range.

Major Systems

The DPSE in its normal configuration deploys with one MSQ-85B audiovisual system. This system is vehicle-mounted S-250 shelter and provides the DPSE limited audio, visual, and audiovisual capability.

For audio missions, the system normally contains a 350-watt backpacked loudspeaker, a multiband receiver, and a mobile editor/dubbing unit. For visual production and presentation, the system contains a wide-screen video projection unit, video camera, 35-mm still camera, and a Polaroid camera. The system also contains a Canon 660 paper copier for limited, immediate leaflet production.

Overall, the MSQ-85B system can present audio and/or video presentations, photographic slides, and loudspeaker broadcasts. It can also produce small quantities of leaflets. It can receive television, amplitude modulated, frequency modulated, and short wave programs for recording and editing. It is rapidly deployable and can be airlifted by a C-130 or larger aircraft.

Mounted Loudspeaker Systems

The loudspeaker mounted on a high mobility multipurpose wheeled vehicle (HMMWV) is the primary system and the workhorse of tactical loudspeaker

operations. It can also be used in deception operations. It has an output of 450 or 900 watts and a normal broadcast range of 1,000 to 1,800 meters. The system is normally operated by a three-man team and employed in the mounted mode. However, due to increased range and maneuverability requirements, the mission may require the team to operate dismounted using the backup manpacked units.

In addition to the HMMWV-mounted systems, limited numbers of helicopter-mounted systems are available in the active component. The airborne systems can output 2,100 or 2,700 watts. They can operate in either the UH-lH or UH-60 aircraft. Vehicle-mounted systems may also be used in rotary-wing aircraft, but range is limited due to difficulty in overcoming the sound of the aircraft. These systems can also be mounted in boats for waterborne operations. Vehicle- and helicopter-mounted loudspeaker system data is shown in Table I-1, page I-10.

Dismounted Loudspeaker Systems

Dismounted (backpacked) systems add diversity to the growing PSYOP equipment inventory. Missions may dictate dismounted operations. Dismounted systems can also be used for operations using vehicles and watercraft. Table I-2, page I-11 provides dismounted loudspeaker system data.

Dismounted systems output 250 or 350 watts, depending on the system used. Maximum range varies between 700 and 1500 meters, depending on the system used, terrain, and atmospheric conditions. All systems operate with rechargeable batteries and nonrechargeable lithium batteries (BA-5590). A dismounted TPT consists of one system and three personnel. Although a team can operate light, with two personnel, this configuration greatly reduces the team's ability to conduct continuous, sustained operations.

When planning dismounted operations, PSYOP planners must consider team extraction. Since loudspeaker operations sometimes draw opponent fire, the team's lack of mobility, coupled with its proximity to the opponent force, requires

Table I-1. Vehicle- and helicopter-mounted loudspeaker system data.

System	Platform	Output	Range	Notes
AEM-900/AEM-700	HMMWV	900/700 watts	1,200 to 1,800 meters	
AEM-450/TEL-450	HMMWV	450 watts	1,000 to 1,500 meters	TEL-450 is currently being phased out due to reliability problems.
AEM-2700/AEM-2100	UH-1H	2,700/2,100 watts	Optimum altitude: 900-1,200 meters on linear targets, 600-900 meters on point targets	May be mounted in UH-60 with auxiliary power and installation kits

Table I-2. Dismounted loudspeaker system data.

System	Weight	Output	Range	Notes
LSS-1	34 pounds	350 watts	700 to 1,000 meters	LSS-40 prototype
AEM-250	28 pounds	250 watts	400 to 600 meters	
LSS-40	34 pounds	350 watts	700 to 1,000 meters	Primary system
LSS-20	17 pounds	33 watts	100 meters	Short-range system; capable of wireless remote, limited tactical use due to range.

APPENDIX J

Development of PSYOP Products

Printed material is a major medium for disseminating the PSYOP message. It includes all products disseminated in printed form: leaflets, posters, magazines, pamphlets, books, and such items as novelties, trinkets, and gifts with a printed message. Printed material, in contrast with other media, can transmit messages of any length or complexity. It can be passed from person to person without distortion, an important factor in PSYOP product effectiveness. It generally has a high degree of credibility, acceptance, and prestige.

Preparation of Printed Material

As with other media, printed material must gain and hold attention, be credible, and persuade the target audience. Audio and audiovisual materials are effective for short, simple messages, but for a well-reasoned analysis, they are no substitute for printed material. It should offer the solution that guides the audience to a COA the PSYOP planner desires.

Common Characteristics

The elements of layout in almost all printed materials are format, display lines, illustrations, copy text, and white space. All of these elements are critical to successfully communicating the message.

Format. The printed material must be in a format familiar to the target audience-it must be presented in a style the target audience is accustomed to seeing printed material. The way the material is presented is an important factor in gaining the audience's attention and interest. A format that is strange or unfamiliar to the target audience may detract from the credibility and acceptance of the material.

Display Lines. Display lines include headlines, subheadlines, and captions for illustrations. The purpose of display lines is to attract attention and to enhance the written message.

A headline must be easy to read and understand and must be provocative. A subheadline should bridge the gap between the headline and the text. It directs the reader's eye to the copy text. A subheadline is generally used only when the headline requires elaboration. Captions explain illustrations.

Illustrations. Illustrations support the central theme of the message. They enable both literate and illiterate audiences to understand the general idea of the message without reading the text. When preparing leaflets, developers should use a single predominant illustration to communicate a central theme. Graphically, the illustration should contrast with the background so that, as a mass, it is identifiable at a distance. Editorially, the illustration must be intimately tied to the text to convey the message to the reader. Indigenous artists and photographers should be used to ensure that the intended message is conveyed.

Copy Text. The copy text is the written message, less display lines. It contains a detailed discussion of the appeal being made, supporting and justifying it. A good text convinces the reader that only by accepting the course of action stated or implied in the text can his needs be fulfilled. The text must contain terms, phrases, and vernacular familiar to the target audience. For this reason, indigenous personnel should be used to write messages. Direct translation from English text is generally unclear and does not relate to the frame of reference of the audience.

White Space. White space is the area around the text or illustration where nothing is printed. Although called white space, this area may be any color. When properly used, white space cannot be effectively overprinted by the opponent force, since it complements the other elements.

Visualization

Once the theme and elements of layout to be used have been determined, the idea must be fused into a single, well-balanced product. This process is known as visualization, or a mental representation of the ideas. Visualization involves two primary principles of layout: balance and eye direction.

Balance. Balance is the distribution of weight around a central point, called the optical center. This point is located slightly above the mathematical center of the visual presentation. On a sheet of paper, for example, it is approximately one-third the distance to the top edge. Balance around this point can be formal or informal. There are four categories of balance formal balance, informal balance, informal diagonal balance, and grouping.

Formal Balance. Formal balance is the equal distribution of weight around the optical center. It helps portray dignity, conservatism, dependability, and stability but generally lacks visual appeal and interest.

Informal Balance. Informal balance is the casual spread of material across the page. It is usually more dynamic and provocative than formal balance and has a better chance of arousing interest.

Informal Diagonal Balance. Informal diagonal balance is the distribution of weight diagonally around the optical center. One way of achieving informal diagonal balance is to place illustrations and text opposite each other on either side of the optical center.

Grouping. Grouping is the combining of two or more forms of balance in a single presentation.

Eye Direction. Eye direction is the way the eye is led through the presentation of the material. It may be employed through several techniques-suggestive eye direction, sequential eye direction, and mechanical eye direction.

Suggestive Eye Direction. In this method, the product designer attempts to direct the eye by subtle means not obvious to the reader.

Sequential Eye Direction. In this method, the product designer uses a logical sequence familiar to the audience to direct the eye through a series of presentations. Examples include a series of numbered frames or other natural sequences, such as a clock-face presentation, to direct the eye in a clockwise direction around the presentation.

Mechanical Eye Direction. In this method, the product designer uses arrows and guiding lines to direct the reader's attention through the significant points of the visual presentation. Mechanical eye direction is the most obvious method of eye direction.

Form

Printed material is a form of visual communication. It includes all messages delivered in any printed form. It may or may not require written text and may consist of graphics only.

Physical Characteristics

The major physical characteristics of printed material are permanency, color, and shape. Each characteristic may convey a message to the target audience.

Permanency Printed material is a relatively permanent document. Once printed and delivered, it may remain in existence indefinitely-until it is physically destroyed.

Color. The color of the printed material alone may have meaning. Using colors that have significance to the target audience frequently enhances the impact of the material. For example, to an American, red generally signifies danger and yellow caution. To a communist, however, red, which is his homeland's national color, signifies loyalty and patriotism.

Shape. Shapes may convey a message to the target audience. The product designer, therefore, must have a thorough knowledge of the symbols relevant to a particular society when preparing a PSYOP product. For example, a leaflet in the shape of a leaf may signify death in some societies.

Audio and Audiovisual Materials

Refer to Chapter 10 for audio and audiovisual script preparation techniques. Generally, the same techniques apply for audiovisual material as for audio products. Bear in mind, however, that simulation of effects and objects can be used to a much lesser extent in audiovisual presentations.

APPENDIX K

PSYOP Dissemination Battalion Operational Procedures

This appendix describes missions, organization, and procedures for the PDB. The PDB is the primary unit responsible for the planning and dissemination of PSYOP products in the mission area. The PDB provides printed, audio, audiovisual, and communications support based upon mission statements IAW FM 100-5.

Mission

The PDB provides television and radio production and broadcast support to the 4th POG(A). It also provides audio support, specifically, making prepacked loudspeaker products for the tactical and regional battalions. It installs and operates organic AM/FM/SW and television broadcast systems. It operates foreign production and broadcast facilities in support of conventional and special operations. It also acquires, records, and disseminates U.S. and friendly nation's broadcasts transmitted into target area.

Organization

The PDB consists of the headquarters and support company and three airborne companies that are specifically organized to support PSYOP and PSYOP units: the broadcast company, the signal company, and the print company. The battalion headquarters receives administrative and logistics support from the broadcast company.

Support Relationship

During routine garrison operations, the PDB receives missions from the 4th POG(A) S3 in the form of taskings. The PDB S3 receives the missions and tasks them to the battalion's subordinate units. Units requiring PDB support must submit taskings or work orders through the 4th POG(A) S3.

During deployments, exercises, and contingencies, the PDB receives missions from the POTF S3 in the form of orders and messages with clearly defined mission statements. The PDB S3 coordinates tailored support for PSYOP elements based upon these mission statements.

Role of the PDC

The PDCs within the 4th POG(A) play a significant role in ensuring the PDB produces and disseminates products in a manner that supports the overall mission and commander's intent. Critical factors in this role are—

- Providing a mission statement to the PDB.
- Conducting pretests and posttests of developed and disseminated products.
- Ensuring that adequate time for the preparation and production of PSYOP products is planned for and provided.

Broadcast Company

The broadcast company contains audio and visual dissemination assets used by the PDB to accomplish its mission. Use of assets within this unit depends on mission, target audience, and availability of the target audience to this type of medium.

Mission

The broadcast company provides television and radio production and broadcast support to the 4th FOG(A). It installs and operates organic AM/FM/SW and television broadcast systems. It also operates foreign production and broadcast facilities in support of GP and SO forces.

Organization

The broadcast company consists of radio-electronic maintenance platoons, each performing diverse missions. The operational platoons (media and radio) are organized as discussed below.

Media Platoon. The media platoon consists of 1 officer and 30 soldiers. The media platoon provides radio and television production support to POTF elements in support of PSYOP campaigns.

Platoon Headquarters. The platoon leader and sergeant provide C^2, mission priorities, and oversight to the production elements. The platoon leader normally acts as the media production liaison officer to the POTF when the entire platoon is deployed.

Electronic News Gathering (ENG) Teams. Four ENG teams form the nucleus of the platoon. Each ENG team consists of a broadcast journalist (military occupational specialty [MOS] 46R), one video cameraman (MOS 25P) and a television technician (MOS 25R). Each ENG team is independently deployable with its own radio and TV editing equipment and can provide video camera and editing support to a deployed PDC or POTF. Due to equipment constraints, the broadcast company can only support two simultaneous ENG missions that require on-location editing capability. The ENG teams also have the capability to receive and record local AM, SW, and FM radio broadcasts of foreign nation or other U.S. agency programming. This programming can be incorporated into future POTF programming or can be rebroadcast over broadcast company transmitted.

Engineering Section. The engineering section provides maintenance support to the deployable systems and maintains the 4th POG(A) Media Reduction Center (MPC) at Fort Bragg, NC. The deployment engineering section consists of eight television technicians.

Graphics Section. The graphics section provides computer graphic and illustration support to television broadcast and POTF operations as required. This section can also deploy afield darkroom that can develop both black and white and color film and color slides. However, to develop color still products, a clean source of running water must be available, and the photographer also must be able to control the water temperature. The graphic section consists of seven illustrator (MOS 25Q) and three still photographers (MOS 25S).

Radio Platoon. The radio platoon consists of 1 officer, 1 warrant officer (WO), and 25 soldiers. Its mission is to broadcast the radio and television products made by the media platoon and to provide PSYOP-unique electronic maintenance for the 4th POG(A).

Platoon Headquarters. The platoon leader and sergeant provide C^2, establish mission priorities, and supervise the broadcast elements. The broadcast platoon leader normally serves as LO to other broadcast elements participating in the friendly broadcasting effort (e.g., COMMANDO SOLO, HN, other government agencies [OGA]).

Electronic Maintenance Shop (EMS). The EMS is led by a WO and consists of soldiers with MOSs 29E and 25R. The EMS section provides GS maintenance for loudspeaker and broadcasting systems with mobile contact teams and walk-in supped. EMS currently provides DS maintenance of SOF-unique communications equipment only at Fort Bragg due to test equipment constraints. DS repair of tactical radios must be provided by theater, corps, or divisional assets during deployment.

Broadcast Teams (4 each). Each team provides one unique broadcast capability using commercial-band AM, FM, SW, or TV transmission systems. Each team consists of personnel with MOSs 29E and 25R.

> *NOTE: Operational platoons have a secondary mission to repair and operate HN and/or foreign radio or TV production or broadcast facilities.*

Organic Equipment

To provide sufficient radio and television support to PSYOP mission planners, the broadcast company contains specialized dissemination equipment. The following paragraphs describe the equipment and capabilities currently found in the broadcast company.

Media Production Center. The MPC at Fort Bragg is the stay-behind strategic production center with capabilities similar to commercial production facilities. The MPC has audio and video studios, video standard conversion, video graphics, computer presentation graphics systems, and a complete darkroom for

photographic work. The MPC remains manned during broadcast company deployments to satisfy video requirements beyond the capabilities of the deployed teams. All video production is done in the U-MATIC and/or 8-mm formats.

TVT-5 (AN/TSQ-171). This system is a television broadcasting system that consists of three parts. The following paragraphs briefly describe each part:

ENG. This part consists of one truck-mounted M1028 with S-250 shelter housing a basic mobile video production system. Its microwave transmitter provides a real-time television link back to the control or transmitter facility. The system is manned by one ENG team and can be put into operation in less than 5 minutes. The system is used primarily to gather video footage in the field and to accomplish basic production. Live video can be transmitted via microwave between the ENG and the AN/TSQ- 171 control unit. The shelter and truck can be transported in one C-130 aircraft.

Control. This part consists of one S-280 shelter on a dolly set. It provides sophisticated video production capability which approaches that of the MPC (minus video graphics, digital effects, and audio studio capabilities). It uses microwave links to the ENG and transmitter shelters. Manned by one ENG team, it can be operational in less than 2 hours. The system requires a minimum of 15-kw power, which is provided by a towed generator. It can be transported without a prime mover in one C-130 or in one C-141 with a prime mover (M9225A2 5-ton truck) that also shuttles the generator.

Transmitter. This part consists of one S-280 shelter on a dolly set with a 100-meter broadcast tower. This 5-kw, multistandard color TV transmitter has a range of approximately 70 km and can broadcast on any channel from 7 through 13 (National Television Standards Committee [NTSC]) or 5 through 12 (PAL/SECAM). The broadcasts can be directional or omnidirectional. Erecting the tower requires a special team (ASIF-2 qualified) with an installation time of 3 to 5 days. Existing towers can be used and could extend the range to more than 100 km. The system is manned by a broadcast team from the radio platoon. The transmitter may be unmanned, with only periodic service visits, if existing programming is retransmitted using microwave (maximum 15 to 20 miles). (The transmitter system can be transported without prime mover (M925A2 5-ton truck) and without tower in one C-130 or in one C-141 without a prime mover but with the tower system.) The complete AN/TSQ-171 system with prime movers requires one C-5 for air transport.

AN/TRT-22. This system is a radio production and broadcast system. The 50-kw AM transmitter can broadcast on any frequency from 535 Khz to 1620 Khz to a range of approximately 120 to 150 km. This range can be extended up to three times over salt water or other conductive terrain. Range is reduced over nonconductive terrain, such as desert. The system is manned by one 8-man broadcast team from the radio platoon. The 256-foot antenna tower requires a special team (with additional skill identifier [ASI] F-2) to erect with an installation time of 5 to 7 days. This antenna erection team, which consists of one NCOIC and five enlisted personnel from the signal/communications support element at Fort

Huachuca, AZ, must be deployed from other units; the PDB does not have organic capability to erect this antenna. Site preparation work, such as the construction of artificial ground planes to compensate for nonconductive soil or concrete pads to support the tower or shelter on unusually loose soil, may lengthen the time required for installation. The complete AN/TRT-22 system consists of nine S-280 shelters with dolly sets, two 200-kw generators, a large heliax cable spool, and a prime mover (M35A2). The system requires one C-5 for air transport.

The AN/TRT-22 can retransmit using Racal receivers. It can delay retransmission using Ampex tape decks and Racal receivers. It can also—

- Originate transmission with the use of studio and audio control shelters.
- Delay original broadcast using Ampex tape decks, and studio and audio control shelters.
- Use any combinations or mixtures of the above.

AN/TRR-18. The AN/TRR-18 is a component of the AN/TRT-22. It can receive AM, FM, SSB, and CW radio frequencies. The approximate maximum receiving range of the receiver is 6,436 km. The AN/TRR-18 is contained in an S-280 shelter. It consists of four Ampex tape decks, four Racal receiveers, and one PM receiver.

Mobility. The AN/TRT-22 has limited mobility in that it is designed to be deployed to one location. Redeployments will keep the station off the air for up to a month. Overland vehicle requirements of the system include one dolly set per S-280 shelter, one 2 ½-ton truck (per dolly set), and one 5-ton truck with trailer. Aircraft requirements for air transport of the system include eight C-130s, five C-141s, and one C-5A. Material-handling equipment required to load, unload, or move the system includes one 10,000-pound forklift, one container mover, one K-loader, and one 10,000-pound crane.

Broadcast Power Requirement. The 50,000-watt transmitter requires two 200-kw generators working alternately for 24 hours of broadcast power consuming 568 to 605 liters of fuel per 24 hours. A frequency converter must be provided to access non-U.S. commercial electrical power sources.

TAMT-10. This system is a 10-kw AM radio production and broadcast system, which can broadcast on any frequency between 530 Khz and 1630 Khz with a range of approximately 70 to 90 km. The system is manned by one broadcast team from the radio platoon. An HF/SW broadcast can be done simultaneously with the AM from 2 Mhz to 30 Mhz. Using a skywave, an SW broadcast can range up to 1,000 km for a point target. The 37-m AM tower requires 6 hours (and a specially qualified team) to set up. The SW transmitter (without AM) can be installed and operational in 2 hours. The AM system can be installed and operational in 8 hours. AM frequency changes require 8 hours. The system consists of one S-280 shelter on a dolly set and one antenna trailer. The system minus prime movers (two M35A2s) requires one C-141 for air transport. With prime movers, the system requires a C-5 or two C-141s.

PAMDIS (Modular). This system combines FM radio and television transmitter systems and is manned by four personnel. It includes two separate low-power (a

100-w FM and a 200-w TV) transmitters that can broadcast FM radio (97.5 Mhz) 9 to 15 km and television 3 to 8 km. The television system can broadcast original programming or rebroadcast over any channel from 7 through 13 (NTSC) or channel 5 (PAL/SECAM) Text can be added over broadcasts and retransmitted on different channels. The systems are stored in portable transit cases and can be set up and operational in 4 hours. Power is supplied by an organic commercial 4-kw portable generator. The system can be transported in the bed of an M1008 commercial utility cargo vehicle (CUCV) or checked as baggage on a commercial aircraft. The modular PAMDIS is extremely mobile and flexible, making it ideally suited for NEO operations.

PAMDIS (Mobile). This system combines AM and FM radio and television transmitter systems and comes with organic transportation (Figure K-1). It includes two separate low-power (a 100-W FM and a 200-w TV) transmitted that can broadcast FM radio 97.5 Mhz with a range of 15 to 20 km and television on channels 7 through 13 (NTSC) or channel 5 (PAL/SECAM) with a range of 10 to 15 km. The AM transmitter uses a 1-kw transmitter on 530 to 1620 Khz to broadcast 50 km. The system is manned by four personnel, and setup time is 4 hours. The PAMDIS (mobile) consists of an S-280 shelter transported on an M35A2C truck and a 15-kw generator that is mounted on a twin 15-w generator trailer. The shelter must be removed from the truck for air movement on C-130 and C-141 aircraft. On C-5 aircraft, the shelter does not need to be removed.

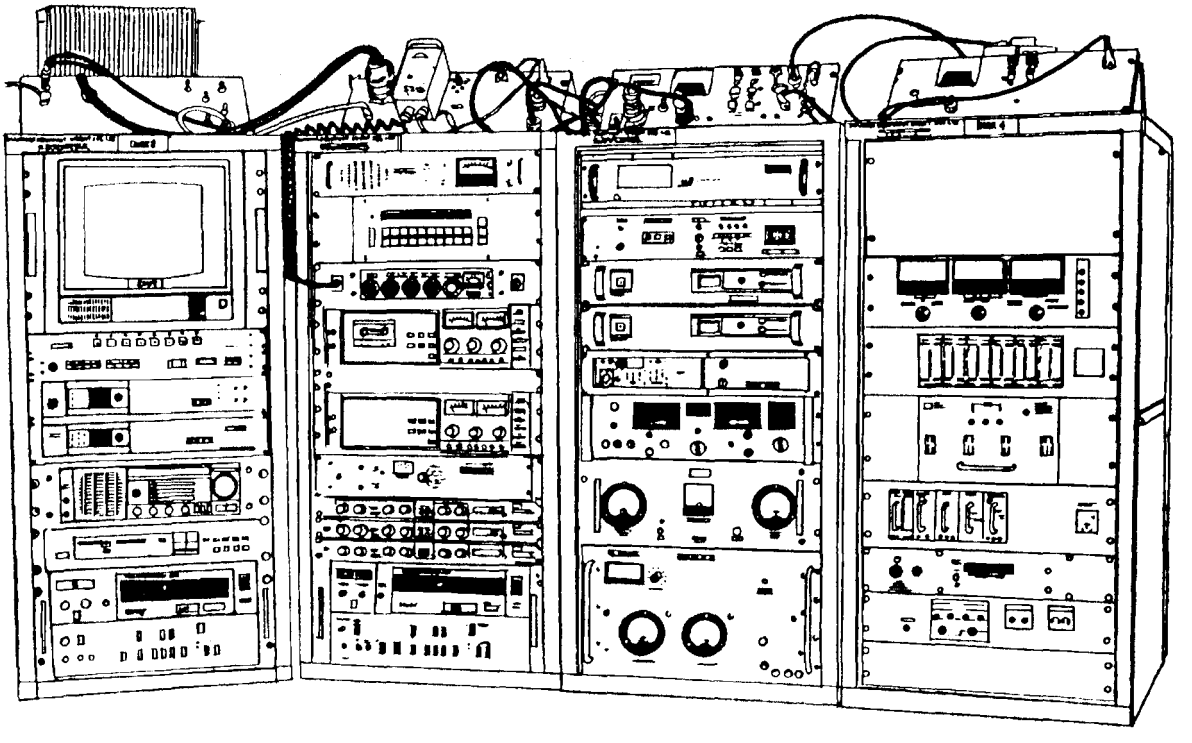


Figure K-1. PAMDIS (Mobile) system.

Planning Factors

The primary broadcast goals for combat or contingency operations are to keep the civilian and/or military populations informed and to broadcast programming in support of approved PSYOP or information campaigns.

To accomplish these goals, detailed planning and mission analysis by the regional PSYOP battalion forming the POTF and the PDB must determine—

- Who is the target audience?
- What should they hear and/or see on the radio and TV?
- What assets are currently in place to broadcast this message?
- How will the message be broadcast to achieve the desired results?

The primary goal should be to keep the station the target audience is watching on the air. The goal is normally met by using indigenous broadcast facilities.

Once the target audience is specifically defined, all radio and television stations broadcasting to that audience must be considered a potential PSYOP broadcast asset. Organic broadcast assets can complement fixed-station transmitters or replace them temporarily until they can be back on the air.

Once the broadcast indigenous fixed facilities are obtained, programming must be planned to support the anticipated or approved campaigns. This planning will be an ongoing effort to produce sufficient quality programming.

There are various levels of production and broadcast that can be achieved for any given situation. From least to most intensive, they are—

- Providing individual radio or television "spots" produced on organic or friendly assets to HN broadcast facilities to be put on the air.
- Augmenting friendly production or broadcast facilities to assist in full time production of daily programming.
- Providing full operation of friendly and/or captured stations and rebroadcasting existing friendly programming.
- Deploying and operating organic broadcast systems and retransmitting existing programming from friendly sources.
- Deploying and operating organic broadcast systems and providing full-time original programming support.

Product Production

Product production is the responsibility of the broadcast company to provide radio and television production support to the POTF. In an ideal situation, friendly and/or HN broadcasts provide the bulk of the programming. This production effort will normally consist of cooperation with HN broadcast personnel to produce specific spots or programs to support the various campaigns. Without HN assistance, the broadcasters and personnel in the PDCs will normally be unable to produce effective products for a large foreign audience due to language and cultural barriers.

The broadcast company can provide limited radio and television programming operations (i.e., conducting daily extended broadcasts); however, these operations are extremely manpower intensive and should only be done when daily HN or friendly programming sources are not available.

POTF responsibilities include providing overall campaign guidance and approved product concepts. Included is the commander's intent on broadcast operations. It provides HN or indigenous broadcast talent with cultural and language expertise. This assistance must be full time if daily programming is to be conducted. An experienced broadcast journalist dramatically increases the listening and/or viewing audience. The POTF also provides—

- Realistic time frames and assets to accomplish required missions.
- Assistance with obtaining target-culture production materials, such as music.
- Script outlines, themes, and concepts to the media project director.

The broadcast company provides broadcast journalists for overall development of radio and/or TV products. It provides radio and/or TV engineer, studio, and camera support.

The broadcast company provides a broadcast LO to the POTF to ensure all PSYOP broadcast concepts are technically practical, realistic, and achievable. It also provides liaison to any HN production facilities available and provides technical assistance as required.

Sufficient time is always required to put together a professional video or radio product. For video, a basic rule of thumb is that 1 hour of production is required for every minute of video produced. Naturally, it is possible to condense and cut comers when required, but it must be a deliberate decision by the POTF to trade time for quality.

There must be a clear, distinct, and limited approval process. Finished video is extremely difficult to change, once editing and mastering have occurred. The time for changes is during the conceptual phase. The overall concept and script plan should be approved by the entire chain of approval before initial production is begun. Once production has begun, change authority during the review process should be restricted to the smallest number of personnel possible.

Radio and television production usually require a dual approval process. Concept approval is required before production can begin, and final approval is required after the production is complete. These approvals are required because even subtle changes in images, sounds, and so on can lead to major differences in the way that a product is received.

HN assistance is almost always required. The journalists are often expected to adopt a different cultural approach or style during production. Language support will almost always be required, and trained native speaking broadcasters must be identified and retained.

Broadcast Operations

The broadcast company provides broadcast systems and technical expertise in the dissemination of programming through radio and television. Normally, the most effective means to accomplish this distribution is through the use of existing fixed location facilities. Use of organic systems should be based on nonavailability or gaps in the fixed facility broadcast environment. Advantages of using existing facilities are described below.

Existing facilities will have the power and range required to reach an existing target audience with radios and/or televisions. The transportable systems maintained by the PDB are extremely low-powered when compared to most commercial broadcasting facilities. Power and broadcast ranges are the trade-off for transportability.

There is no interruption of service during the transition from purely HN programming to programming with POTF input. If a PSYOP system occupies the channel that was used by another facility, there may be a significant loss of audience due to a drop in the transmitting power.

Programming can be introduced immediately onto the airwaves, without having to wait for the installation of transportable systems.

The target audience already uses or is familiar with the frequencies or channels of existing stations, so it will be easier to get them to tune in or stay tuned.

PSYOP systems are normally used to complement the use of existing facilities. The advantages PSYOP systems have over existing facilities areas follows:

- PDB technicians can quickly replace a damaged or destroyed indigenous facility temporarily until the damaged facility is repaired.
- Maintenance and reliability are proven with the organic systems. Foreign facilities are always custom engineered systems. As a result PDB engineers will have limited familiarity other than basic conceptual understanding of the technology and knowledge of the systems' individual components.
- Organic systems are all frequency agile, meaning they can be tuned to nearly any channel on the commercial spectrum. Fixed station facilities normally do not have this capacity.

Combining existing and organic systems is the best solution in most instances. The availability and coverage capability of existing systems will normally determine which PDB assets will be used.

Several factors must be considered prior to the employment of PDB systems. For example, where specifically is the target audience located? Once the target is identified, the ideal broadcast location can be identified. AM and/or FM radio and television require a line of sight from the top of the tower to the target audience. SW can use a skywave. POTF will determine specific target audience.

The channels and/or frequencies that should be used will be based upon channels available and on analysis of the target population. If the TV channel 9 was the most

popular channel, but is now vacant, a potential audience is already there. Radio frequencies should be memorable, since they will have to be advertised by other means such as print or word of mouth. The POTF and broadcast company will determine ideal frequencies and staff them through the theater radio frequency manager.

When frequencies have been determined, they must be added to the protected frequency list to prevent friendly jamming efforts that could mistake our broadcasts as hostile. This is a likely scenario, since most PSYOP broadcasts will be in the opponent's language.

The programming source will need to be determined. All PDB broadcast systems can be used to retransmit signals to other broadcast platforms. All broadcast systems have a retransmit capability. For example, the TAMT-10 can be used as a studio to broadcast the program by SW to COMMANDO SOLO. The program can then be broadcast on FM, AM, and SW or rebroadcast to the TRT-22, which can then broadcast the signals on AM.

For television broadcasts, the broadcast system and the color format must be determined. In any case, the PDB cannot currently broadcast television on channels 2 through 6 or on UHF channels above channel 13 (U.S.).

The transmitters are not designed for jamming other broadcasting. Their power is normally not sufficient to produce a significant effect on an existing signal. In addition, PDB systems must operate on open channels and cannot compete with strong existing signals. COMMANDO SOLO has a limited jamming capability which should be planned for accordingly. Other jamming resources must be coordinated through the POTF and its supported commands.

Since our broadcasts are uniquely intended to be intercepted and heard by an opponent force, defense against opponent jamming is difficult. Whenever we change to a different frequency to avoid jamming, our target audience must also be told where to tune. This action also informs the jammers to change frequency. The best technique is to put the maximum number of systems possible on the air, which will overload opponent jamming capability. This redundancy of broadcasting systems (Voice of America, HN, COMMANDO SOLO, etc.) require a coordinated effort at the POTF level to ensure proper coverage and programming balance is obtained with all systems. Coordination must also occur with other U.S. broadcast elements to ensure that competing programming efforts are not being broadcasted simultaneously into a target area.

Deployment

The deployment of a broadcast assessment team (BAT) as part of an advanced echelon is essential. Duties of the BAT include—

- Determining the availability of production and/or broadcast facilities for use by broadcast company teams.
- Determining which broadcasts and programming sources are being received by the target audience. This assessment determines the broadcast environment and develops potential open frequencies for use.

- Developing and integrating an overall broadcast plan to support the POTF campaigns.
- Recording typical radio and television programming from HN and target sources. These recordings are used to develop cultural and stylistic insight for production purposes, and to increase the development of local station stock footage for use in other projects.

Employment

Often the PDB headquarters will not be deployed. Its subordinate elements maybe attached to a POTF or JPOTF. The following depicts an ideal product flow when a PDB headquarter slice is not deployed. The media platoon leader will normally serve as the broadcast LO to the POTF to ensure integration and proper production priorities are assigned to each product or programming concept. HN and organic production and broadcast operations are coordinated at this level. Radio and TV products are produced using HN production facilities and, if required, their own basic organic equipment. Contingency plans must be developed with the Army Special Operations Forces and/or JSOTF elements to ensure keeping the radio and television facilities in potential target areas operational IAW POTF priorities.

Ideally, the radio platoon initially occupies and operates HN broadcast facilities and then positions organic systems as required for operation. Organic systems are installed and operated on order. Broadcast systems deploy IAW time required to begin operations. The low-powered systems are installed first, followed by the larger systems that require more time to install. Table K-1 reflects this incremental capability over time.

Table K-1. Broadcast capabilities planning chart.

System	Capabilities	Airlift	Antenna Height	Install/Frequency Change Time Range
PAMDIS	AM Radio	1 X C-130	60 feet	4 hours/ 2 hours 50 to 80 kilometers
PAMDIS	FM Radio	1 X C-130	50 feet	4 hours/ 1 hour 15 kilometers
PAMDIS	Television	1 X C-130	50 feet	4 hours/ 5 minutes 3 to 8 kilometers
TAMT-10	AM Radio	1 X C-141	125 feet	8 hours/ 8 minutes 100 kilometers
	Shortwave	1 X C-141	40 feet	2 hours/ 5 minutes up to 1,000 kilometers
AN/TRT-22	AM Radio	1 X C-5	256 feet*	10 days/ 1 hour 150 kilometers
AN/TSQ-171	Television	1 X C-141	330 feet*	5 days/ 5 minutes 70 kilometers
*Antenna installation requires a special installation crew (ASI F-2 qualified) .				

Once on the air, all broadcast platforms (Army, HN, COMMANDO SOLO) must operate in coordination with the POTF broadcast plan. The broadcast LO at the POTF will manage the integration of the assets. Broadcasts will normally continue until permanent broadcast facilities are established in the target audience AO.

Print Company

The print company contains the primary assets available to the PSYOP commander to use in accomplishing his PSYOP mission. The following paragraphs describe the mission, organization, and capabilities of this unit.

Mission

The print company provides print, leaflet rolling, and leaflet dissemination support to the 4th POG(A). It operates organic and foreign printing systems in support of GP and SO forces.

Organization

The print company consists of a headquarters section and five platoons that are equipped to print a variety of products. Four platoons have a combination of light print systems, medium print systems, and modular print systems. These platoons are deployable. The fifth platoon, the heavy print platoon, consists of stationary Heidelberg presses and supporting equipment. This platoon is located at Fort Bragg, NC, and is not deployable.

Operational Capabilities

The print company produces multi-color products ranging in size from calling cards to tabloid-type newspapers. In addition, print personnel have experience in product layout (newspapers) and press repair. To maximize the full capabilities of these assets, PDCs should plan to include print liaison personnel in their planning.

Light Print System. There are nine systems in the inventory. Each system contains a press shelter and an editorial shelter, each mounted on an M35A2 truck.

The press shelter contains a small 1250 duplicating press with T51 head and a paper guillotine. This press is capable of producing two cobs at one time. The maximum paper dimensions for printing on this system are 11 by 17 inches. On this paper size, largest product that can be produced will be 11 by 14 inches due to margin (border) space.

The editorial shelter contains a small darkroom with vertical camera and platemaker. A VariTyper (graphics computer), two small light tables, a 1418 film dryer, and a P1400 diffusion transfer processor are also included.

The light print system is powered by two 15-kw generators. Setup and recovery take 1 hour per shelter. Both shelters have climate control. The light print system may be run on commercial power (110 or 220 volts), if available.

The light print system is transportable in one C-131 without prime movers and generators. With prime movers and generators, it is transportable in one C-5B or two C-141.

Medium Print System. There are three systems in the inventory. Each system consists of a 5-ton expandable van, a camera semitrailer, an editorial semitrailer, and a finishing semitrailer. All trucks and trailers have climate control systems.

The 5-ton expandable van contains a Heidelberg GTO2P52 press. It can produce two colors at one time. It can also do one color on the front and back (which is called perfecting). Paper storage is also available in the van. Maximum paper dimensions that can be printed on the GTO2P52 are 14 by 20 inches. This correlates to maximum product size of 13 3/18 by 19 3/4 inches excluding margins.

The camera semitrailer has a darkroom complete with a vertical camera and a flip-top platemaker. It also comes equipped with small and large light tables, P1400 diffusion transfer processor, 1418 film dryer, and a temperature control sink.

The editorial semitrailer has the varityper system, one large light table, and two small light tables. It also has a two-drawer safe for classified storage and a shredder.

The finishing semitrailer has a Champion 305 medium-sized paper guillotine, a 1250 duplicating press with T-51 head capable of producing two colors at one time, and a temperature control sink. The maximum paper dimensions that can be printed on this press are 11 by 17 inches.

The camera, editorial, and finishing semitrailers are towed by a 5-ton tractor (M818). The entire system is powered by one 30-kw generator. Setup and recovery times are approximately 4.5 hours each. The air movement of this system requires two C-5B aircraft. An Air Force waiver is required to transport the 5-ton expandable van.

Modular Print System (MPS). There are five systems in the inventory (Figure K-2, page K-14). Each system contains modules A, B, and C. Module A is a light print system. It is used as the camera-ready module. It has the same capability as the light print systems, although the MPS light print sections are newer.

Module B includes two expendable shelters, each containing a Heidelberg GTO2P52 press, and a temperature control sink. It has the capability of printing two colors at the same time and can do perfecting. Paper storage is also available in the shelter. Maximum paper dimensions that can be printed on this press are 14 by 20 inches.

Module C includes one expandable shelter that contains a large Challenger MPC paper guillotine with a 3800 cut memory. It can also be used to store paper. These shelters have been modified to add a platemaker and a small light table.

All shelters (modules B and C) have trailers (dolly sets) used for limited mobility. A 5-ton cargo truck (M925A2) tows each shelter; shelters and generators are shuttled due to insufficient organic prime movers. For distances in excess of 80 km, modules B and C should be moved with a flat-bed vehicle for each shelter.

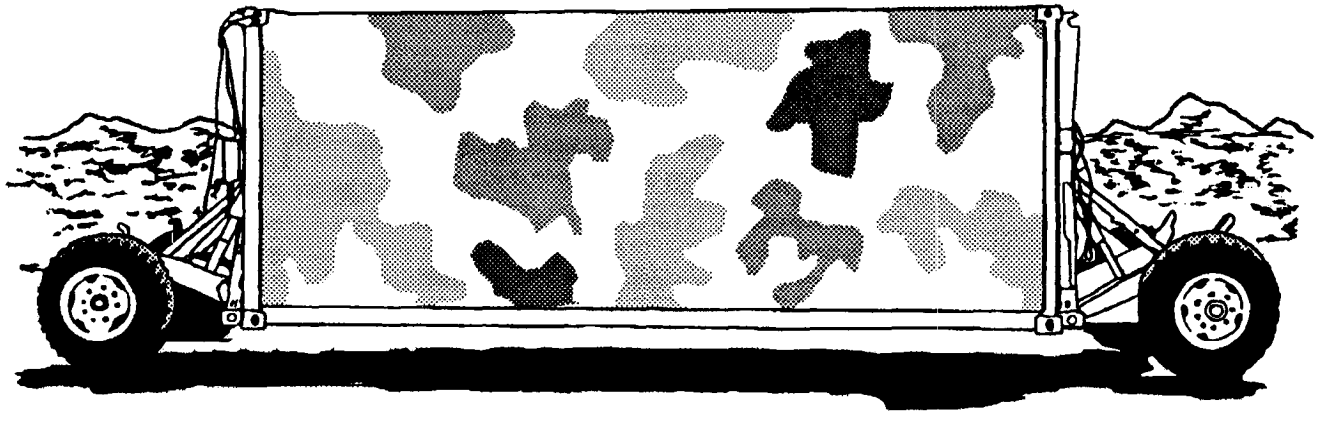


Figure K-2. Modular print system.

One 15-kw generator and two 60-kw generators are organic to the MPS (modules A, B, C). It can, however, be powered by one 60-kw generator. All shelters are climate controlled. A minimum of three C-5B aircraft are required for air movement of one complete MPS.

Setup of the MPS requires 4 hours. The MPS also requires a large, open, hard packed area for setup because of the extreme lack of mobility of modules B and C.

> *NOTE: All mobile systems can be powered by generators or wired into a commercial power hookup. Commercial hookups provide more stable power and better noise discipline. If commercial power is used, the print system must be within a radius of approximately 15 m due to power cable length.*

Heavy Print Facility (Fort Bragg, NC). There is one facility in the inventory. It contains the following:

- Two single-color Heidelberg presses.
- Two two-color Heidelberg presses.
- Two large paper guillotines.
- Two paper stichers.
- One 60-page collator.
- One complete camera section.
- One paper folder.

- Two 1250 duplicating presses.
- One VariTyper system.
- Two classified-storage safes.
- Two facilities equipped for large production.

Time required for print production on a single Heidelberg press is shown in Table K-2, page K-15.

PSYOP Development Workstation (PDWS). There are two systems in the inventory (Figure K-3, page K-16). The PDWS is a desktop publishing package. It consists of a central processing unit (CPU), a super video graphics array (VGA) color monitor, a 300 dots per inch (DPI) color scanner, a thermal color printer (also 300 DPI), and an STU III for communications.

Using organic software, a trained operator can scan in images drawn by illustrators or illustrations from any printed sourse for use in preparation of camera-ready art. The scanned image can be used as is or as a template to make a computer graphics drawing. Either image can be used in a page layout program to develop a product, combining graphics with text. Graphic images may also be drawn directly on the computer, and clip art files can be used as is or modified.

Once the product is completed on the computer, it can be printed as a color proof or color separations by the printer. The software can make automatic color separations, either in spot version or four-color version. The black on white separations are then ready for the camera stage of the press operation.

The output quality of the computer system and printer is limited by the quality of the image scanned or drawn and by the 300 DPI limit of the printer. These limitations are most evident when a press reproduction of a photograph is desired. The end image does not compare to commercial magazine quality, but it is more than adequate for PSYOP products.

Table K-2. Print production time requirements.

Job	Task	Time
2X color 6 x 3 inches 100,000 leaflets	Camera work and layout	4 hours per color (8 hours)
	Press time	12 hours
	Total time	20 hours
*3X colors 6 x 3 inches 100,000 leaflets	Camera work and layout	12 hours
	Press time	24 hours
	Total time	36 hours
*Double the amount of press time for each additional color.		

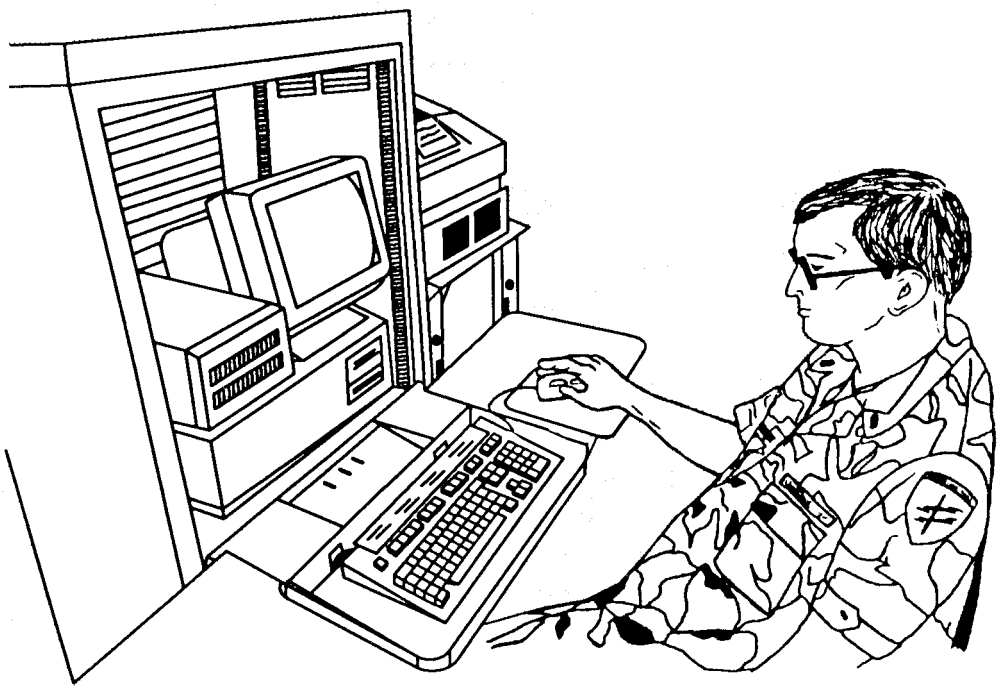


Figure K-3. PSYOP Development Workstation (PDWS).

programmed improvements to the PDWS include upgrading to DOS and better software that will increase functions and speed production time. The proposed upgrades of the scanner and printer will dramatically improve product quality allowing the printing of commercial magazine type products.

Risograph. The risograph is a direct image processing machine that produces small to medium amounts of good-quality one- or two-colored products on medium-sized bond paper (Figure K-4, page K-17). It has the same basic output speed as a small press, but it is very portable and about the size of an office photocopier. It is completely self-contained and needs none of the support equipment (darkroom and platemaker) that a press requires, eliminating harmful photochemicals and hazardous waste disposal problems. The operator simply removes the ink drum and replaces it with another to print another color. With the proper cables and interface, it can be connected directly to a desktop publishing computer like the print development workstation for printing, eliminating the need for a separate color printer. It is designed to provide an immediate method of producing small quantities of products for quick-reaction teams until larger presses can arrive in theater. It requires a small generator for power and a small paper cutter for finishing. Currently, the PDB is in the process of establishing a lease contract for several risographs.

Leaflet Operations

The print company has the capability to produce and disseminate leaflets in support of the PSYOP mission. Such operations include all the factors involved in

planning, producing, and disseminating leaflets by all means available. Refer to Appendix G for a detailed discussion on leaflet operations.

Deployment

The deployment of a print liaison as part of the advanced echelon is essential. Duties of the liaison include:

- Determining the availability of HN, allied, or U.S. forces print facilities.
- Locating local sources of print supplies (paper, ink, press repair pints, etc.)
- Conducting site surveys for print company equipment including determining maintenance status and availability of existing equipment.

Employment

The senior member of a deployed print company serves as the print LO to the POTF to ensure integration and realistic production priorities are assigned to each product. The approval process for products is similar to the process described for the broadcast company products. The LO maintains the print production status for each job and a consolidated inventory of existing products. He also maintains a historical data base of all leaflets produced, printed (to include samples of each), and a separate database of disseminated products.

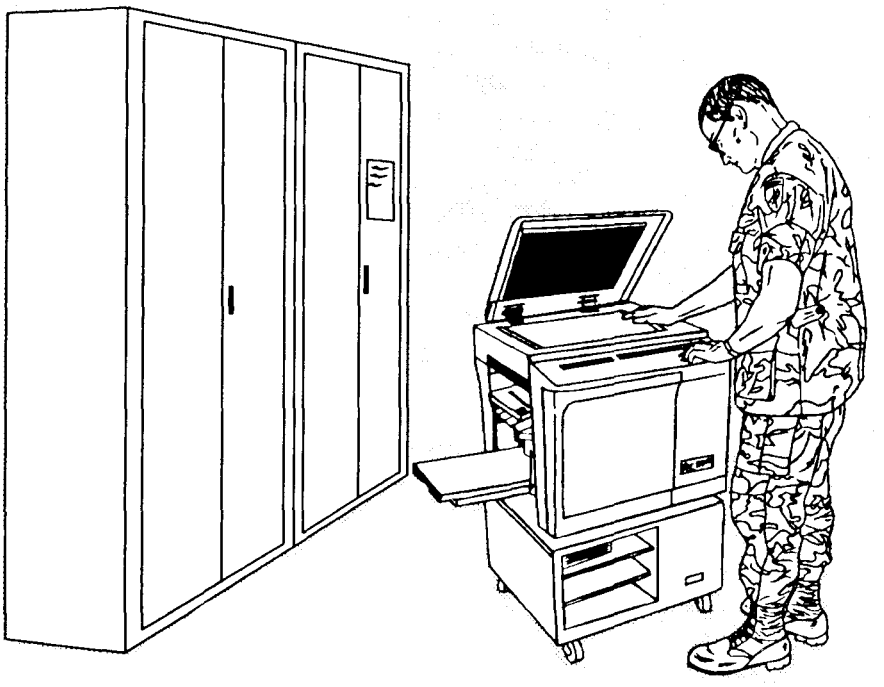


Figure K-4. The risograph.

Signal Company

The signal company contains the primary assets for continued communications between different elements of the POG. The following paragraphs describe the mission, organization, and capabilities of this company.

Mission

The signal company provides communications support for the 4th POG(A) (five battalions and one headquarter and headquarters company [HHC]). It also supports the 96th Civil Affairs Battalion (Airborne).

Organization

The signal company is organized into three platoons: headquarters, information management, and tactical support.

Headquarter Platoon. The company headquarters provides the administrative and operations control of the company. The headquarters platoon consists of an administrative section, an operations/training section, and a supply section.

Information Management Platoon. The information management platoon provides message center support for all elements of the 4th POG(A). It provides management of the 4th POG(A) COMSEC account control of the POADS section and technical management of automated data processing systems in the 4th POG(A).

Tactical Support Platoon. The tactical support platoon provides tactical communication support to the 4th POG(A). The platoon is organized into four squads. Each squad has a habitual support relationship with one of the three regional battalions and the tactical support battalion in the 4th POG(A).

Task Organization. The tactical support platoon is the workhorse of the signal company. Task organized into signal support elements (SSEs), the platoon can support a POTF headquarters, the tactical psychological operations battalion headquarters, the PDB headquarters, the 96th CA Battalion (Airborne), and a number of PSYOP liaison teams. Each SSE can be tailored in both number of soldiers and type of equipment to meet mission requirements.

Capabilities. The POTF SSE usually consists of four or five soldiers with an NCOIC (SGT or SSG). A POTF SSE provides single channel tactical satellite (TACSAT) and high frequency (HF) radio communications to the POTF. Single channel TACSAT can pass secure voice, secure FAX, and secure data communications. TACSAT is an excellent resource but is subject to frequent preemption and limited transmission windows. HF radio can pass secure data over a long distance (800 + km), although it may sometimes be interrupted by atmospheric conditions and solar activity.

The tactical PSYOP battalion SSE usually consists of four to five soldiers including an NCOIC (SGT or SSG). It provides single channel TACSAT and HF radio communications to the tactical PSYOP battalion. It can also provide secure

voice, same tactical FAX, and secure data communications using TACSAT. Using HF radio, it can pass secure voice and secure data communications. It also provides internal wire communications for the battalion headquarters.

The PDB SSE usually consists of three to four soldiers with an NCOIC (SGT or SSG). It provides single channel TACSAT and HF radio communication to the PDB. It also can provide secure voice, secure tactical FAX, and secure data communications using TACSAT. Using HF radios, this SSE can pass secure voice and secure data communications. It also provides internal wire communications for the PDB headquarters.

The PSYOP liaison SSE consists of one soldier, usually an NCO (SGT or SSG). This SSE provides single channel HF radio communications for selected PSYOP Los. It can pass nonsecure voice and secure data communications. It can also coordinate access to alternative means of communications for the LO.

Mission Support Tasking

Figure K-5, page K-20, describes the communications flow. Units requiring communications support will do the following:

- The unit determines its requirements for communications based on the mission.
- The unit then submits the tasking for communications support to the 4th POG(A) or POTF S3.
- The 4th POG(A) or POTF S3 tasks the PDB S3.
- The PDB S3 tasks the signal company commander. The signal company commander is the unit's point of contact for communications support taskings.
- The signal company commander meets with the S3 of the requesting unit to work out the details of providing a communications system to support operational requirements.
- Priorities for mission support are determined by 4th POG(A) or the POTF as required.

Planning Considerations

Communications should be one of the first considerations when preparing for deployment. The signal company coordinates communications support for the units in 4th POG(A). The signal company allocates its organic assets IAW stated requirements. The group CE officer coordinates for any communications support outside of the group (e.g., interface with corps, EAC, or theater communications systems).

PSYOP battalions should route mission statements or communication concepts and requirements through the POG S3 and PDB S3 to the signal company. Requesting specific equipment and number of personnel should be avoided. The signal company commander (based on the supported unit mission requirements)

will determine the best mix for communications. Answers to the following questions will help determine the best communications package to be deployed:

- What is the location of deployment?
- What is the duration of deployment?
- What is the scheme of maneuver for the deployment?
- Are there any special communications requirements (e.g., must communicate with airborne assets, need a relay team)?
- What other communications requirements are there other than voice (FAX, data)?
- Is there secure storage for COMSEC?
- Are commercial phones available?
- Who is providing secure phones?
- Will wire be used in the AO?
- Will the communications systems of the units (corps, theater) be near the deployed unit and will these systems be accessible?

Power

The primary radio systems used by the signal company are push-to-talk systems. These radio systems can be powered by either vattery or power supply. The BA5590/U lithium battery is used to power all pirmary radio systems.

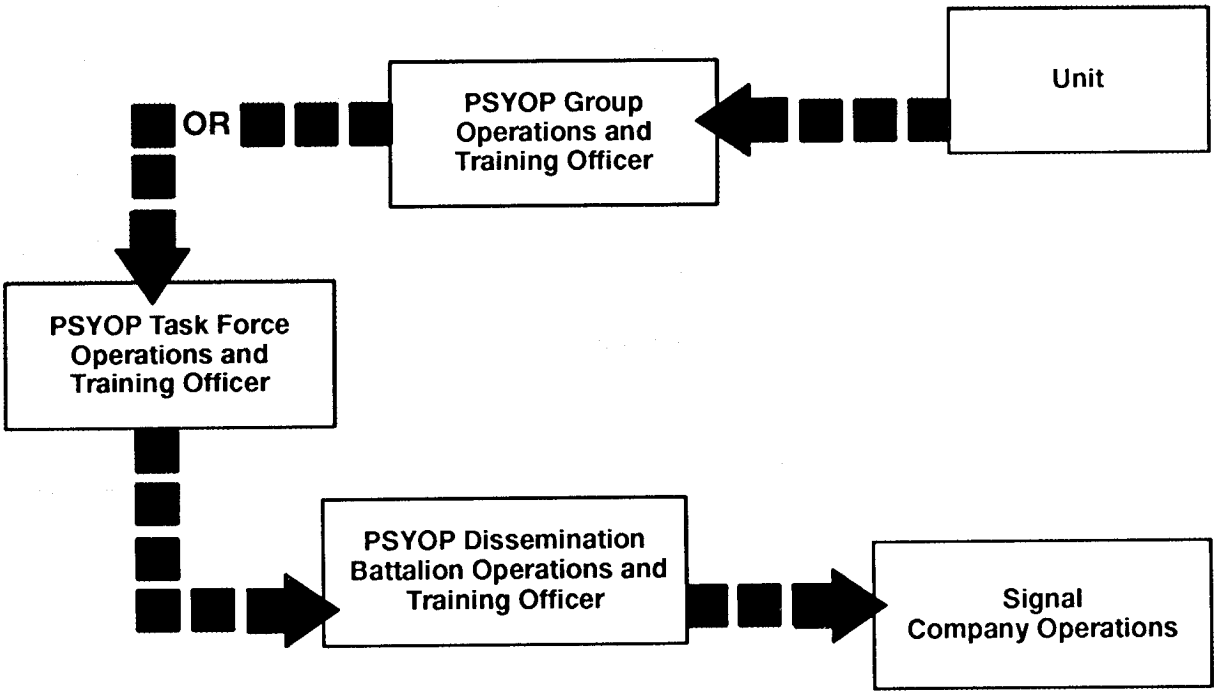


Figure K-5. Communications flow.

The signal company has power supplies that can be used when commercial power is available. The signal company will coordinate with the deploying unit for the specific power requirements.

Vehicles

Signal company has six organic vehicles: two M1009s and four M1008s that can be used for both C^2 of the signal company's assets and for team support during deployment.

APPENDIX L

Sample SOC Mission Letter

The special operations command (SOC) mission letter provides authoritative direction to a SOF unit's planning and training efforts. It extracts unit tasks and other relevant guidance from SOC plans and consolidates them in priority into one unit-specific letter. The letter also establishes mission-essentional training requirements. It thus serves to focus the SOF unit's planning and training efforts.

(CLASSIFICATION)

SPECIAL OPERATIONS COMMAND ATLANTIS
ATLANTICA, REPUBLIC OF CAMARGO
APO NEW YORK 99990

SOCATL 20 June 1992

MEMORANDUM FOR Commander, 1st POG (Airborne), Fort Bragg, North Carolina 28307-5000

SUBJECT: SOCATL Mission Planning Guidance (U)

1. ( ) **REFERENCES.**

a. ( ) JSCP Annex E (Special Operations) (U).

b. ( ) SACATLDEFCOM OPLAN 2640, ATLDEFCOM Combined Theater Campaign Plan (U).

c. ( ) CINCUSATL OPLAN 2640, USATLCOM Subordinate Campaign Plan (U).

d. ( ) CINCUSATL CONPLAN 2641, USATLCOM Plan for Peacetime Contingency Operations (U).

(CLASSIFICATION)

Figure L-1. Sample SOC mission letter.

(CLASSIFICATION)

e. ( ) CINCUSATL OPLAN 2642, USATLCOM Plan for Military Operations in the Republic of Nuevo Bravo (U).

f. ( ) CINCUSATL OPLAN 2643, USATLCOM Plan for Military Operations in the Republic of Camargo (U).

g. ( ) CINCUSATL CONPLAN 2644, USATLCOM Plan for Military Operations in the People's Democratic Republic of Atlantis (PDRA) (U).

h. ( ) CINCUSATL CONPLAN 2644, USATLCOM Noncombatant Evacuation Plan (U).

i. ( ) CINCUSATL OPLAN 2646, USATLCOM Plan for Combatting Terrorism (U).

j. ( ) CINCUSATL OPLAN 2647, USATLCOM Plan for Support of Drug Interdiction Activities (U).

k. ( ) CINCUSATL OPLAN 2648, USATLCOM Plan for Support of Resistance in the Socialist Republic of Nagos (SRN) (U).

l. ( ) CINCUSATL OPLAN 2640, SOCATL Subordinate Campaign Plan for Special Operations in the USATLCOM Area of Responsibility (AOR) (U).

2. ( ) **GENERAL**.

a. ( ) This memorandum provides the SOCATL concept for the employment of your group in the USATLCOM AOR. It specifies your responsibilities for deployment, employment, and sustainment. It identifies the high priority tasks for which you must train. (See Enclosure 1.)

b. ( ) The SOCATL concept envisions the continued use of your group in the AOR. Your group will provide PSYOP support. Your group will support the National Union for the Total Independence of Nagos (UNITN) resistance. Your group will support CD activities. It assigns your group's contingency missions for FID and contingency operations. It provides options for your employment in a regional crisis or conflict that threatens U.S. national interests and in a global crisis or conflict between the U.S. and the USSR.

c. ( ) The USSR can project its power and influence into the AOR from two client states, the PDRA and the SRN. Through the Blazing Torch Movement, the PDRA actively supports terrorism and insurgency

(CLASSIFICATION)

Figure L-1. Sample SOC mission letter (continued).

(CLASSIFICATION)

in Nuevo Basque, Camargo, and Costa Oro. The PDRA and SRN both actively support the FELON insurgency in southern Nubia. The PDRA also has international drug trafficking ties with the Brotherhood crime syndicate in Agricola.

d. ( ) The U.S. national security strategy promotes collective security and protects U.S. interests in the region. Specific U.S. military strategic objectives are to—

(1) ( ) Deter and, if necessary, successfully oppose PDRA and SRN attempts to achieve geopolitical gains by aggression and coercion.

(2) ( ) Deny the USSR chances to expand its presence and influence.

(3) ( ) Preserve and protect U.S. and allied access to Atlantis oil resources.

(4) ( ) Help friendly governments defend themselves against antidemocratic insurgencies.

(5) ( ) Support selected resistance movements that enhance U.S. interests.

(6) ( ) Combat terrorism.

(7) ( ) Support activities to interdict and eliminate drug trafficking.

e. ( ) Three variables complicate the attainment of these objectives. These variables are as follows:

(1) ( ) If a regional crisis or conflict, will the crisis or conflict be confined to the Atlantis continent, or will it be before, concurrent with, or after crisis or conflict in other theaters?

(2) ( ) If a regional or global crisis or conflict, will the USSR commit major forces in the theater?

(3) ( ) Will the NCA commit major forces in the theater, or will the USATLCOM AOR be a secondary, economy-of-force theater?

f. ( ) The ATLDEFCOM campaign plan and USATLCOM subordinate campaign plan accommodate these three variables with their three-phased approach to military operations in the AOR. Your group is used in all three phases.

(CLASSIFICATION)

Figure L-1. Sample SOC mission letter (continued).

(CLASSIFICATION)

(1) ( ) In the ongoing Phase I (Minimum Force), CINCUSATL uses 1/1st POG and other forward deployed forces to plan, conduct, and support PSYOP and other military operations in the AOR.

(2) ( ) In Phase II (Deterrence), the NCA allocate more forces to USATLCOM to credibly convey the U.S. intent to oppose successfully any aggression by the PDRA or SRN against an allied or friendly nation. During this phase, the entire 1st POG deploys to the AOR. COMSOCATL expands Phase I activities. On order, he starts SO to get early warning of aggression. If deterrence fails and hostilities start, COMSOCATL conducts SO against hostile forces to defend the region's key oil facilities. COMSOCATL's priorities are to—

(a) ( ) Interdict LOC.

(b) ( ) Disrupt the movement of second-echelon forces from the PDRA and/or SRN into the oil-rich Aciete Triangle area.

(c) ( ) Divert as many hostile forces as possible to rear area security missions.

(3) ( ) In Phase III (Warfighting), major U.S. forces deploy in the AOR to oppose an attack by the PDRA seeking to achieve geopolitical gains and disrupt U.S. and allied access to Atlantis oil resources. During this phase, COMSOCATL conducts SO to support conventional military operations and end the conflict on terms favorable to U.S. and allied interests.

g. ( ) In addition to preparing for the threats specified above, the entire 1st POG must prepare to respond to a wide range of unspecified threats in a "no plan" crisis. Actual crisis requirements may include SO, but your preparation priorities are—

(1) ( ) Loudspeaker operations.

(2) ( ) Print operations.

(3) ( ) Counterpropaganda operations.

(4) ( ) Disaster relief, NEO, and other humanitarian assistance operations.

(CLASSIFICATION)

Figure L-1. Sample SOC mission letter (continued).

(CLASSIFICATION)

3. ( ) **SOCATL CONCEPT OF OPERATIONS.**

a. ( ) Phase I is ongoing. COMSOCATL operates and maintains a joint forward operational base (FOB) at San Sebastian, Nuevo Basque, to conduct joint and combined SO to—

(1) ( ) Deter PDRA and SRN aggression and coercion.

(2) ( ) Help friendly Atlantica Pact governments defend themselves against insurgency.

(3) ( ) Combat terrorism in the region.

(4) ( ) Support selected resistance movements that enhance U.S. interests in the region.

(5) ( ) Support regional activities to interdict and eliminate drug trafficking.

b. ( ) On order, COMSOCATL conducts UW, DA, SR, PSYOP, and other SO to neutralize threats to U.S. regional interests from the PDRA, SRN, and any other source. If regional or global hostilities occur, COMSOCATL conducts SO in coordination with friendly regional forces and indigenous resistance movements to—

(1) ( ) Harass and disrupt hostile exploitation of the region's resources and geopolitical position.

(2) ( ) Divert as many hostile combat forces as possible to rear area security.

(3) ( ) Cause the PDRA and SRN to rely on force to impose and maintain control over any occupied territory.

4. ( ) **GENERAL GROUP MISSION.** Continue ongoing PSYOP in the AOR. When directed, deploy the rest of the group to designated locations in the AOR. On order, conduct PSYOP in the USATLCOM AOR.

5. ( ) **SPECIFIC MISSION GUIDANCE.**

a. ( ) Force Operating Locations.

(1) ( ) Phase I: One OB at San Sebastian, Nuevo Basque.

(2) ( ) Phase II: One OB located at Atlantica, Camargo. One operational base (OB) at New London, Camargo. One OB at La Cruz, Agricola.

(CLASSIFICATION)

Figure L-1. Sample SOC mission letter (continued).

(CLASSIFICATION)

b. ( ) Readiness Standards.

(1) ( ) Prepare forward deployed battalion to—

(a) ( ) Establish an OB at a peacetime location in 24 hours (N+1).

(b) ( ) Execute preplanned PSYOP missions starting at N+4.

(c) ( ) Commit all operational elements not later than (NLT) N+10.

(2) ( ) Prepare the remainder of the group to—

(a) ( ) Deploy advance party in 24 hours (N+1) and main body in 72 hours (N+3).

(b) ( ) Establish an OB and two additional OBs NLT N+5.

(c) ( ) Execute preplanned PSYOP missions starting at N+8.

(d) ( ) Commit all operational elements NLT N+14.

c. ( ) Specified Operational Tasks.

(1) ( ) Conduct loudspeaker operations in Nuevo Basque and Camargo IAW CINCUSATL OPLANs 2642 and 2643.

(2) ( ) Provide in-theater print operations IAW CINCUSATL OPLAN 2646.

(3) ( ) Support regional CD IAW CINCUSATL OPLAN 2647.

(4) ( ) Support UNITN resistance IAW CINCUSATL OPLAN 2648.

(5) ( ) Train Basque stay-behind forces to support PSYOP in occupied Basque if that nation is overrun and occupied.

d. ( ) Specified Planning and Preparation Tasks.

(1) ( ) Prepare to conduct FID operations to help Nuevo Basque and Camargo defend themselves against insurgency.

(2) ( ) Prepare to conduct SO in response to actual or threatened PDRA and/or SRN aggression against Nuevo Basque and Camargo. Give planning priority, in order, to the following missions:

(CLASSIFICATION)

Figure L-1. Sample SOC mission letter (continued).

(CLASSIFICATION)

(a) ( ) Continue to assist HN in internal defense.

(b) ( ) Conduct SCAME analysis of hostile propaganda in the PDRA and SRN.

(c) ( ) Conduct counterpropaganda operations in the PDRA and SRN to disrupt propaganda programs and convey U.S. intent to oppose aggression in the region successfully.

(d) ( ) Conduct loudspeaker and print operations that support conventional military operations. Give planning priority to hostile LOCs from PDRA to Aciete Triangle, PDRA to Atlantica, and SRN to San Sebastian, in that order.

(3) ( ) Prepare to conduct or support PSYOP with selected resistance elements in the PDRA to oppose PDRA attempts to achieve geopolitical gains by coercion.

(4) ( ) Prepare for operations in (2) and (3) above in an NBC environment.

e. ( ) Specified Area and Mission Orientations.

(1) ( ) Primarily orient two forward operating detachments (FODs) of the forward deployed battalion to conduct PSYOP in Nuevo Basque. Mission orientation is FID, loudspeaker operations, print operations and counterpropaganda, in that order. One FOD will be designated the theater counterterrorism response force IAW reference a.

(2) (U) Primarily orient the third forward-deployed FOD to conduct PSYOP in the SRN. Mission orientation is loudspeaker operations, print operations, and counterpropaganda, in that order. Each FOD will have at least four personnel with __/__ language proficiency in Spanish or Portuguese, as appropriate. Remaining operational personnel will have __/__ language proficiency.

(3) ( ) Primarily orient one CONUS battalion to conduct PSYOP in the PDRA. Mission orientation is loudspeaker operations, print operations, and counterpropaganda, in that order. Each FOD will have at least four personnel with __/__ language proficiency in Celtis. Remaining operational personnel will have __/__ language proficiency.

(CLASSIFICATION)

Figure L-1. Sample SOC mission letter (continued).

(CLASSIFICATION)

6. ( ) **SUSTAINMENT.**

a. ( ) Reduce personnel turbulence and maintain unit integrity at the FOD level to simplify area orientation, language proficiency, and operations security.

b. ( ) Coordinate directly with the Cdr, 6th TASOSC, to get the support you need to complete your assigned tasks.

7. ( ) **COMMAND AND CONTROL.**

a. ( ) COMSOCATL exercises OPCON of all SOF deployed in the AOR, less those elements under the OPCON of an in-country security assistance organization.

b. ( ) In Phase III, most USATLCOM forces pass to the OPCON of the combined theater commander, SACATLDEFCOM, but SOCATL and its assigned SOF remain under the OPCON of CINCUSATL. COMSOCATL exchanges LOs with allied SOF to effect mutual coordination of PSYOP in the region.

c. ( ) The Cdr, 9th Army, exercises direct command less OPCON of all ARSOF deployed in the AOR. Direct coordination between you and Cdr, 6th TASOSC, is authorized and required to ensure you monitor the readiness of 1/1st POG.

d. ( ) When deployed, your OB will retain direct OPCON of sufficient FODs to execute special category (SPECAT) missions.

8. ( ) **OTHER RESPONSIBILITIES.**

a. ( ) Advise and assist COMSOCATL and his staff to observe training and operations, develop exercises, and implement other programs he thinks are necessary to maintain and enhance your command's readiness.

b. ( ) Submit a supporting OPLAN for COMSOCATL OPLANs to COMSOCATL for approval within 90 days of notification that CINCUSATL has approved a new COMSOCATL OPLAN.

c. ( ) Advise COMSOCATL of any shortfalls in your ability to meet your assigned tasks.

Encl

EBERHARDT
Brigadier General, USA
Commander

(CLASSIFICATION)

Figure L-1. Sample SOC mission letter (continued).

APPENDIX M

Sample PSYOP Unit Mission Letter

Each PSYOP group and battalion commander prepares mission letters for his subordinate unit commanders. These letters are similar to SOC mission letters (see Appendix L) but contain greater detail. They area primary reference document when preparing the unit mission-essential task list (METL).

(CLASSIFICATION)

DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST PSYOP GROUP

23 June 1992

MEMORANDUM FOR Commander, 3d Battalion, 1st Psychological Operations Group (Airborne), Fort Bragg, North Carolina 28307-5000

SUBJECT: 3d Battalion Mission Planning Guidance (U)

1. ( ) **REFERENCES**.

a. ( ) COMSOCATL OPLAN 2640, SOCATL Subordinate Campaign Plan for Special Operations in the USATLCOM AOR (U).

b. ( ) SOCATL Memorandum, Subject: 1st POG Mission Planning Guidance (U), Dated 29 Feb 92.

c. ( ) 1st POG Annex D, Major Operations Plan for Special Operations in the USATLCOM AOR (U).

d. ( ) 1st POG Field Readiness SOP, Dated 18 Dec 87.

e. ( ) 1st POG Field SOP, Dated 15 Jan 88.

(CLASSIFICATION)

Figure M-1. Sample PSYOP unit mission letter.

(CLASSIFICATION)

2. ( ) **GENERAL**.

a. ( ) This memorandum provides specific guidance on planning, training, and preparing your companies and FODs for use in the USATLCOM AOR. It identifies special skills and missions, area orientations, and high-priority tasks for your companies and FODs.

b. ( ) This mission letter assumes that your battalion remains at authorized level of organization 1 (ALO 1) and that all assigned personnel and equipment are available for use. You will coordinate with the group commander to modify mission priorities if this assumption becomes invalid.

3. ( ) **MISSION**. Continue to support SO in the AOR. Prepare assigned elements for use IAW POG OPLAN 2640. When directed, deploy to Atlantica, Camargo; establish and operate OBs; and conduct PSYOP in your assigned joint special operations area (JSOA).

4. ( ) **EXECUTION**.

a. ( ) Concept of Operations. See reference 1c.

(1) ( ) Primarily orient your battalion to conduct PSYOP in the JSOA. Mission orientation is tactical loudspeaker operations, print operations, and counterpropaganda, in that order. A minimum of 25 percent of battalion operational personnel will have at least a 1/1 language proficiency.

(2) ( ) Prepare to deploy the battalion advance party in 24 hours (N+1) and main body in 48 hours (N+2), establish OBs NLT N+4, execute preplanned PSYOP missions commencing at N+7, and fully commit all operational elements NLT N+14.

b. ( ) Specified Tasks.

(1) ( ) Prepare, IAW reference 1e, to conduct PSYOP in response to actual or threatened PDRA propaganda against Nuevo Basque or Camargo. Give planning priorities, in order, to the following missions:

(a) ( ) Conduct SCAME analysis in the PDRA of the hostile use of propaganda.

(b) ( ) Conduct PSYOP in the PDRA to disrupt hostile propaganda programs and convey U.S. intent to oppose aggression against Camargo successfully.

(CLASSIFICATION)

Figure M-1. Sample PSYOP unit mission letter (continued).

(CLASSIFICATION)

(c) ( ) Conduct loudspeaker and print operations that support conventional military operations. Give planning priority to committed maneuver elements.

(2) ( ) Prepare to conduct PSYOP with selected resistance elements in the PDRA to oppose PDRA attempts to achieve geopolitical gains by coercion.

(3) ( ) Prepare for operations in (1) and (2) above in an NBC environment.

c. ( ) Coordinating Instructions.

(1) ( ) Maintain trained battalion and company linguists.

(2) ( ) Prepare and update a BPS and an SPS and develop an SPA.

(3) ( ) Review this mission letter at least annually and recommend changes to the group S3.

(4) ( ) Perform a battalion mission analysis at least annually and provide the group S3 with an updated battalion mission-essential task list.

(5) ( ) Advise the commander, 1st POG, of any shortfalls in your ability to meet your assigned tasks.

5. ( ) **TRAINING GUIDANCE**. Focus your training to establish and maintain FOD readiness. Conduct consolidated battalion or company training only when absolutely necessary. Ensure FOD training is realistic and oriented on the priority mission identified above. Each FOD will participate in at least one field training exercise each quarter. FOD will perform at least one week of area study and mission planning semiannually.

Encl

BEST
COL, IN
Commander

(CLASSIFICATION)

Figure M-1. Sample PSYOP unit mission letter (continued).

APPENDIX N

Format for PSYOP SITREP

The purpose of a PSYOP situation report (SITREP) (Figure N-1) is to provide current information to the supported unit J3/G3/S3 and other PSYOP planners about opponent psychological warfare (PSYWAR) activities and the apparent impact of friendly PSYOP. There is no set format for a PSYOP SITREP, but it should include, as a minimum, the opponent PSYWAR activities, the apparent impact of friendly PSYOP, and any anticipated changes to the ongoing PSYOP campaign. The depicted SITREP format may be changed to fit either a specific situation or local requirements. The SITREP is prepared by the PSYOP unit. The format for a PSYOP SITREP follows.

(CLASSIFICATION)

PSYOP SITUATION REPORT

(Omit subparagraphs not applicable)

Copy no___of___copies
Issuing headquarters
Place of issue (may be in code)
Date-time group of signature
Message reference number (if any)

PSYOP SITUATION REPORT_____

Period Covered: (date and time to date and time)

References: Maps (series number, sheet(s), edition, scale)

1. ( ) **ENEMY.**

a. ( ) Enemy Psychological Warfare (PSYWAR) Activity During Period of Report. Include date, time, duration, coordinates, apparent target audience(s), type of media used, theme, and apparent immediate objective of enemy propaganda. When medium consists of printed

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Figure N-1. Sample PSYOP situation report.

(CLASSIFICATION)

matter, include samples in annex to SITREP. (Answer the questions what, where, when, why, and how.)

b. ( ) Enemy PSYWAR Capability. Include information of any known change of enemy PSYWAR capability and new dissemination media used, if any.

c. ( ) Conclusions Covering COAs Open to Enemy PSYWAR. Based on the most probable enemy COAs, as outlined in intelligence reports (INTREPs), the periodic intelligence report (PERINTREP), and the intelligence summary (INTSUM), outline the PSYWAR actions open to enemy in support of those probable COAs.

2. ( ) **FRIENDLY SITUATION**.

a. ( ) Location of Forward PSYOP Teams. List the attachments/detachments and dispositions of PSYOP field teams in support of maneuver elements and the basis of the change.

b. ( ) Location of PSYOP Company/Rear Teams. List the location of PSYOP unit headquarters and its major elements, such as printing, PDC, and radio transmitter.

c. ( ) Description and Apparent Results of U.S./Allied PSYOP During Period of Report to Include Counterpropaganda. List PSYOP activities to include date, time, location (add overlay as annex, if necessary), target audience(s), media used, and themes. Give any apparent effects of propaganda.

(1) PSYOP campaign objectives.

(2) Impact indicators.

(3) Change noted in target audience and basis.

(4) Change noted in PSYOP environment.

(5) Changes to PSYOP campaign and basis.

d. ( ) Psyop Activities Projected for Next Reporting Period. List any projected attachments/detachments and scheduled dissemination of PSYOP products.

(CLASSIFICATION)

Figure N-1. Sample PSYOP situation report (continued).

(CLASSIFICATION)

3. ( ) **SERVICE SUPPORT.**

Give general statement of service support situation, if other than normal, as it directly affects PSYOP.

4. ( ) **GENERAL.**

Include information not covered elsewhere (losses to own personnel and equipment, and so on).

*/s/*_____
(PSYOP unit/activity commander/staff officer)

Annexes (as required)

Distribution:

(CLASSIFICATION)

Figure N-1. Sample PSYOP situation report (continued).

Glossary

Part I. Acronyms and Abbreviations

A	airborne
AC	Active Component
AM	amplitude modulated
AO	area of operations
AOR	area of responsibility
ARTEP	Army Training and Evaluation Program
ASI	additional skill identifier
AV	audiovisual
BAT	broadcast assessment team
BATF	Bureau of Alcohol, Tobacco, and Firearms
BBC	British Broadcasting Corporation
bde	brigade
bn	battalion
BOS	battlefield operating systems
BPS	basic PSYOP study
BPSE	brigade PSYOP support element
C^2	command and control
CA	civil affairs
CAP	civic action program
CCS	campaign control sheet
CD	counterdrug
cdr	commander
CE	communications-electronics
CIA	Central Intelligence Agency
CINC	commander in chief
cm	centimeter
COA	course of action
COMSEC	communications security
CONUS	continental United States
CP	command post
CPSE	corps PSYOP support element
CPU	central processing unit

CUCV	commercial utility cargo vehicle
CW	continuous wave
DA	Department of the Army
DC	dislocated civilian
DEA	Drug Enforcement Administration
DENTCAP	dental civic action program
DIA	Defense Intelligence Agency
div	division
DOD	Department of Defense
DOJ	Department of Justice
DOS	Department of State
DOT	Department of Transportation
DPI	dots per inch
DPSE	division PSYOP support element
DS	direct support
EAC	echelons above corps
EACIC	echelons above corps intelligence center
EAO	evaluation of the area of operations
EMS	electronic maintenance shop
ENG	electronic news gathering
EPW	enemy prisoner of war
EPW/CI	enemy prisoner of war/civilian internee
EW	electronic warfare
EXT	extension
FAA	Federal Aviation Administration
FAX	facsimile
FBI	Federal Bureau of Investigation
FBIS	Foreign Broadcast Information Service
FID	foreign internal defense
FM	field manual, frequency modulated
FOB	forward operational base
FPPP	Foreign Publication Procurement Program
FSCORD	fire support coordinator
G2	Assistant Chief of Staff, G2 (Intelligence)
G3	Assistant Chief of Staff, G3 (Operations and Plans)
GP	general purpose
GS	general support
HF	high frequency
HHC	headquarters and headquarters company
HMMWV	high mobility multipurpose wheeled vehicle
HN	host nation
HPT	high-payoff target
HUMINT	human intelligence
HVT	high-value target
IAW	in accordance with

IBA	Independent Broadcasting Authority
ICRC	International Committee of the Red Cross
ID	identification
IEW	intelligence and electronic warfare
IMINT	imagery intelligence
INS	Immigration and Naturalization Service
INTSUM	intelligence summary
INTREP	intelligence report
IPB	intelligence preparation of the battlefield
J2	intelligence officer
J3	joint operations officer
JCS	Joint Chiefs of Staff
JIF	joint interrogation facility
JOPES	Joint Operations Planning and Execution System
JPOTF	Joint psychological operations task force
JPOTG	joint psychological operations task group
JSOA	joint special operations area
JTF	joint task force
km	kilometer
kw	kilowatt
kHz	kilohertz
LAN	local area network
LAR	leaflet artillery round
lbs	pounds
LO	liaison officer
m	meter
MASINT	measurement and signature intelligence
MEDCAP	medical civic action program
METL	mission-essential task list
METT-T	mission, enemy, terrain, troops, and time available
MHz	megahertz
mm	milimeter
MOS	military occupational specialty
MP	military police
MPC	Media Production Center
MPPWCOM	Military Police Prisoner of War Command
MPS	Modular Print System
MTP	mission training plan
MTT	mobile training team
NBC	nuclear, biological, and chemical
NCA	national command authorities
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NEO	noncombatant evacuation operations
NICAD	nickel cadmium
NLT	not later than

NSA	National Security Agency
NTSC	National Television Standards Commission
OB	order of battle
OCONUS	outside the continental United States
OGA	other government agencies
OIC	officer in charge
OPCON	operational control
OPFOR	opposing forces
OPLAN	operation plan
OPORD	operation order
OPREP	operational report
OPSEC	operations security
PAL	permission action link
PAMDIS	Psychological Operations Airmobile Dissemination System
PAT	PSYOP analyst terminal
P/AWS	product/action work sheet
PCS	program control sheet
PDB	psychological operations dissemination battalion
PDC	product development center
PDS	product development section
PDWS	psychological operations development workstation
PERINTREP	periodical intelligence report
PIR	priority intelligence requirements
PKO	peacekeeping operations
POADS	Psychological Operations Automated Data System
POG	psychological operations group
POL	petroleum, oils, and lubricants
POTF	psychological operations task force
POTG	psychological operations task group
PPS	plans and programs section
PSYOP	psychological operations
PSYWAR	psychological warfare
R2	receiver-repeater
RC	Reserve Component
S2	intelligence officer
S3	operations and training officer
SAC	stand-alone capability
SCAME	source, content, audience, media, effect
SECAM	sequential couleur avec monoire (sequential color with memory)
SF	Special Forces
SGT	sergeant
SIGINT	signals intelligence
SIO	senior intelligence officer
SIR	specific information requirements

SITREP	situation report
SO	special operations
SOC	special operations command
SOCRATES	Special Operations Command, Research, Analysis, and Threat Evaluation System
SOF	special operations forces
SOP	standing operating procedure
SPA	special psychological operations assessment
SPS	special psychological operations study
SR	special reconnaissance
SSB	single side band
SSE	signal support element
SSG	staff sergeant
SW	shortwave
TA	theater Army
TAAS	target audience analysis section
TAAWS	target audience analysis work sheet
TAC	tactical air command
TACSAT	single channel tactical satellite
TAMMS	The Army Maintenance Management System
TASOSC	theater Army special operations support command
TECHINT	technical intelligence
TES	testing and evaluation section
TOC	tactical operations center
TPT	tactical PSYOP team
UHF	ultra high frequency
UN	United Nations
U.S.	United States
USACAPOC	United States Army Civil Affairs and Psychological Operations Command
USAF	United States Air Force
USAID	United States Agency for International Development
USAJFKSWCS	United States Army John F. Kennedy Special Warfare Center and School
USASOC	United States Army Special Operations Command
USIA	United States Information Agency
USIS	United States Information Service
USMC	United States Marine Corps
USN	United States Navy
USSOCOM	United States Special Operations Command
UW	unconventional warfare
VHF	very high frequency
VGA	video graphics array
w	watt
WO	warrant officer

Part II. Definitions

accessibility - The availability of an audience for targeting by psychological operations.

agents of action - Persons and organizations who carry out or conduct programs of psychological actions.

***Discretionary** - Persons or organizations whose activities are planned primarily for their psychological impact.

* **Incidental** - Persons or organizations whose activities generate a psychological impact secondary to the military operation.

battlefield psychological activities - (DOD, NATO) Planned psychological activities conducted as an integral part of combat operations and designed to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of the tactical objectives. (Joint Pub 1-02)

capability - (DOD) The ability to execute a specified course of action. (A capability may or may not be accompanied by an intention.) (Joint Pub 1-02)

chemical warfare - (DOD) All aspects of military operations involving the employment of lethal and incapacitating munitions/agents and the warning and protective measures associated with such offensive operations. Since riot control agents and herbicides are not considered to be chemical warfare agents, those two items will be referred to separately or under the broader term "chemical," which will be used to include all types of chemical munitions/agents collectively. The term "chemical warfare weapons" may be used when it is desired to reflect both lethal and incapacitating munitions/agents of either chemical or biological origin. (Joint Pub 1-02)

civil affairs - (DOD) Those phases of the activities of a commander which embrace the relationship between the military forces and civil authorities and people in a friendly country or area or occupied country or area when military forces are present. Civil affairs include matters concerning the relationship between military forces locatcd in a country or area and the civil authorities and people of that country or area usually involving performance by the military forces of certain functions or the exercise of certain authority normally the responsibility of the local government. This relationship may occur prior to, during, or subsequent to military action in time of hostilities or other emergency and is normally covered by a treaty or other agreement, expressed or implied. (Joint Pub 1-02)

collateral special operations activities - The inherent capabilities of all military forces may periodically be applied to accomplish missions other than those for which the forces are principally organized, trained, and equipped. Collateral activities in which special operations forces, by virtue of inherent capabilities, may be tasked to participate include humanitarian assistance, security assistance, search and rescue, counterdrugs, antiterrorism and other security activities, and special activities. (Joint Pub 3-05)

conditions - Those externalelements that affect a target audience but over which there is little or no control. Conditions may be man-made or environmental in nature.

consolidation - (DOD) The combining or merging of elements to perform a common or related function. (Joint Pub 1-02)

consolidation PSYOP - Psychological operations conducted in foreign areas inhabited by an enemy or potentially hostile populace and occupied by U.S. forces or in which U.S. forces are based, to result ultimately in behaviors by the foreign populace that support U.S. objectives in the area.

counterinsurgency - (DOD) Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency. (Joint Pub 1-02)

counterpropaganda - Programs of products and actions designed to nullify propaganda or mitigate its effects.

counterterrorism - Offensive measures to prevent, deter, and respond to terrorism, including intelligence gathering and threat analysis in support of those measures. (Joint Pub 3-05)

country team - Senior members of U.S. Government agencies assigned to a U.S. diplomatic mission overseas and subject to the direction or supervision of the Chief, U.S. Mission (ambassador). Normally, such members meet regularly (weekly) to coordinate U.S. Government political, economic, and military activities and policies in the host country. (See also U.S. country team.)

deception - Those measures designed to mislead the enemy by manipulation, distortion, or falsification of evidence to induce him to react in a manner prejudicial to his interests. (Joint Pub 1-02)

foreign internal defense - (DOD) Participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency. (Joint Pub 1-02)

foreign nation support - Civil resources identification, negotiation, and procurement from available resources within a foreign nation in support of the U.S. military mission during wartime, preparation for war, or peacetime.

host nation - A nation in which representatives or organizations of another state are present because of government invitation or international agreement. The term particularly refers to a nation receiving assistance relevant to its national security.

insurgency - (DOD, NATO) An organized movement aimed at the overthrow of a constituted government through use of subversion and armed conflict. (Joint Pub 1-02)

joint special operations area (JSOA) - A restricted area of land, sea, and airspace assigned by a theater commander to the commander of joint special operations forces to conduct special operations activities. The SOC or JSOTF commander

assigns specific JSOAs (or sectors of a single JSOA) to a subordinate SOF commander for mission execution. The scope and duration of the SOF mission, friendly and hostile situation, and politico-military considerations all influence the number, composition, and sequencing of SOF elements deployed into a JSOA. It may be limited in size to accommodate a discrete direct action mission or may be extensive enough to allow a continuing broad range of unconventional warfare operations. (Joint Pub 3-05)

key communicator - An individual to whom the target audience turns most often for an analysis or interpretation of information or events.

media - Transmitted of information and psychological products.

military operations short of war - The range of military actions required by the National Command Authorities, except those associated with major combat operations conducted pursuant to a declaration of war or authorized by the War Powers Limitations Act, in support of national security interests and objectives. These military actions can be applied to complement any combination of the other instruments of national power and occur before and after war. (This information is contained in Joint Pub 3-07 [Proposed Final Pub].)

national objectives - (DOD) Those fundamental aims, goals, or purposes of a nation-as opposed to the means for seeking these ends—toward which a policy is directed and efforts and resources of the nation are applied. (Joint Pub 1-02)

opponent - An antagonistic force or organization that counters mission accomplishment by military means.

peacekeeping - Operations using military forces and/or civilian personnel at the request of the parties to a dispute to help supervise a cease-fire agreement and/or separate the parties.

peacemaking - Diplomatic process of arranging an end to disputes and solving their underlying causes.

peace-building - Postconflict diplomatic and military action to identify and support structures which will tend to strengthen and solidify peace in order to avoid a relapse into conflict.

peace-enforcement - Military intervention to forcefully restore peace between belligerents who may be engaged in combat.

product - Any visual, audio, or audiovisual item generated and disseminated in support of a PSYOP program.

product development center (PDC) - That organization within the operations element of a PSYOP battalion or company in which programs of products or actions are developed.

propaganda -

* (DOD) Any form of communication in support of national objectives designed to influence the opinions, emotions, attitudes, or behavior of any group in order to benefit the sponsor either directly or indirectly.

* (NATO) Any information, ideas, doctrines, or special appeals disseminated to influence the opinion, emotions, attitudes, or **behavior** of any specified group in order to benefit the sponsor either directly or indirectly.

psychological actions - Activities conducted for their psychological impact.

psychological operations -

* (DOD) Planned operations to convey selected information and indicators to foreign audiences to influence their erections, motives, objective reasoning, and ultamately the behavior of foreign govenment, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP.

* (NATO) Planned psychological activities in peace and war directed to enemy, friendly, and neutral audiences in order to influence attitudes and behavior affecting the achievement of political and military objectives. They include strategic psychological activities, psychological consolidation activities, and battlefield psychological activities.

psychological warfare - The planned use of propaganda and other psychological actions having the primary purpose of influencing the opinions, emotions, attitudes, and behavior of hostile foreign groups in such a way as to support the achievement of national objectives. (Joint Pub 1-02)

PSYOP campaign - A series of PSYOP programs conducted at the theater level to achieve short- and mid-term objectives in support of a CINC's goals.

PSYOP objective - A statement of a measurable response that reflects the desired attitude or behavior change of a selected foreign target audience as a result of psychological operations.

PSYOP program - A sequential, coordinated presentation of a series of actions and/or products to achieve a specific PSYOP objective.

* **action program -** A sequential, **coordinated** presentation of a series of actions to achieve a specific PSYOP objective.

*** product program -** A sequential, coordinated presentation of a series of products to achieve a specific PSYOP objective.

strategic psychological activities - (DOD, NATO) Planned psychological activities in peace and war which normally pursue objectives to gain the support and cooperation of friendly and neutral countries and to reduce the will and the capacity of hostile or potentially hostile countries to wage war. (Joint Pub 1-02)

symbol - A visual or aural means used to convey a theme.

target audience - An individual or group selected for influence or attack by means of psychological operations.

target audience analysis - The process by which potential target audiences are identified and analyzed for effectiveness, accessibility, and susceptibility.

theme - A theme is a subject, topic, or line of persuasion used to achieve a psychological objective.

unconventional warfare - A broad spectrum of military and paramilitary operations conducted in enemy-held, enemy-controlled, or politically sensitive territory. Unconventional warfare includes, but is not limited to, the interrelated fields of guerrilla warfare, evasion and escape, subversion, sabotage, and other operations of a low visibility, covert, or clandestine nature. These interrelated aspects of unconventional warfare may be prosecuted singly or collectively by predominantly indigenous personnel, usually supported and directed in varying degrees by (an) external source(s) during all conditions of war or peace. (Joint Pub 142)

U.S. country team - The senior, in-country, U.S. coordinating and supervising body, headed by the chief of the U.S. diplomatic mission, usually an ambassador, and composed of the senior member of each represented U.S. department or agency. (See also country team.)

vulnerability - Manifestation of an unsatisfied or perceived need in an individual or a target audience.

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