OBSOLETE
FILE IN STACKS
DO NOT CHARGE

Cy 1

s/s by FM 33-1 (31 July 87)
see also
FC 33-1
Coord'd w/ft
FM 33-1 dtd
June 85

PSYCHOLOGICAL OPERATIONS

LIBRARY
USA CGSC FT LEAVENWORTH KAN
OCT 1 0 1979
ACCESSION NO.
PURCHASED

FM 33-1



OBSOLETE
DO NOT CHARGE FILE IN STACKS

*FM 33-1

Field Manual | No. 33-1

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 31 August 1979

PSYCHOLOGICAL OPERATIONS

CONTENTS

PART ONE

PSYCHOLOGICAL OPERATIONS AND THE COMBAT COMMANDER

CHAPTER		PAGE
1.	INTRODUCTION	1-1
2.	PSYOP RESPONSIBILITIES OF THE ARMY	2-1
3.	PSYOP RELATIONSHIP WITH COMMAND AND STAFF FUNCTIONS	3-1
4.	METHODS OF EMPLOYMENT	4-1
5.	PSYOP IN SUPPORT OF FOREIGN INTERNAL DEFENSE	5-1
6.	PSYOP IN SUPPORT OF UNCONVENTIONAL WARFARE	6-1
7.	PSYOP IN SUPPORT OF SPECIAL OPERATIONS	7-1
8.	PSYOP IN SUPPORT OF PRISONER-OF-WAR AND CIVILIAN INTERNEE PROGRAMS	8-1

*This FM supersedes FM 33-1, 4 February 1971, and FM 33-5, 30 January 1974.

PART TWO

PSYCHOLOGICAL OPERATIONS FOR THE PSYOP COMMANDER/UNIT/STAFF

CHAPTER		PAGE
9.	BEHAVIOR FACTORS	9-1
10.	COMMUNICATING	10-1
11.	PROPAGANDA AND COUNTERPROPAGANDA	11-1
12.	PSYOP PLANNING	12-1
13.	CONCEPT OF EMPLOYMENT	13-1
14.	INTELLIGENCE FOR PSYOP	14-1
15.	THE PSYOP AUTOMATED MANAGEMENT INFORMATION SYSTEM	15-1
16.	PROPAGANDA ANALYSIS	16-1
17.	FACE-TO-FACE/AUDIOVISUAL/VISUAL/AUDIO COMMUNICATION	17-1
18.	PRINTED MATERIAL	18-1

APPENDIXES

APPENDIX		PAGE
A.	REFERENCES	A-1
B.	DETAILED BREAKDOWN OF TEAMS	B-1
C.	FORMAT FOR BASIC PSYOP STUDY (BPS)	C-1
D.	FORMAT FOR PSYOP ESTIMATE OF THE SITUATION	D-1
E.	FORMAT FOR PSYOP ANNEX/APPENDIX	E-1
F.	EXPLANATION OF TARGET ANALYSIS WORKSHEET	F-1
G.	EXPLANATION OF PSYOP CAMPAIGN CONTROL SHEET	G-1
H.	PSYOP BASIC TERMS	H-1
I.	PSYOP TECHNIQUES	I-1
J.	GRAPHICS, MUSIC, AND SOUND EFFECTS REGISTER GUIDES	J-1

FOREWORD

Psychological factors are an integral part of all battlefields. Each unit movement and every conquest of terrain psychologically affect the battlefield participants and an audience of friendly, neutral, or hostile groups. The psychological effect of combat actions can be seen in the heightened morale of a successful unit or in the discouragement and fear of a defeated unit. Properly manipulated attitudes can modify the behavior and the combat effectiveness of the soldier and the unit.

This manual provides information and guidance for the conduct of psychological operations (PSYOP) in general, limited, and cold war. The doctrine, techniques, and procedures found herein are applicable to conventional warfare, unconventional warfare (UW), and foreign internal defense (FID) operations. This manual should be used in conjunction with other official manuals and publications that provide staff organization procedures and guidance for doctrine, field operations, and maintenance of equipment.

This manual is divided into two parts:

Part One is an easy-to-read, ready reference for the combat commander and tells what psychological operations can do and how they can be used to achieve a quicker victory, conserve valuable resources, and save the lives of US and friendly personnel.

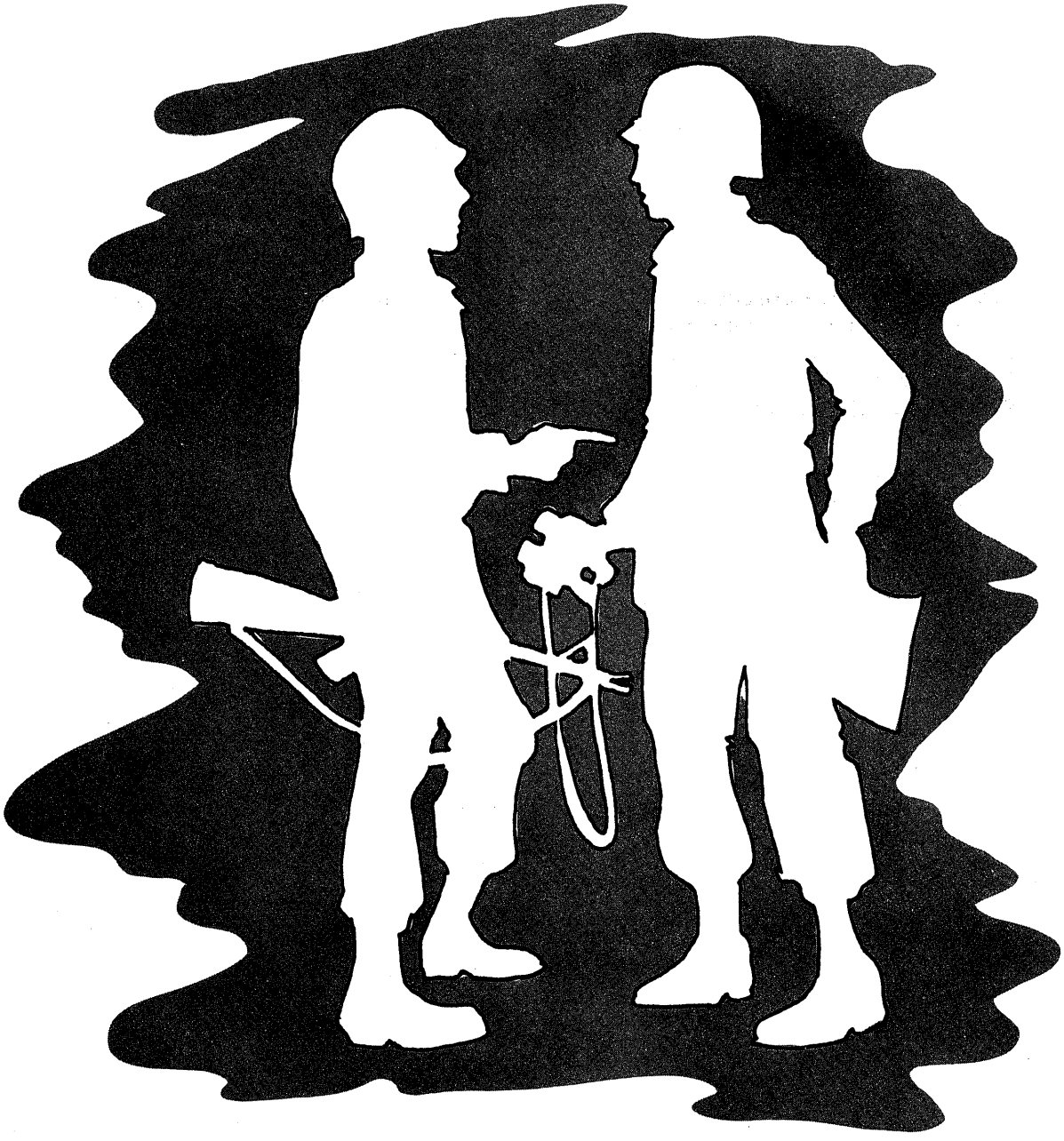
Part Two is for the PSYOP commander, unit, and staff personnel and others with an interest in or need for the details of psychological operations.

Definitions of PSYOP basic terms are in appendix H.

Users of this manual are encouraged to submit comments and to recommend changes for its improvement. Comments/recommendations should be keyed to the specific page and line of text and be fully explained. Forward your comments to the **Commandant, US Army Institute for Military Assistance, ATTN: ATSU-TD-TS, Fort Bragg, NC 28307.**

The use of the pronouns "he," "his," "himself," etc., in this manual includes both masculine and feminine genders. Any exception to this will be so noted.

PART ONE



PSYCHOLOGICAL OPERATIONS AND THE COMBAT COMMANDER

Chapter One

1

INTRODUCTION

Psychological operations used for the purpose of creating a favorable image, gaining adherents, and undermining opponents have become a major weapon of 20th century warfare.



CONTENTS

	PAGE
Background	1-2
Major PSYOP Efforts Since World War II	1-2
PSYOP Today	1-3
PSYOP responsibilities	1-3
The Armed Services	1-3
Joint Chiefs of Staff	1-3
Department of the Army	1-3
Department of the Navy	1-4
Other Support	1-4
United States Information Agency	1-5
Internal Communications Agency	1-5

1

BACKGROUND

MAJOR PSYOP EFFORTS SINCE WORLD WAR II

Since World War II, the major PSYOP effort of the United States has been by the Department of State (STATE); subsequently, the United States Information Agency (USIA) which included the Voice of America (VOA); and now the International Communication Agency (ICA) which replaced USIA.

During the Korean conflict, organization and techniques for tactical PSYOP improved. In the Vietnam action, much PSYOP activity was initiated, emphasized, and refined.

The Joint United States Public Affairs Office (JUSPAO) was created by the National Security Council (NSC) in 1965 to centralize PSYOP policy and insure control of PSYOP activities in Vietnam. Formed at the counselor level in the Embassy, this joint office included representatives from civilian and military US Government agencies. In addition to carrying out the normal mission of the United States Information Service (USIS), the JUSPAO provided PSYOP policy and direction to the US and Free World Assistance Forces in the Republic of Vietnam (RVN).

To insure unity of effort, PSYOP plans of the United States and Vietnam were coordinated at the national level (US Embassy and Government of Vietnam). Coordinating committees were also formed at the region and province level.

As the result of the adoption of a central manager concept (centralized guidance and decentralized execution), all policy stemmed from one source--JUSPAO at the Embassy--with operational discretion permitted at lower levels of command.

Technical advances which increased the PSYOP potential included:

Standardized propaganda developed by JUSPAO was available to tactical units by air delivery to major distribution points.

Printing facilities out of country produced mass printings of leaflets and newspapers.

Master catalogs of themes were distributed. (Upon request, these themes were made into leaflets.)

Television was first used as an instrument of strategic propaganda.

A small adapter named "Early Word" made it possible for airborne transmission of PSYOP appeals directly through an aircraft-mounted loudspeaker system. A radio signal received by the aircraft could be simultaneously taped in the aircraft for further replay.

Tactical limitations depended only on the range of the ground transmitter and the enemy air defense system.

Support to tactical operations was modernized. Loudspeaker support was readily available to ground commanders who could easily adapt themes to their particular situation (i.e., search and destroy operations, among others).

PSYOP TODAY

Today US Army Reserve (USAR) PSYOP units furnish PSYOP support and expertise to the active army. Several Army commands have established mutual support agreements with specific USAR units to augment active army units for combat.

PSYOP RESPONSIBILITIES

THE ARMED SERVICES

Each of the military services provides forces to accomplish its assigned PSYOP mission. Although the US Army has the principal US military PSYOP capability, other services can support the PSYOP efforts. Coordination among all military services and government agencies is required to insure unity of effort, uniformity of policy, and adequacy of coverage.

JOINT CHIEFS OF STAFF (JCS)

The Joint Chiefs of Staff serve as advisers and military staff in the operational chain of command for unified and specified commands. They provide a channel of communications for the President and Secretary of Defense to unified and specified commands, and coordinate all communications in matters of joint interest addressed to these commands. Under this authority, US Army PSYOP forces assigned to theater army or corps in times of crises or during a state of hostilities are placed under operational control or in support of the commander of the unified command. Through the JCS or the unified command, US Army PSYOP units may be tasked to assist other US military or civilian agencies.

DEPARTMENT OF THE ARMY

Department of the Army develops PSYOP resources to support general, limited, cold war, and foreign internal defense. In DA, the Deputy Chief of Staff for Military Operations

(DCSOPS) has staff responsibility for PSYOP. US Army PSYOP resources include command and staff personnel, units, advisers, and equipment. The flow of PSYOP policy from the Chief Executive to the US Army elements is depicted in figure 1-1.

DEPARTMENT OF THE NAVY

Although the Department of the Navy does not have forces dedicated to PSYOP, it can support psychological operations with conventional forces and equipment.

OTHER SUPPORT

Other government and private agencies can assist and cooperate in PSYOP activities, particularly during foreign internal defense operations. Private organizations engaged in education, health, disaster relief, cultural, and missionary work can be of great assistance.

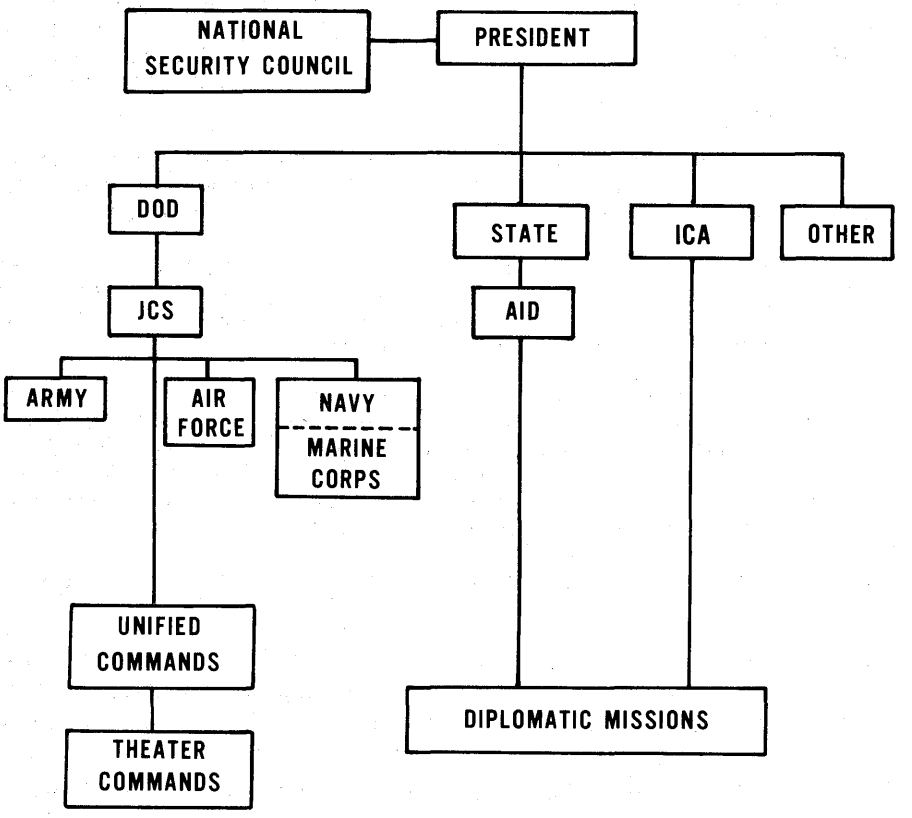


FIGURE 1-1
PSYCHOLOGICAL OPERATIONS POLICY FLOW

UNITED STATES INFORMATION AGENCY (USIA)

In 1953 the USIA was established as an independent arm of the Government's Executive Branch, and most of the functions previously vested in the Secretary of State were transferred to the Director, USIA. Later acts expanded the duties and responsibilities of USIA. Title V, Section 501, Public Law 402, designated the USIA as the agency responsible for the preparation and dissemination abroad of information about the United States, its people and its policies, through press, publications, radio, motion pictures, and other information centers and instructors abroad. Thus, the USIA was the foreign information arm of the US Government, particularly in time of peace. As a part of its mission, the USIA aimed to:

Promote understanding, acceptance, and respect among foreign audiences for the United States and its policies.

Advise the President, his representatives abroad, and the various departments and agencies of government on public attitudes in other countries and their implications on the formulation and execution of foreign policy.

INTERNATIONAL COMMUNICATIONS AGENCY (ICA)

On 1 April 1978, the International Communications Agency was established. It consolidates the functions of the United States Information Agency and the State Department's Bureau of Education and Cultural Affairs. The core management of ICA consists of a Director, a Deputy Director, and four Associate Directors, with designated responsibilities for broadcasting (VOA), programs (PGM), educational and cultural affairs (ECA), and management (MGT).

The internal structure of the Voice of America remains essentially unchanged, but the elevation of the VOA Director gives recognition to the importance of the broadcasting service and is intended to preserve the integrity of its news operation.

The operations of the two other media elements--Press and Publications, and Motion Pictures and Television--come under the direction of the Associate Director of Programs. International exhibits, which have been shown principally in the Soviet Union and Eastern Europe, are a separate element in the same division.

In the new structure for educational and cultural exchange, a major objective is to provide clear lines of responsibility for enhancing, on the one hand, foreign access to American experiences and, on the other hand, American access to foreign experiences and culture.

Aside from the White House, ICA's relationships are primarily with the Departments of State and Defense and the Agency for International Development:

It acts in an advisory capacity toward STATE, and in turn, receives foreign policy guidance.

It works closely with DOD, particularly with the Offices of the Secretary for Public Affairs and of International Security Affairs. By agreement, ICA and DOD exchange liaison personnel at the national level and at joint commands. ICA advises on the impact of overseas public statement and actions in the defense field and cooperates directly with DOD in Washington and major commands abroad to increase support for US policies.

The Agency for International Development, under the supervision and guidance of STATE, administers economic aid abroad. ICA supports the AID mission by publicizing AID programs and accomplishments. Conversely, AID accomplishments reinforce ICA efforts.

Chapter Two

2

PSYOP RESPONSIBILITIES OF THE ARMY

Psychological operations derive their major effectiveness from being an integral part of a total operation. **They are neither a substitute for power nor a panacea.** When skillfully and closely integrated with actions and other instruments of power, PSYOP act as a catalyst and can often make the difference between success and failure in military operations. Psychological operations can be effectively employed throughout the entire spectrum of conflict.



CONTENTS

	PAGE
The Army PSYOP Role	2-2
The Army PSYOP Mission	2-3
Limited War	2-3
General War	2-3
Purpose of PSYOP	2-4
Principles of Employment	2-4
Offensive Operations	2-4
Defensive Operations	2-5
Retrograde Operations	2-5
Relief Operations	2-6
Support of Other Types of Tactical Operations	2-6
Civil Affairs	2-6
Types of PSYOP Support	2-6
Strategic Support	2-7
Tactical Support	2-7
Consolidation Support	2-7

2

CONTENTS

PAGE

PSYOP in Support of Strategic Operations 2-7
Major Objectives 2-8
Other Objectives 2-8
Conditions That May be Exploited 2-9
Media 2-9
PSYOP in Support of Tactical Operations 2-9
Corps Support 2-10
Division Support 2-10
PSYOP in Support of Joint Task Force (JTF) Operations 2-13
The JTF PSYOP Staff Officer 2-14
The PSYOP Staff Officer and the J2/J3 Operations Center 2-14
PSYOP in Support of Consolidation Operations 2-14
Organization 2-15
Specific Considerations 2-15
Operational Support 2-15
PSYOP Assistance 2-16
Orientation and Reeducation 2-17
Other PSYOP Objectives in Consolidation Operations 2-17
Obstacles 2-18
Propaganda in Consolidation Operations 2-19
PSYOP in Support of Rear Area Security 2-20

THE ARMY PSYOP ROLE

Within DOD, the Army--because of its established psychological operations training base, assigned missions, and land-based operations--has the primary military role in PSYOP. As the service with the principal assets, the Army has the major role in assisting commanders of joint task forces and unified, specified, and combined commands to achieve PSYOP objectives.

The Army develops PSYOP resources to operate in general, limited, and cold war. In the field PSYOP elements are responsible for:

Planning and conducting PSYOP in support of military operations.

Developing in all Army personnel an appreciation of the role and value of PSYOP and an understanding of the psychological implications of military operations.

Planning and conducting PSYOP to support US national objectives abroad.

Interallied PSYOP policy is determined at the highest levels of government and command. At combined levels, PSYOP may be guided by standardization agreements; e.g., NATO. Where operational control of designated US Army PSYOP forces is transferred to allied commanders, directives governing the use of US PSYOP forces and equipment will be provided to the appropriate commanders.

Psychological operations are conducted by military forces under the operational control of the theater or unified command. The Army PSYOP element is commanded by the theater Army commander. PSYOP support may be initiated by PSYOP units in either CONUS or at an in-theater site, normally outside of the combat zone. Operations may be conducted concurrently from both areas. When initiated in CONUS, the theater commander provides input for the development of appropriate programs.

THE ARMY PSYOP MISSION

The Army PSYOP mission is to support US national policy; to conduct PSYOP in support of military operations; to be prepared to conduct PSYOP unilaterally in support of, or in coordination with, other military services and US Government agencies; and to give PSYOP training, advice, and assistance to US forces and friendly nations.

Specifically, Army PSYOP forces:

Assist in formulating PSYOP doctrine, tactics, techniques, and operations of Army forces, other US military services, unified commands, and other US Government agencies.

Develop Active Army and Reserve Component (RC) forces to support plans and operations of Army forces, other US military services, unified commands, and other US Government agencies.

Undertake research and development programs to further the Army's capabilities for PSYOP.

Furnish PSYOP-qualified personnel for liaison and military training teams (MTTs).

Must be prepared to conduct these operations unilaterally in support of, or in coordination with, other military services and US Government agencies.

Must be prepared to provide equipment and area-oriented, language-qualified PSYOP personnel to train, advise, and assist allied/friendly nations in developing their PSYOP capabilities; and must be prepared to provide PSYOP assistance in support of the operations of a host country.

Provide information and generate intelligence for PSYOP.

Develop, procure, issue, and stockpile PSYOP materiel and equipment; must be prepared to provide logistical support to US Government agencies and allied/friendly nations.

Conduct PSYOP training for members of all branches of the US Armed Forces and personnel from friendly/allied nations on a mission basis.

LIMITED WAR

Limited war, with its complex and unwritten national policy objectives, is merely an active continuum of cold war. PSYOP, therefore, require a continuation of policy and execution with a broadening of psychological objectives.

The International Communication Agency (ICA) country plan and theater military plans must be coordinated under the guidance of the US Ambassador; and the psychological operator, the policy advisor, planner, and executor, must have an "up-to-the-minute" knowledge of these plans.

GENERAL WAR

If cold or limited war progresses to general war, the US Army PSYOP elements may be required to increase their PSYOP activities. This may include use of organic equipment and facilities to replace damaged or destroyed civilian mass communications equipment and facilities.

The role of US Army PSYOP in general war is established by National Security Council (NSC) directives channeled through the Department of Defense to the Department of the Army. The role is further defined and coordinated by interagency agreements.

PURPOSE OF PSYOP

The purpose of all psychological operations is to create in foreign groups the emotions, attitudes, or behavior to support the achievement of national objectives. In this endeavor, PSYOP influence policy, decisions, the ability to govern, the ability to command, the will to fight, the will to obey, and the will to support.

Psychological operations can increase the relative combat power of friendly forces and adversely affect the combat power of the enemy. This is accomplished, basically, by attacking the identified weaknesses of the opposing forces through a planned and coordinated PSYOP campaign.

PSYOP field teams are placed in direct support (DS) of the maneuver elements and travel with them to exploit opportunities as they arise. The forward teams provide a constant flow of information to the PSYOP command element at the higher headquarters. The PSYOP unit constantly updates the PSYOP estimate, keeps the commander informed of the psychological impact of the operation, and makes recommendations for the conduct of combat operations.

As the attack progresses, the bypassed, isolated enemy elements are targeted by the field teams. The field teams use all available media to induce their surrender, thereby conserving the combat resources of the attacking force.

Tactical deception plans are supported by using misleading sound effects and by disseminating misinformation. During this time PSYOP support can enable the maneuver commander to concentrate his maneuver units while giving the appearance of maintaining normal dispersion. Operations, such as the feint or ruse, are primarily psychological since the intent is to confuse the enemy and have him react in a desired manner.

Planners, operators, and intelligence personnel require access to all available intelligence that pertains to their mission and area of operations. Effective reporting channels are necessary to insure that the flow of information reaches the PSYOP unit on a timely, uninterrupted basis.

PRINCIPLES OF EMPLOYMENT

Offensive Operations

The mission, enemy, terrain, weather, populace, and availability of troops influence PSYOP support.

PSYOP effectively support combat power.

Under certain conditions, offensive operations are conducted for their psychological impact.

PSYOP exploit the effects of friendly nuclear fires.

PSYOP increase the psychological impact of conventional operations.

PSYOP support subordinate units by facilitating exploitation of targets of opportunity.

PSYOP are coordinated with higher and adjacent units when the effects are expected to influence enemy actions outside of the unit's boundaries.

PSYOP are coordinated with the tactical fire support elements in the operational area to enhance the effectiveness of both systems.

PSYOP support tactical deception operations and other facets of the OPSEC program.

Defensive Operations

PSYOP units supporting combat units in the defense continue to maintain a PSYOP offensive. The defensive situation provides an excellent opportunity to establish credibility by factual news reporting. PSYOP missions in support of the defense include those required to:

Prepare to resume the offense.

Discourage an enemy offensive.

Support forces delaying an enemy advance.

Support the planning and conduct of counterattacks.

Support rear area protection operations.

Conduct PSYOP against bypassed and isolated enemy units in rear areas.

Support tactical deception operations and other facets of the OPSEC program.

Retrograde Operations

Retrograde operations are characterized by limited offensive, defensive, and delaying tactics. PSYOP teams with heavy printing, broadcasting, and other relatively immobile equipment positioned well to the rear are able to provide uninterrupted support. PSYOP are able to support retrograde operations by:

Publicizing civilian control measures.

Supporting tactical deception operations and other facets of the OPSEC program.

Exploiting the psychological effects of nuclear and nonnuclear firepower.

Supporting counterattacks by placing emphasis on the large number of enemy casualties.

Relief Operations

PSYOP will:

Support tactical operations and other facets of the OPSEC program.

Remain in place to support the incoming unit.

During a forward passage of the lines, support the attacking unit.

During a rearward passage of the lines, remain with the covering forces.

Support of Other Types of Tactical Operations

When supporting other types of tactical operations, the basic PSYOP principles apply; however, the techniques and manner of application may vary.

Civil Affairs

PSYOP support civil affairs in offensive, defensive, retrograde, relief, and consolidation operations.

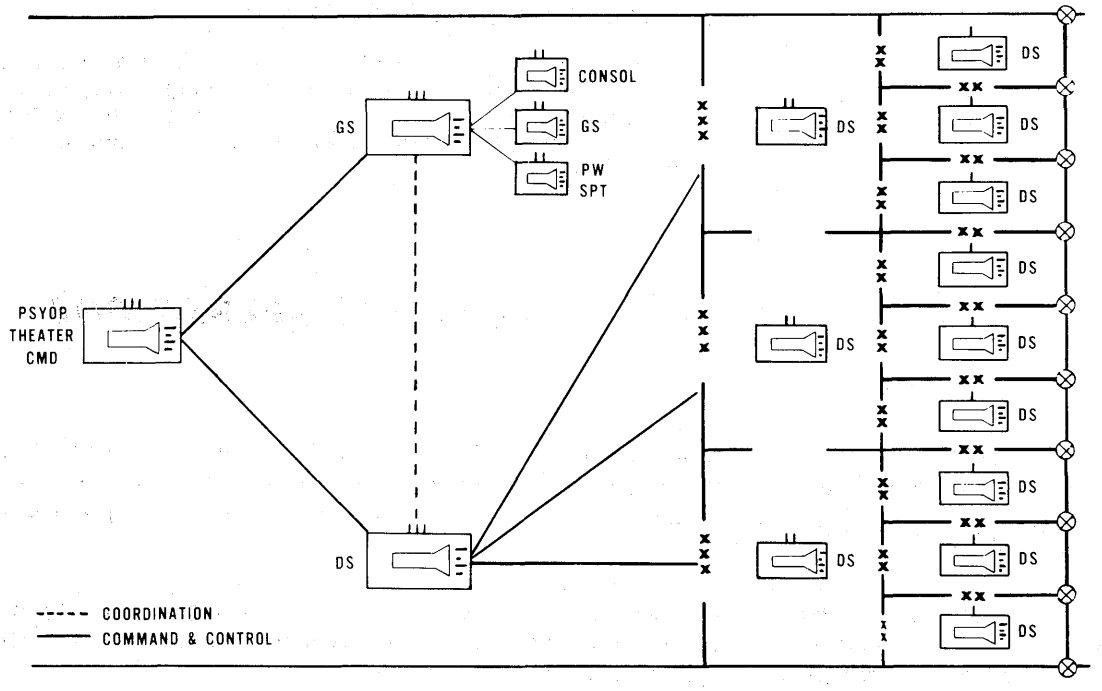


FIGURE 2-1
PSYOP SUPPORT OF A THEATER

TYPES OF PSYOP SUPPORT

Psychological operations support is type-classified according to the level of employment, location, and the physical scope of the operation. The classifications overlap. There are no clear-cut lines as to where support stops for one type operation and begins for another. A PSYOP unit may support all types of operations simultaneously. The three major classifications are:

STRATEGIC SUPPORT

Psychological operations in support of strategic operations are designed to exploit vulnerabilities in foreign military forces and populations. They are designed to **advance broad or long-term objectives**. General support (GS) forces are generally used in this role.

TACTICAL SUPPORT

Psychological operations in support of tactical operations are planned and conducted in the combat area to **achieve immediate and short-term objectives**. Normally, direct support (DS) PSYOP units are used.

CONSOLIDATION SUPPORT

PSYOP supporting consolidation operations assist in the reorientation and education of the civilian population in liberated or occupied areas. The purpose is to **facilitate military operations and obtain maximum cooperation of the inhabitants**.

PSYOP IN SUPPORT OF STRATEGIC OPERATIONS

Psychological operations in support of strategic operations are directed at large segments of the target nation's population. These psychological operations exploit economic, military, sociological, psychological, and political vulnerabilities. They are an integral part of the overall strategic scheme.

PSYOP policies and objectives are approved at the national level. Effective interagency coordination is established at all levels of government and command to insure that no conflicts exist between military PSYOP and other government activities.

Guidance for the support of strategic operations usually emanates from the National Command Authority (NCA). Psychological operatons are coordinated with general strategic plans and are directed against forces, people, or areas in their entirety.

Psychological operations supporting strategic operations are normally conducted in support of the unified or specified commands. The unified command issues directives to implement the national policy and establish command policy. These operations are not limited to the area of influence of individual subordinate commanders.

Planning is a continuing process. PSYOP personnel continually evaluate the results of current operations, update current plans, and continue long-range planning to insure adequate support for future operations. Contingency plans and supporting pretested propaganda are prepared and held ready for implementation on order. It is during the planning phase that the psychological impact of a contemplated course of action must be considered. (See chapter 12, Psychological Operations Planning, for more detailed information.)

MAJOR OBJECTIVES

Deter enemy forces from initiating hostilities or intervening in existing conflicts.

Create concern in the enemy concerning the futility of war.

Arouse public concern, political, and economic pressures for or against a military operation.

Stimulate dissension among enemy rival power groups.

OTHER OBJECTIVES

Project a favorable image of the United States.

Foster understanding and gain acceptance of US goals and operations.

Convince the target that the United States can fulfill its aspirations.

Explain US policies and objectives to allied, friendly, and neutral nations.

Strengthen determination of friends and allies.

Build confidence of allies in the objectives of the alliance.

Gain support of neutrals.

Support resistance personnel.

Gain support in liberated areas.

Strengthen friendly leaders; weaken enemy leaders.

Influence enemy strategy and tactics:

- Identify and exploit enemy weaknesses.
- Develop modifications in the character and policies of the enemy to favor the United States.

Stress enemy racial and religious intolerance.

Publicize and exploit enemy, racial, ethnic, and religious prejudices and intolerance.

Build or create enemy political disunity.

- Stimulate support of opposition elements of the enemy.
- Undermine confidence in enemy leadership and war aims.
- Interfere with control systems and communications.

Support and foster economic and other nonviolent sanctions against the enemy military forces and civilians.

Encourage disaffection in enemy nations among religious, ethnic, social, political, economic, and other elements.

Support tactical operations.

CONDITIONS THAT MAY BE EXPLOITED

Military successes of friendly forces.

Shortages of food, housing, clothing, or other necessities in enemy territory or enemy-occupied areas.

Enemy manpower shortages.

Enemy country inflation.

Unequal and exorbitant taxation by the enemy government.

Lack of resources to support the enemy economy and war programs.

Enemy police state practices to include terrorism, midnight arrests, travel restrictions, and censorship.

MEDIA

The most desirable media for strategic operations are radio, television, and leaflets.

PSYOP IN SUPPORT OF TACTICAL OPERATIONS

Psychological operations are an integral and coordinated part of the overall tactical plan. They provide the tactical commander with an additional weapons system, a system that can weaken the enemy soldier's will to fight, thereby reducing his combat effectiveness, and that can prevent civilian interference with military operations. They are designed to exploit individual and group susceptibilities.

Psychological operations in support of tactical operations are planned and executed for specific operations. Targets of opportunity are exploited as they arise.

The theater Army commander, in addition to providing resources to the theater commander to conduct PSYOP in support of theater plans, provides PSYOP resources to support tactical commanders, civil affairs operations, and rear area protection.

CORPS SUPPORT

The PSYOP resources available at corps include staff officers and direct support units required to plan, develop, and execute psychological operations. The corps PSYOP staff officer, with his knowledge of the tactical operations, may be called on to provide specific recommendations to be included in theater plans.

Each corps is normally supported by a direct support battalion. The divisions, separate brigades, and regiments are normally supported by a direct support company from the corps direct support battalion. When limited PSYOP units are available, the combat elements may be supported by specific teams tailored to fit the mission.

DIVISION SUPPORT

The direct support mission of PSYOP units is to provide close, continuous, and priority support to the division and its maneuver elements; these units remain under the centralized control of the higher PSYOP commander.

The division is supported by a direct support PSYOP company consisting of a command and control team (AA); command assessment (AD); supply and maintenance (BA); propaganda development (FA); current intelligence (FC); light printing (GA); platoon headquarters, audio and visual (HA); loudspeakers (HB); and an audiovisual team (HC).

Support During Movement to Contact

During movement into a hostile area, the AD team deploys into a hostile area and analyzes and evaluates the psychological warfare possibilities to:

Make recommendations to the ground force commander in the area of PSYOP.

Determine what psychological functional teams should be deployed into the area.

Evaluate the results of any psychological campaign that had been conducted prior to insertion.

Plan the use of themes in a PSYOP campaign.

During movement to contact with enemy forces, psychological operations also focus priorities to:

Provide a detailed and systematic examination of processed intelligence to identify and locate target audiences, identify conditions, pinpoint vulnerabilities, establish objectives, and obtain pertinent information to guide PSYOP exploitation.

Advise on the psychological implications of planned and executed courses of action.

Assist in tactical deception operations to support OPSEC.

Give information and directions to friendly elements operating in the enemy combat area.

Assure exploitation of PSYOP targets of opportunity.

Evaluate enemy PSYOP efforts to identify psychological weaknesses, friendly and enemy.

Promote support for short–intermediate–and long-term US and allied goals:

Create a favorable image of US and allied soldiers and leaders. Help control friendly and enemy civilians in the combat area.

Counter enemy propaganda (if appropriate) and retain the psychological initiative.

Support the strategic PSYOP mission by furnishing detailed and timely information of local vulnerabilities and susceptibilities for use in strategic plans and operations of the division commander's higher headquarters.

Assist in rear area protection to:

Gain the willing, active cooperation of the populace.

Strengthen friendly leaders; weaken enemy leaders.

Support in the Attack

In the attack the PSYOP direct support company uses its propaganda development and dissemination capability to lower enemy morale and efficiency by:

Inducing attitudes of futility and defeatism in the enemy.

Inducing the enemy to defeat/surrender.

Assisting in tactical deception operations to support OPSEC and other measures to confuse the enemy.

Exploiting the psychological effectiveness of US and friendly firepower.

Support During the Exploitation

When the division enters the exploitation phase of the offense, the PSYOP direct support company can:

Provide PSYOP support to subordinate units to facilitate exploitation of targets of opportunity.

Identify and locate new target audiences, identify conditions, pinpoint vulnerabilities, establish new objectives, and obtain pertinent information to guide PSYOP exploitation.

Conduct PSYOP against bypassed and isolated enemy units in rear areas.

The success of the division's pursuit can be magnified by the ability of the PSYOP direct support company to:

Facilitate the occupation of enemy areas by delivering ultimatums and defect/surrender appeals and directions.

Lower enemy morale and efficiency by emphasizing:

Numerous enemy defeats and high casualties.

Lack of civilian support.

Heavy and effective artillery and air bombardment.

Insufficient or inferior enemy supplies and equipment.

Precarious enemy situation.

Inexperienced or unqualified leadership.

Excessive periods of hardship.

Lack of medical supplies and treatment facilities for enemy sick and wounded.

The forcing of enemy minority groups into combat.

The enemy draft into its combat forces of the overaged, underaged, physically unfit, inexperienced, and totally untrained personnel.

Support in the Defense

To support the division commander in the defense, the PSYOP direct support company can utilize printing, loudspeaker, and audiovisual equipment and call in radio, guided by personnel skilled in current intelligence and propaganda development, to:

Support forces delaying an enemy advance by tactical deception operations to support OPSEC.

Support rear area protection operations:

Gain the willing, active support of the population.

Strengthen friendly leaders; weaken enemy leaders.

Breed uncertainty in enemy troops.

Influence enemy strategy and tactics:

Arouse public opinion and foment political and economic pressures against enemy operations and in favor of friendly forces.

Stimulate support of opposition elements to the enemy, particularly those within its territory.

Lower the morale and efficiency of enemy military forces and civilians by encouraging disaffection among religious, ethnic, social, political, economic, and other potentially dissident elements.

Advise on the psychological implications of planned and executed courses of action.

Identify and locate target audiences, identify conditions and pinpoint vulnerabilities, establish new objectives, and obtain pertinent information to guide PSYOP exploitation.

Evaluate enemy PSYOP efforts to identify psychological weaknesses, both friendly and enemy.

Support in the Retrograde

During retrograde operations, PSYOP teams (using heavy printing presses, radio transmitters, appropriately positioned, as well as semimobile equipment, and highly mobile loudspeaker teams) are able to provide uninterrupted support to the division commander.

Support During Delaying Action

In the delay the PSYOP direct support company supports tactical deception operations in support of OPSEC by disseminating information that supports or confirms the tactical operation and its objectives.

Support in the Withdrawal or Retirement

During withdrawal and retirement, the PSYOP direct support company focuses its attention on:

Publicizing civilian support measures.

Exploiting the psychological effects of US and friendly firepower.

Supporting tactical deception operations.

Supporting counterattacks by identifying and locating target audiences, identifying conditions, pinpointing vulnerabilities, establishing new objectives, and obtaining pertinent information to guide exploitation by psychological operations.

PSYOP IN SUPPORT OF JOINT TASK FORCE (JTF) OPERATIONS

A PSYOP battalion under the operational control of the joint task force (JTF) commander is adequate to support a JTF provided the JTF strength is not greater than that of a corps. As a minimum, the following teams are recommended:

AB (Command and Control Battalion)

FA (Propaganda)

FC (Current Intelligence)

FD (Research and Analysis)

GA (Light Printing)

Others may be added if the situation dictates. When the JTF is larger than a corps, an augmented PSYOP battalion or possibly two battalions are required.

THE JTF PSYOP STAFF OFFICER

The greatest efficiency and effectiveness can be gained by having the PSYOP battalion commander serve in the dual role of JTF PSYOP staff officer and PSYOP battalion commander, except when operating with an amphibious JTF. In this case, with the JTF Headquarters operating from aboard ship, the PSYOP battalion executive officer should remain aboard and serve as the JTF PSYOP staff officer. The PSYOP battalion commander could then exercise command and control of his troops while operating with the senior ground force commander.

THE PSYOP STAFF OFFICER AND THE J2/J3 OPERATIONS CENTER

It is also desirable that the JTF PSYOP staff officer function as a part of the J2/J3 Operations Center, regardless of the joint staff section under which he is assigned on the Joint Table of Distribution (JTD). This can serve as a highly effective method of integrating psychological operations into both intelligence and tactical functions and operations.

To serve as the JTF PSYOP staff officer is a full-time job requiring complete concentration on and dedication to psychological operations. Therefore, it is recommended that the officer filling this position not be called upon or tasked to perform duties other than PSYOP. (See USREDCOM Manual 525-4.)

PSYOP IN SUPPORT OF CONSOLIDATION OPERATIONS

Consolidation operations are those operations directed toward populations in either liberated or occupied areas to facilitate military operations and promote maximum cooperation with the liberating or occupying power. They are a responsibility of the theater commander. The theater Army commander is assigned the task of administering and rehabilitating occupied or liberated territory.

The psychological objectives vary with the area, the population, and the mission of the supported civil affairs unit. The primary objectives are to:

Obtain support for military operations.

Orient and reeducate the population in accordance with command policies, objectives, and missions.

ORGANIZATION

If the Theater Army Area Command (TAACOM) covers a large area, it may be subdivided for ease of control. Corps commanders conduct consolidation operations in their areas of responsibility with resources provided by the theater Army.

PSYOP units supporting consolidation operations are placed under the operational control of the Civil Affairs command support units. They supplement organic civil affairs elements, such as civil information sections or teams. Special purpose PSYOP units composed of the K-series consolidation teams (shown in table of organization and equipment (TOE 33-500H) are normally assigned the mission of supporting consolidation operations. These teams are organized to:

Conduct PSYOP through mass media and face-to-face communications.

Supervise or advise indigenous personnel on the use of PSYOP through local communications media.

Provide PSYOP support for rear area protection operations and civil defense.

SPECIFIC CONSIDERATIONS

The following factors must be considered in planning and conducting consolidation operations:

Continuity

Psychological operations in liberated and occupied areas are carried out as a unified, continuously evolving program from the time the area is occupied to the time the military occupation ceases. The plans for PSYOP in support of consolidation operations are prepared as early as possible--the overall plan, prior to occupation; subordinate plans, as soon as the tactical situation permits.

Consistency with Postwar Aims

Consolidation operations planning must be consistent with postwar aims. The PSYOP planner must avoid making commitments for short-term gains that may not fit long-term policies.

Relation to the US Information Program

Consolidation operations must be correlated with the US Government's information program and must follow directives guiding that program.

Relation with Friendly Underground

Every effort should be made to obtain the cooperation of friendly governments-in-exile and friendly guerrilla and resistance organizations in order to coordinate all PSYOP programs being implemented. This will help to eliminate counterproductive PSYOP and to achieve common objectives effectively and efficiently.

OPERATIONAL SUPPORT

PSYOP resources are used to transmit information and directives to the population. However, there are fundamental differences affecting consolidation operations in liberated and occupied territories. In liberated areas psychological operations tend to be persuasive whereas in occupied areas they may be arbitrary and directive. The demands of combat and the need for control, however, may require that people in both areas be treated alike.

Liberated Areas

US activities in liberated areas will be governed by the military situation, US policy, and international and interallied agreements. Agreements will normally require that US forces not target the inhabitants of liberated areas with PSYOP beyond the period of time dictated by military need. The agreements may include a proviso that US forces train, advise, and assist the friendly government and its forces. In these circumstances US PSYOP elements will not actively engage in PSYOP directed towards the indigenous population in the friendly territory. US Army PSYOP doctrine, techniques, and procedures will be used as a basis for advising, training, and assisting the friendly government or its forces.

Occupied Areas

In occupied areas PSYOP assist in implementing civilian reeducation and reorientation programs. The process of eradicating unacceptable ideological practices and influences continues throughout the occupation.

PSYOP ASSISTANCE

Whether implemented by US PSYOP elements, the host country government and its forces, or other allies, PSYOP can assist the commander in the following ways:

Establishing Law, Order, and Discipline

Organization of populated areas involves the judicious use of propaganda designed to calm the fears of the populace, prevent aimless panicky movement, and direct their activities into useful channels. PSYOP help to create a state of mind conducive to the establishment of law and order by conditioning the population to willingly accept imposed controls and restrictions. This reduces the number of troops required for population pacification and control.

Securing Lines of Communication

Modern warfare requires force mobility. It is essential to keep main lines of communication open for the flow of military forces, equipment, fuel, and other supplies.

Control of Refugees, Evacuees, and Displaced Persons

Refugees, evacuees, and displaced persons frequently clog military arteries, hindering the movement of combat units and equipment. By publishing and broadcasting information and instructions, PSYOP units assist the area commander in keeping his lines of communication and supply open.

Marshaling Labor

PSYOP units, under civil affairs direction, assist in publicizing labor needs among the civilian population and directing potential workers to appropriate labor offices.

Intelligence

Through close contact with friendly and hostile persons, PSYOP personnel gain information of value to the G2/S2 (to include intelligence and counterintelligence programs) and the PSYOP effort. It is important that PSYOP personnel insure that such information is placed in intelligence channels. PSYOP also develop and disseminate appeals to the population encouraging them to report information on enemy activities.

Rumor Control

Psychological state of inhabitants in a combat zone makes them vulnerable to rumors which may stimulate undesired actions (or inactivity) that may interfere with combat operations. Rumors must be countered with a timely, accurate, and well-managed information program.

ORIENTATION AND REEDUCATION

The second major objective of PSYOP supporting consolidation operations is the orientation and reeducation of the population. Under policy guidance and direction from higher headquarters, PSYOP personnel advise and assist in the preparation of plans, programs, and operations to indoctrinate and reeducate the local population in areas under US and allied control.

The objective of these programs is to develop understanding and favorable attitudes in the local population toward our military forces, gain local support for the military effort, and aid in the accomplishment of all allied aims and objectives.

Orientation and reeducation of the population begins as early as possible and may run concurrently with the combat support mission. These programs are assisted by publicizing activities which benefit the population and by explaining US and allied intentions vis-a-vis the liberated or occupied areas.

In both liberated and occupied areas this involves eradicating doctrines and practices hostile to US objectives and eliminating the influence of individuals and groups identified with hostile doctrine. This continues throughout the period of occupation. One of the major tools of orientation and reeducation is psychological actions.

US PSYOP elements will not activate or implement PSYOP against an indigenous population when US, allied, or host country agreements prohibit such activities.

These actions, intended to influence the actions and attitudes of the target, can be effectively employed in conjunction with propaganda and information programs. Combined, the effectiveness of each is increased. Planned psychological actions properly publicized are more effective than the word alone.

OTHER PSYOP OBJECTIVES IN CONSOLIDATION OPERATIONS

In consolidation operations, there are a number of objectives other than orientation and reeducation that do not involve the dissemination of propaganda:

Search for Media and Personnel

PSYOP personnel may be called upon to assist in locating indigenous communications media, equipment, supplies, and personnel. Equally important is locating key communicators and influence groups within the society.

Dissemination of News

The people of liberated or occupied areas must be kept informed. Credible information transmitted by press, radio, and television is useful for political indoctrination under an orientation and reeducation program. PSYOP elements may assist in this program.

Collect Information

Much information obtained from local people is valuable in evaluating the "temper" and attitudes of the populace. This information will help to determine the nature and content of the consolidation PSYOP program.

Gain Willing Cooperation

Intimidation stemming from the presence of strong military forces may temper hostility and make the populace more responsive to authoritative direction. Positive, well-publicized psychological measures (actions and propaganda) must be taken to transfer intimidation into long-lasting, willing cooperation.

In occupied or liberated areas feelings of inferiority will often be found among minority groups who, because of race, religion, ethnic background, or socioeconomic status, have humbled themselves for a long time. Thus, they may tend to offer little resistance to propaganda. Advantage should be taken of this situation to gain the assistance of this target group.

In an area recently subjected to total war, civilians are generally in a state of shock, weary, and apathetic. This often renders them unable to resist authority, thus easing control through PSYOP.

In a newly liberated or occupied area a normal characteristic of civilians is to depend upon the occupying power because it supplies vital goods and services. For reasons of self-interest, therefore, these people may be willing to assist the propagandist.

Make The Military Situation Known

Knowledge of the favorable military situation of the occupying forces tends to make the civilian population more cooperative. PSYOP can and should be used to exploit this tendency.

Capitalize on Existing Habits

People are accustomed to receiving news and information through specific, well-known, and established sources and media. They more readily believe and follow information and directives received through these sources and media. The consolidation propagandist capitalizes on these existing habits by using familiar sources, media, formats, and style.

OBSTACLES

Some conditions which may hinder consolidation operations are:

Resentment Against Occupying Forces

Antipathy toward occupying forces may cause resistance in the form of disruptive behavior, even rebellion.

Ideological Differences

The consolidation propagandist may find himself dealing with staunch adherents to ideologies hostile to his own. In conquered territory these hostile ideologies may stimulate the formation of resistance groups; in liberated areas, dissident elements may undermine the occupation. To be effective, the propagandist must understand existing ideological differences. Then he must develop his campaign to deal with the realities of the situation.

Military Misconduct

Occupation forces who lack dedication and understanding of their mission often engage in acts that discourage cooperation by the people. To eliminate misconduct and improve understanding of the mission, the individual soldier must be oriented toward attainment of the mission objectives. His actions and attitude must win the favor of the people.

Although PSYOP cannot be directed at US personnel, PSYOP personnel may make commanders aware of specific tension-producing conduct and the reasons for the public attitude.

Devastation and Disruption of Communications

Consolidation operations depend upon communication. When communications are destroyed or disrupted, informing and controlling civilian populations become difficult. Due mainly to the lack of current information on the situation, disrupted communications affect face-to-face communication as well as mechanical forms such as radio and newspaper. PSYOP units with their equipment and expertise may alleviate the problems caused by disrupted facilities and installations.

Enemy Propaganda

Although forced from the area, the enemy may continue to direct propaganda toward the population, holding some members and perhaps gaining new adherents to his cause. PSYOP personnel are a vital force in countering the effects of enemy propaganda. The best program is one that combines proaganda of the word with propaganda of the deed.

Attitudes

The initial consolidation effort is perhaps the most difficult since the attitudes of the population may not be fully known. Understanding these attitudes helps the operator in planning consolidation operations and increases the potential effectiveness of the operations. These attitudes can be uncovered by target analysis. The following attitudes should be examined.

Attitudes toward occupying forces. Liberated populations normally have more friendly attitudes toward the liberating forces than occupied-area populations have for the occupying forces. The propagandist must ascertain the tenor and intensity of the attitudes of the population to deal effectively with them.

Attitudes toward accepting discipline or control. People accustomed to totalitarian methods may respond favorably to authoritarian controls. Those familiar with a democratic way of life may require persuasion rather than discipline.

Attitudes shaped by proximity of the enemy. When enemy forces are located relatively near occupied or liberated areas, the population will fear their possible return and give minimal cooperation to consolidation operations authorities. On the other hand, if the enemy is remote and unlikely to return, both friendly and hostile persons are more likely to cooperate in the consolidation effort.

Attitudes based on enemy propaganda. In liberated and occupied areas the enemy will seek to advance his own ideology through intensive propaganda. The consolidation propagandist must ascertain the source and effectiveness of enemy propaganda so that he can make his own more effective.

Attitudes created by organized resistance groups. When organized resistance groups exist in liberated or occupied areas, their presence and actions against occupying forces greatly influence the population.

PROPAGANDA IN CONSOLIDATION OPERATIONS

The same principles and techniques discussed elsewhere in this manual apply for the conduct of PSYOP in support of consolidation operations. The attitudes and environment of the target audience must be analyzed before a psychological campaign can begin. Themes and messages must be credible and easily understood, and the target audience must be given reasonable courses of action. Many themes can be developed based on the present situation and designed to pursue specific objectives.

News

News is valuable to support consolidation propaganda objectives. Local news of the military occupation and the progress of the war and world news on political, educational, religious, economic, and scientific matters are relevant and are of increasing interest to the population.

Themes in Liberated Areas

In liberated areas consolidation units primarily use themes concerning the aims of the United States and its allies, emphasizing unity.

Themes in Occupied Areas

In occupied areas consolidation operations may stress the theme that the old order has been replaced and that for their own best interest the people should cooperate with the occupying forces.

Entertainment

In either liberated or occupied areas consolidation units can provide entertainment, such as motion pictures, to people lacking such diversion due to the devastation of war. Whether pure entertainment is presented or mixed with messages, any momentary relief from the realities of the situation will aid greatly in obtaining the cooperation of the people and in creating an atmosphere within which progress toward US objectives can be achieved.

PSYOP IN SUPPORT OF REAR AREA SECURITY

The duties of US PSYOP elements in friendly rear areas generally consist of supporting military or politico-military activities in other areas. Except when required for security or to accomplish the military mission, PSYOP will not be aimed at the indigenous population. Under no circumstances will US PSYOP staffs or units undertake any campaigns, programs, or other activities that will infringe upon the sovereignty of the host country over its populace or lessen such ties between the host country and its populace.

The delineated role of PSYOP units in friendly rear areas must be meticulously adhered to. To avoid embarrassing the US Government or jeopardizing the host country's position with its populace, US PSYOP units will strictly adhere to proper channels in implementing requests for advice, training, or assistance.

Chapter Three

3

PSYOP RELATIONSHIP WITH COMMAND AND STAFF FUNCTIONS

Psychological considerations and operations--basic components of all military activities and operations--are command responsibilities. They are factors to be included in the planning and execution of all military activities and operations. In fact, psychological objectives may be more important than physical objectives in some instances. Tactical operations can be conducted for psychological reasons as well as physical objectives.



CONTENTS

PAGE

Commander 3-2
Staff 3-2

3

COMMANDER

The commander provides PSYOP guidance consistent with policy received from command authority. His command responsibilities include:

Assessing the psychological impact of the military presence, activities, and operations.

Integrating PSYOP with other politico-military activities and operations.

Planning and conducting operations and activities to achieve specific psychological objectives. This must be done even though he does not have PSYOP personnel to assist him.

Supervising, guiding, and directing his staff to insure that:

Essential PSYOP objectives inherent in the unit mission are identified.

Subordinate commanders and staff officers are provided guidance concerning PSYOP objectives and plans.

PSYOP staff responsibilities are assigned.

PSYOP staff personnel are fully integrated into all intelligence and operations staff activities.

All subordinate commanders and staff personnel are alert for PSYOP targets of opportunity and other situations where PSYOP will help to achieve the unit mission.

A PSYOP training program emphasizing the vital responsibilities of the individual soldier in influencing the opinions, attitudes, and behavior of others is integrated with all instruction and training.

PSYOP elements in exercises are encouraged to simulate and distribute friendly and aggressor propaganda.

PSYOP field teams are used in field training exercises (FTXs) so that they may gain valuable field experience.

STAFF

At joint levels, psychological operations are governed by joint publications.

The **Joint Chiefs of Staff** have the responsibility to:

Plan for the conduct of PSYOP.

Furnish PSYOP advice and assistance to allies, and assist other US agencies.

Formulate joint PSYOP doctrine and specific policies for joint PSYOP.

Provide intelligence support for PSYOP.

Coordinate PSYOP matters with civil affairs, public affairs, and other related activities.

Through commanders of unified and specified commands, plan and conduct combined PSYOP with allied governments and international commands.

Assistant Chief of Staff, G5, Civil-Military Operations (CMO) Officer is the principal staff assistant to the commander in all psychological, ideological, political, economic, and social aspects of military operations. He is also responsible for the PSYOP techniques used to support the command objectives. The CMO has the following PSYOP-related functions:

Advises, assists, coordinates, and makes recommendations concerning civil-military operations, to include the psychological aspects of proposed operations.

Responsible for the preparation of the PSYOP Estimate of the Situation. (See appendix D and appendix E, PSYOP Annex/Appendix to the Operations Order.)

Provides technical advice and assists in the development of educational programs for prisoners of war.

Maintains close, continuing relations with other US agencies having PSYOP responsibilities.

Coordinates with all personnel, units, and agencies to assure that the PSYOP effort is integrated and adheres to policy.

Exercises staff supervision over PSYOP units that are attached or under the operational control of the command.

Evaluates enemy PSYOP efforts to identify psychological weaknesses and to measure the effectiveness of friendly propaganda.

Uses the knowledge and expertise of his PSYOP staff officer to achieve psychological objectives.

Coordinates the acquisition of local resources--equipment, material, expendables, and personnel.

Assures that civil affairs and PSYOP units mutually support each other.

For additional details, see FM 101-5 and FM 41-10.

The Psychological Operations Staff Officer works under the G5/S5, CMO officer at corps and below. If there is no G5/S5 in a unit, he works under the G3/S3. Above corps level, PSYOP activities are managed by a separate PSYOP staff officer. At theater headquarters, the PSYOP staff officer has the responsibility to:

Develop theater PSYOP policy.

Develop long-range PSYOP plans.

Advise on the PSYOP implications of planned and executed courses of action.

Prepare and coordinate PSYOP requests and estimates.

Develop plans, orders, and campaigns to support the following activities and operations:

- Combat--conventional and unconventional warfare.
- Foreign internal defense (FID).
- Civil affairs--rear area protection.
- Civil internee and PW programs.
- Any action involving the military presence, activities, or operations.

Evaluate enemy PSYOP efforts to identify PSYOP weaknesses and to measure the effectiveness of friendly propaganda.

Exercise staff supervision to assure execution of the commander's directives.

Assure exploitation of psychological operations opportunities.

Coordinate PSYOP intelligence needs and collect reports (including raw field reports), information, and intelligence from various sources. Some sources are G2/S2 reports; PSYOP personnel in the field; the media--press, radio, TV, etc.; professional politicians and political scientists; cultural anthropologists; sociologists; historians and historical documents; the "man in the street"; battle reports; government, business, social, and labor leaders; soldiers of all ranks; captured and interned enemy military and civilian personnel; refugees; etc.

Furnish the information/intelligence to the G2/S2 to insure integration of the PSYOP and combat efforts.

Use the PSYOP Automated Management Information System (PAMIS). (See chapter 15.)

Coordinate the development, update, and use of basic PSYOP studies (BPS).

Circulate information, area studies, and research papers.

Assist the CMO in preparing PSYOP estimates. (See chapter 15 and appendix D.)

Coordinate the analysis of effectiveness of PSYOP campaigns, themes, messages.

Train, advise, and assist friendly PSYOP personnel.

Coordinate the PSYOP aspects of tactical deception operations.

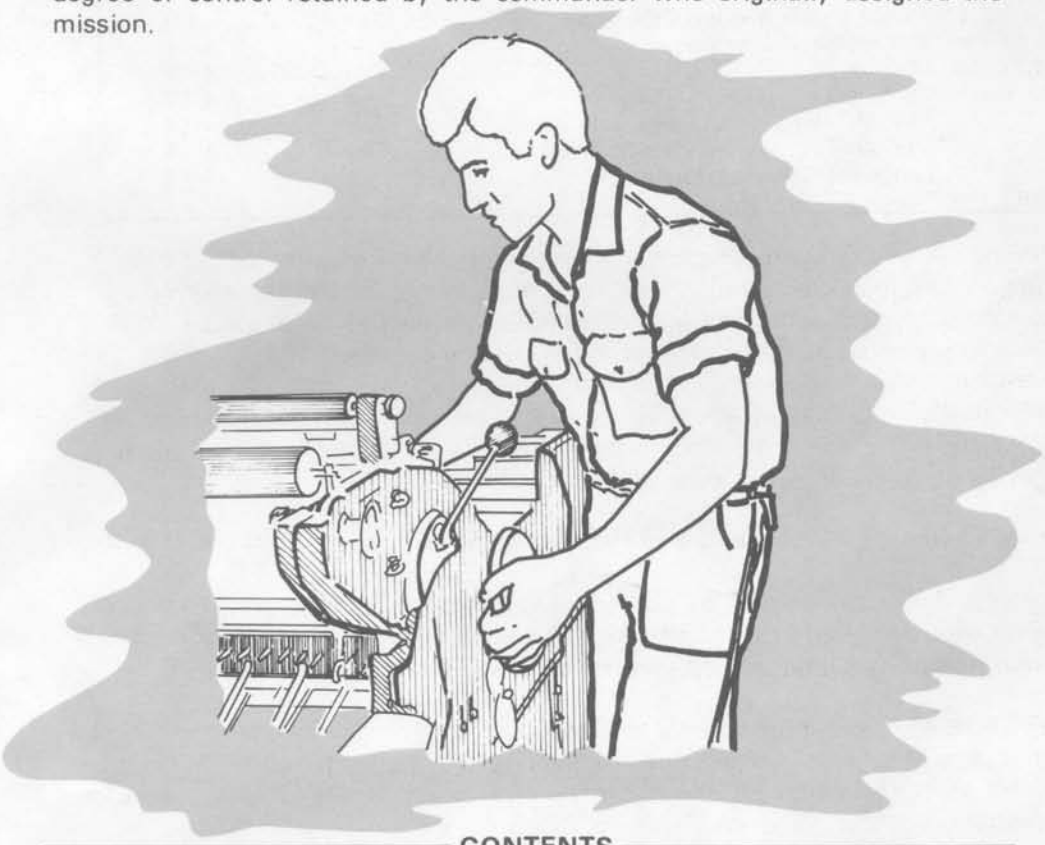
Psychological Operations Intelligence Personnel should maintain liaison with the G2/S2 office of the supported unit. Liaison with the G2/S2 is vital because PSYOP planners and operational units must have immediate, detailed, PSYOP-relevant intelligence if they are to operate effectively. PSYOP personnel may assist in interrogations, make known the intelligence needs of supporting PSYOP teams, and extract intelligence for PYSOP use.

Chapter Four

4

METHODS OF EMPLOYMENT

Support responsibilities of PSYOP units are designated by the assignment of missions by the force commander (higher authority) on the recommendation of the PSYOP force commander (the Theater PSYOP Group Commander) and of the ACofS, G5, or G3/S3 if there is no G5/S5. A subordinate PSYOP unit commander has the authority to issue to his subordinate elements orders that are necessary to accomplish his assigned mission. This includes task organization and assignment of missions, provided this does not reduce the degree of control retained by the commander who originally assigned the mission.



CONTENTS

	PAGE
PSYOP Mission	4-2
Control and Coordination	4-3
Staff Channels	4-3
General Support	4-3
Direct Support	4-3
Assigned or Attached	4-3
Cellular Organization	4-3
Augmentation	4-4

4

Use of Local Resources 4-4
Airborne 4-4
Strategic Operations 4-4
Tactical Operations 4-4
Consolidation Operations 4-4
Limits on PSYOP 4-4
Organization of PSYOP Units 4-5
Psychological Operations Command 4-5
Group Headquarters, Team AC 4-6
Command Assessment, Team AD 4-6
Battalion Headquarters, Team AB 4-7
General Support Battalion 4-7
PSYOP Direct Support (DS) Battalion Hq 4-8
PSYOP Prisoner-of-War Support Battalion 4-8
PSYOP Consolidation Battalion 4-9
PSYOP Direct Support Company 4-9
PSYOP Battalion Operations 4-11
Mission 4-11
Capabilities 4-12
PSYOP Teams in the Force Rear Area 4-14
Forward Tactical HB and HC Teams 4-14
Language-Qualified Personnel 4-15

Psychological operations units may be assigned general support (GS) or direct support (DS) missions or both. When so employed, the supported unit furnishes common facilities and items (i.e., messing, paper, ammunition, etc.). PSYOP units may also be assigned or attached to military commands.

A cellular organization, which has been augmented from other TOEs, is the most practical for PSYOP units to perform their various support missions, whether they be strategic, tactical, consolidation, or others.

PSYOP MISSION

The PSYOP unit mission may be general or specific. The mission statement is the restated mission determined by the PSYOP commander's mission analysis. **Each mission must be clearly defined and not so broad as to be meaningless.**

The PSYOP unit mission normally is to support a force or other commander or commanders. It is given in orders and instructions from higher authority, or it may be deduced from knowledge of the situation and of the intent of the supported commander.

When paragraph 1 of the Estimate of the Situation gives a PSYOP unit a general mission of supporting a force commander, the commander of the PSYOP unit includes the course of action of the supported command, or commands, if known.

Specific missions should normally be within the general support mission. A specific mission may be contained in orders or instructions from higher authority, normally the force commander being supported, or it might be arrived at from knowledge of the situation and intent of the supported force commander. (See FM 101-5, Sequence of Actions in Making and Executing Decisions and Combat Service Support Commander's Estimate of the Situation.)

CONTROL AND COORDINATION

It is likely that a number of agencies will be engaged in PSYOP within a theater of operations, including those representing countries other than the United States. Unless control of all PSYOP is centralized within one body, under a single command, duplication of effort, contradictory propaganda, propaganda contrary to national policy, and propaganda of more use to the enemy than the United States and its allies will result. The net result will be confusion and ineffectiveness.

No less important is close coordination at all levels, from the highest to the lowest. It is of the utmost importance at the tactical operating levels. For not only may uncoordinated PSYOP activities result in an unnecessary duplication of effort, they may also be contraindicated and, at best, confusing.

STAFF CHANNELS

Employment of PSYOP units may not be standard within a theater of operations due to the situation, which may be different in various areas or zones. There should, however, be a continuous and uniform staff channel from the highest level down to the lowest unit to insure an integrated and coordinated PSYOP effort and to avoid a confusing network of cross-channel communications.

GENERAL SUPPORT (GS)

A PSYOP element in general support supports an entire force and not any specific subordinate unit or subdivision. Units with this mission remain under the control of the PSYOP force commander and provide the force commander with a means to direct the PSYOP effort in his area of influence.

DIRECT SUPPORT (DS)

A PSYOP element assigned a direct support mission provides close, continuous support to a specific maneuver element or other force. A PSYOP unit with a direct support mission remains under the command of the higher PSYOP commander. It responds directly and gives priority to requests of the supported unit. The DS PSYOP unit is responsible for establishing liaison and communication with the supported unit.

ASSIGNED OR ATTACHED

PSYOP units may be assigned or attached to military commands or civil-military agencies. Assigned PSYOP units are under the command, control, and administration of the commander of the unit to which they are assigned. Attached PSYOP units and elements are subject to limitations imposed by the attachment order. The commander of the receiving unit exercises the same degree of control over the attached PSYOP element that he does over units or persons organic to his command. Responsibility for transfer and promotion of personnel, however, is retained by the parent PSYOP unit commander. Attachment is usually maintained for the duration of a mission or task.

CELLULAR ORGANIZATION

PSYOP units, organized under the cellular TOE 33-500 series, are tailored to perform missions that may be given to any command. The use of cellular teams permits balanced units to be formed with minimal personnel and administrative procedures. This type of unit may add or delete teams

without affecting its organic structure or requiring unit redesignation. (See appendix B for team designations, capabilities, basis of allocation, and mobility.)

AUGMENTATION

The TOE 33-500 series provides for augmentation with cellular teams from other TOE for administration, mess, signal, and medical services. The TOE has no provision for PSYOP unit personnel to augment corps or division staffs. The chief or commander of the supporting PSYOP team or unit can, however, fill the dual roles of commander and staff officer.

USE OF LOCAL RESOURCES

Psychological operations units, for practical reasons, make maximum use of local resources. In addition to economic advantages, the use of local resources, when given voluntarily, gives the local population a vested interest in the operation; in effect, it creates a partnership between the target audience and PSYOP units. This adds a degree of authenticity to the operation and contributes to the success of a campaign.

AIRBORNE

In order to be able to perform any PSYOP missions, designated teams are airborne qualified when supporting airborne commands. Their organic equipment can be transported in US Air Force aircraft.

STRATEGIC OPERATIONS

Because strategic operations have long-range military and political objectives and frequently require coordination with other government policymaking agencies and friendly governments, PSYOP units supporting strategic operations generally will receive their instructions from the National Command Authority. Such PSYOP units generally do not operate in the combat zone.

TACTICAL OPERATIONS

Units supporting tactical operations of combat units in combat zones use mobile loudspeakers and audiovisual and printing equipment to achieve immediate and short-term objectives.

CONSOLIDATION OPERATIONS

PSYOP units supporting consolidation operations assist civil affairs commands in orienting and reeducating populations. The primary purposes are to make combat operations easier and quicker by gaining the willing cooperation of the populace.

LIMITS ON PSYOP

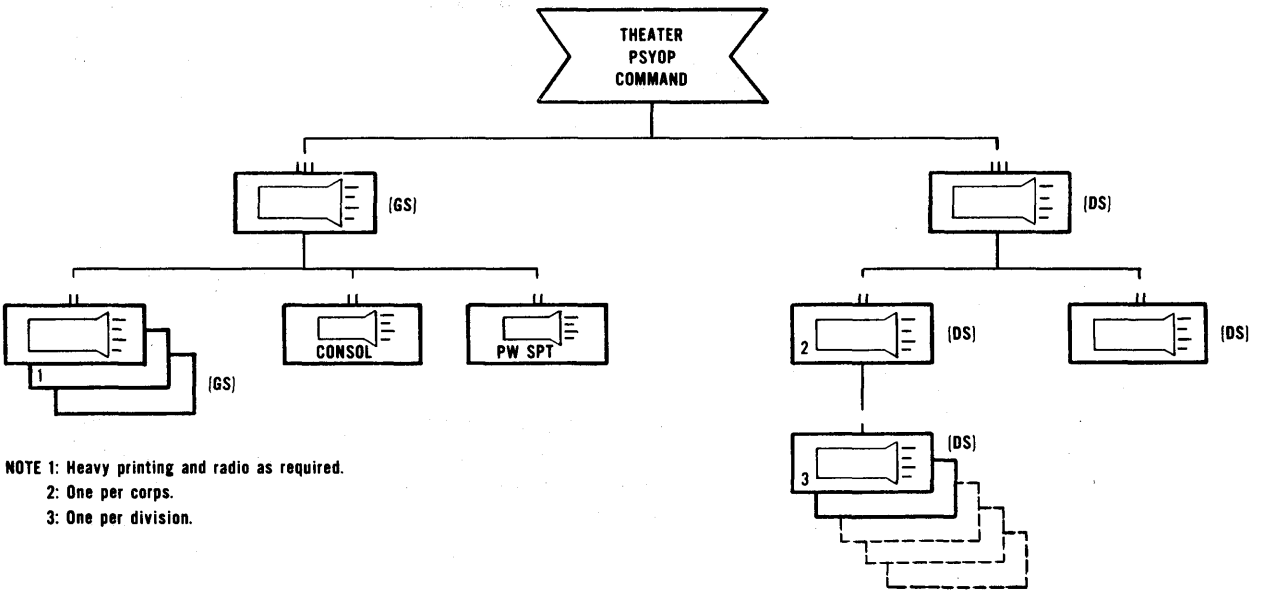
The limits imposed on psychological operations depend on several factors, such as the rules of land warfare, US Government policy, treaties and agreements to which the US is a signatory power, types and phases of conflict, the mission, and the availability of the target audience(s). For example, PSYOP elements on a training and advisory assignment in a friendly country, may do no more than train and advise. In addition, they must base their training and advice on US Army doctrine, techniques, and procedures.

ORGANIZATION OF PSYOP UNITS

(See TOE 33-500H, Psychological Operations Organization, for general organization, detailed breakdown of teams, capabilities, basis for allocation, personnel and equipment allowances.)

PSYCHOLOGICAL OPERATIONS COMMAND

When a PSYOP group is assigned to a theater, it is normally task organized to furnish PSYOP support to the theater of operations. Usually, general support battalions are retained to provide PSYOP support to the theater (see figure 4-1).



NOTE 1: Heavy printing and radio as required.
2: One per corps.
3: One per division.

TYPE PSYOP UNIT ALLOCATION

UNIT		THEATER	UNIFIED COMMAND	CORPS	SEPARATE DIVISION	TASK FORCE/ SEP BDE	MAAG/ MISSION
GROUP		1 or more	1				
BATTALION	GS	1 or more	1				
	DS			1			
	PW SPT	1					
	CONSOLIDATION	1					
COMPANY					1	1	1

FIGURE 4-1

A TYPE THEATER PSYOP SUPPORT ORGANIZATION

GROUP HEADQUARTERS, TEAM AC

Group Headquarters, Team AC, is the highest level and largest PSYOP command and control unit. It consists of a staff and a supply and maintenance element. This group headquarters team commands and controls two to five PSYOP battalions. It also provides limited administrative and logistical support to its subordinate battalions. Team AC, with suitable operational teams, is normally assigned to theater Army or to a unified command when two or more PSYOP battalions are assigned or attached (figure 4-2).

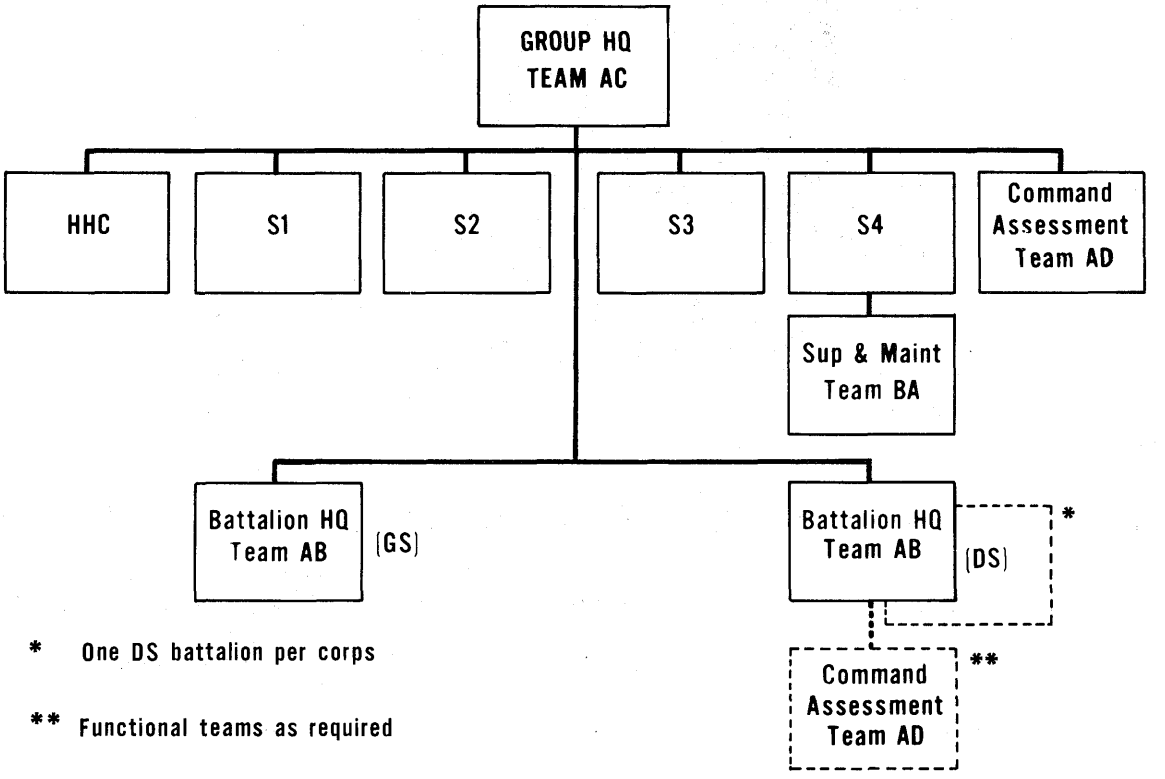


FIGURE 4-2

A TYPE ORGANIZATION PSYOP GROUP

COMMAND ASSESSMENT, TEAM AD

Command Assessment, Team AD, is deployed with a corps deployment package into a hostile area to analyze and evaluate the psychological warfare possibilities, to make recommendations to the ground force commander in the area of psychological operations, and to determine what PSYOP functional teams should be deployed into the area. It is also used to evaluate the results of any psychological campaign that had been conducted prior to insertion and to plan the use of themes to be used in a PSYOP campaign.

The basis of allocation is one per corps deployment package. This team is normally attached to a PSYOP DS battalion. It may, however, be made a part of a PSYOP group should circumstances so dictate (figure 4-2).



BATTALION HEADQUARTERS, TEAM AB (SUPPORT)

Battalion Headquarters, Team AB, with appropriate teams attached, may support all types of military operations. In performing its mission, the PSYOP battalion may be in GS or DS to:

A major component of a unified command, or a subordinate unified command.

A separate corps or unit of equivalent size.

A separate division or equivalent size unit.

A military police prisoner-of-war (PW) command.

Others, as needed.

GENERAL SUPPORT (GS) BATTALION

A PSYOP battalion in support of the theater force as a whole consists of an AB team with attached research, intelligence, development, production, radio, and printing elements. A basis for allocation is one or more per theater, as required. A GS battalion normally does not have subordinate companies (figure 4-3).

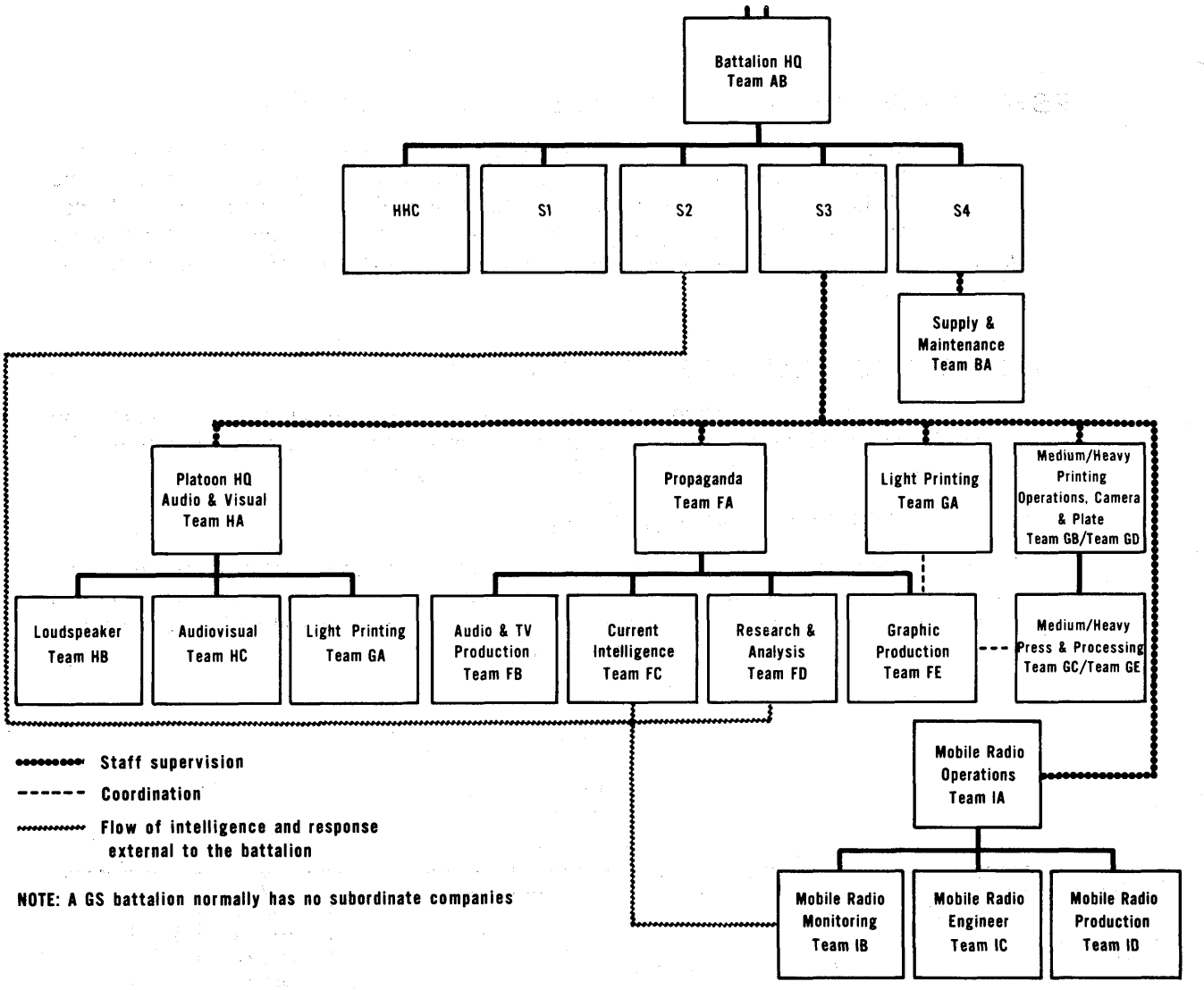


FIGURE 4-3

TYPE ORGANIZATION PSYOP GENERAL SUPPORT BATTALION

PSYOP DIRECT SUPPORT (DS) BATTALION HEADQUARTERS

A battalion headquarters in support of a tactical force consists of a staff, supply and maintenance, and a research and analysis element. This headquarters can command and control two to five PSYOP companies. It can provide logistical and PSYOP developmental support to subordinate companies. The basis of allocation is one per corps, separate division, or equivalent command.

When a PSYOP battalion is in direct support of a corps, the battalion HHC is retained at corps headquarters to provide general support to the corps. The other companies are placed in direct support of major subordinate headquarters. (See figure 4-4.)

PSYOP PRISONER-OF-WAR (PW) SUPPORT BATTALION

A PSYOP prisoner-of-war command support battalion works under the PW commander. It consists of an AB team with intelligence, research, propaganda development, and printing elements. This unit assists in planning and supervising PW education programs. It also acquires and disseminates intelligence and analyzes data received. The PW support battalion also pretests and post tests propaganda media. The basis of allocation is one per theater. (See figure 4-5.)

PSYOP CONSOLIDATION BATTALION

A PSYOP battalion supporting consolidation operations consists of an AB team and personnel qualified in motion picture, radio, television, printing, and display operations. The basis of allocation is one battalion per theater. (See figure 4-6.)

PSYOP DIRECT SUPPORT COMPANY

A PSYOP direct support company consists of an AA command and control team with supply and maintenance, propaganda, current intelligence, light printing, audiovisual, and loudspeaker teams. The basis of allocation is one per division, separate brigade, task force, or equivalent size command. (See figure 4-7.)

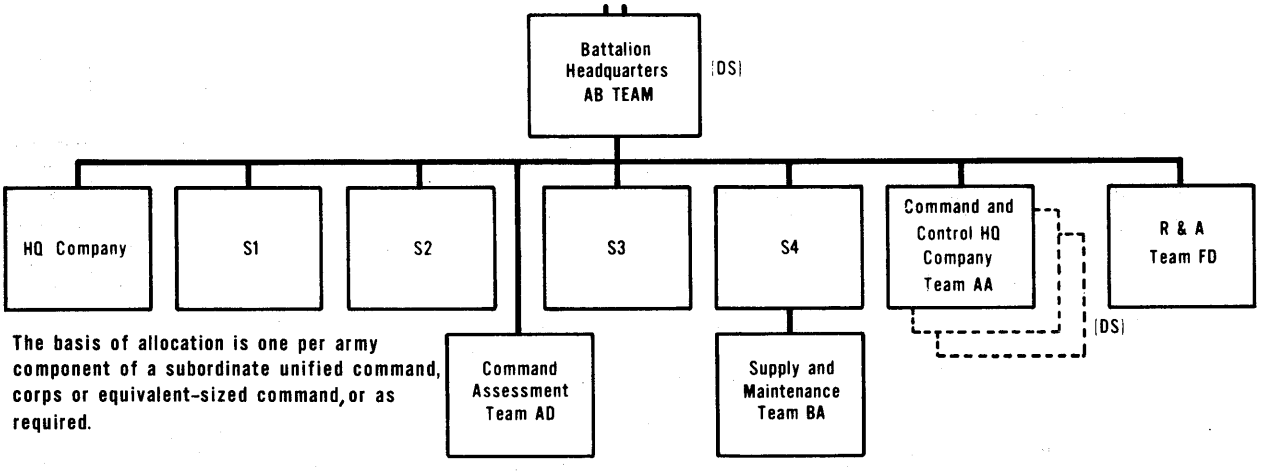


FIGURE 4-4

TYPE ORGANIZATION DIRECT SUPPORT PSYOP BATTALION

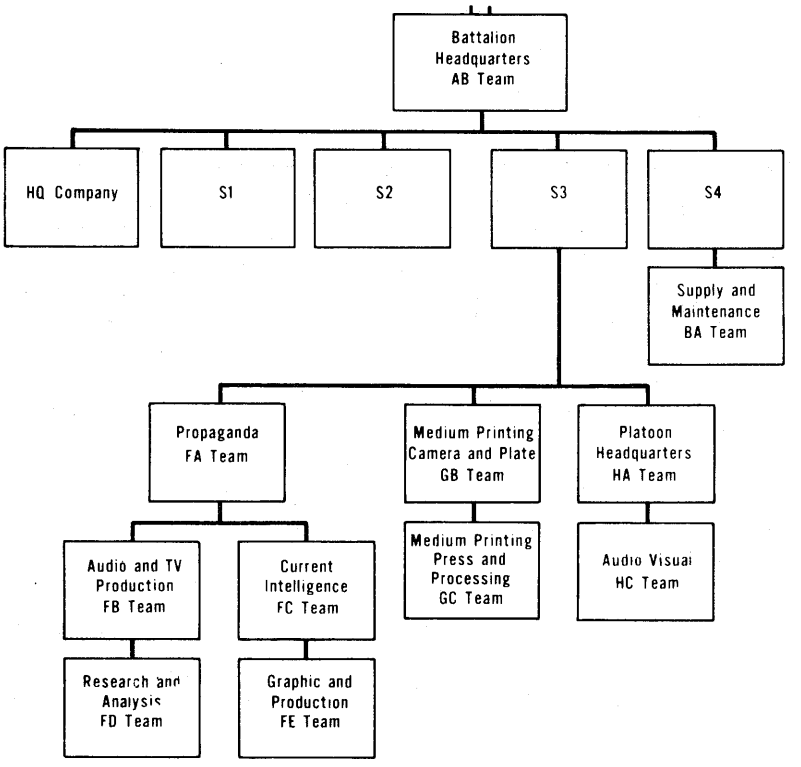


FIGURE 4-5

TYPE ORGANIZATION PSYOP PRISONER-OF-WAR SUPPORT BATTALION

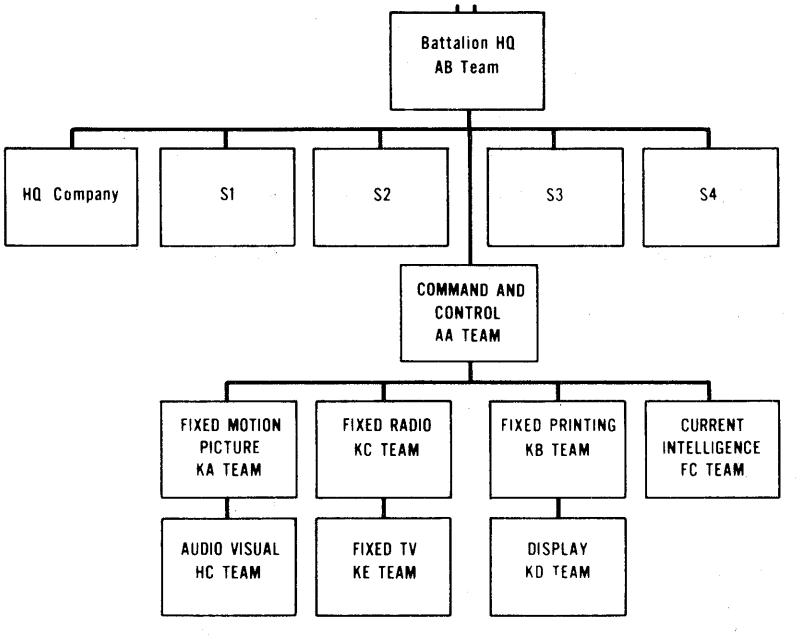


FIGURE 4-6

TYPE ORGANIZATION PSYOP CONSOLIDATION BATTALION

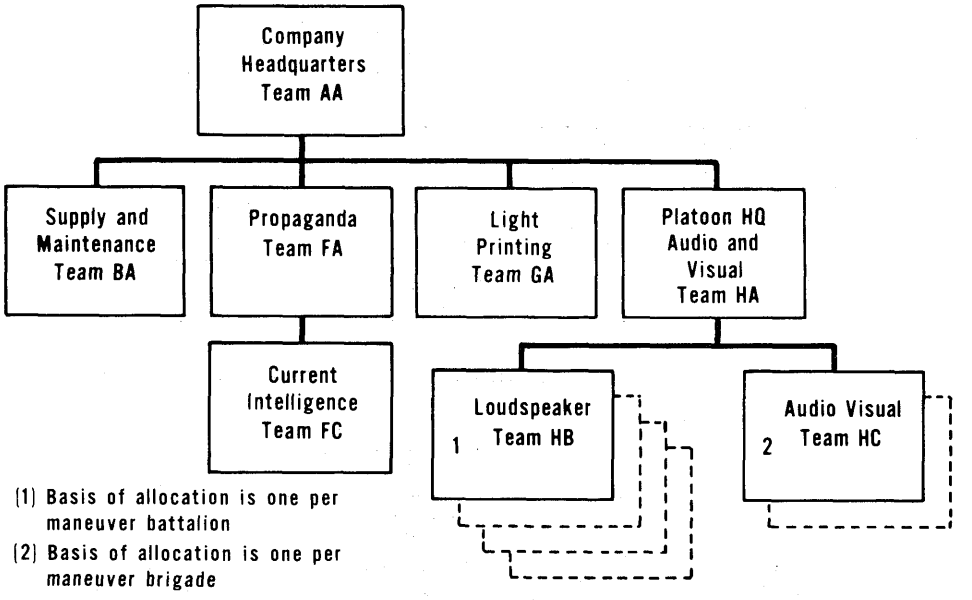


FIGURE 4-7

TYPE ORGANIZATION DIRECT SUPPORT COMPANY

PSYOP BATTALION OPERATIONS

MISSION

The mission of the PSYOP battalion is to:

Plan and conduct psychological operations.

Develop, produce, and disseminate propaganda.

Advise as to the psychological impact of planned and executed operations and actions.

In planning, executing, and coordinating the battalion effort, the psychological operations planner must:

Adhere to national policy **for the area of operations**.

Insure that psychological operations and propaganda produced conform to directives from higher headquarters, Department of State, or the ICA.

There is a serious danger that propaganda developed at the lower echelons will not conform to policy from higher headquarters. A commander cannot interject personal or "gut feeling" propaganda that violates policy. **It is the duty of the senior PSYOP officer with the command violating policy to advise against this course of action and to recommend a conforming course.**

Normally, the major tactical headquarters is granted approving authority to initiate PSYOP campaigns and introduce themes. They must, however, conform to the guidelines in the PSYOP section of the plan or order. **Propaganda may be disseminated only in the command area of responsibility.**

CAPABILITIES

The mission of the supported element determines the type, size, and mix of cellular teams that form the battalion. These factors determine the PSYOP unit's capabilities.

Battalion headquarters commands, controls, guides, and coordinates subordinate teams. Each battalion has an AB team. Each company has an AA team. The G5 office and the tactical operations center (TOC) are the points of contact for external coordination.

Intelligence Operations

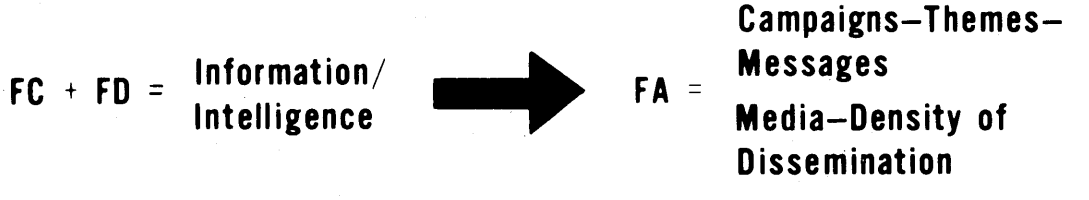
Current intelligence is received from the G2/S2, the IB (Mobile Radio Monitoring) team, and other intelligence channels. Each battalion has one or more FC (Current Intelligence) and FD (Research and Analysis) teams working under close supervision of the FA (Propaganda) team. These teams process current and background intelligence for the battalion and provide the FA team with the information it needs.

Propaganda Development—Propaganda Development Center (PDC)

The FA, FB (Audio and TV Production), FC, FD, and FE (Graphic Production) teams are generally combined to form a PDC (located near the G5) whose members have routine access to information about current and planned operations.

$$\left.\begin{array}{l} \text{FA} + \text{FB} + \\ \text{FC} + \\ \text{FD} + \text{FE} \end{array}\right\} = \text{PDC}$$

With the information it receives from the FC and FD teams, the FA team develops campaigns, propaganda themes, and messages and determines the media to be used and the amount of propaganda to be disseminated in a given area (density of dissemination).



PDC Guidance and Information. In addition, the PDC guides and informs forward teams by:

Informal staff coordination.

Command visits.

Published orders and plans.

Target Analysis Worksheet. One of the major tools used by the PDC is a Target Analysis Worksheet which is a working summary of all intelligence collected relative to a target audience (see appendix F). The completed worksheet indicates:

The target.

Conditions affecting the target that are important to the psychological operator.

Audience weaknesses (susceptibilities) that can be exploited.

The extent to which the target group can help to accomplish the PSYOP mission.

Campaign Control Sheet. The FA team uses the Target Analysis Worksheet to develop a Campaign Control Sheet (appendix G). This document, in chart form, indicates the concept and execution of a PSYOP campaign. It is used to control a PSYOP campaign.

Production

FA team produces rough copy for all forms of propaganda.

FB team prepares radio, loudspeaker, and television scripts.

G-series teams print copy in final form; e.g., leaflets, posters, handbills, newspapers, magazines, etc.

ID team prepares and produces radio programs.

Spreading the Word

The distribution and dissemination of all propaganda is coordinated with the PSYOP battalion S3. The battalion may make personnel available to assist in aerial delivery of printed propaganda and loudspeaker messages.

HB team makes loudspeaker broadcasts.

HC team makes audiovisual presentations.

IC team transmits radio programs.

GA, GC, and GE teams print, package, and distribute printed propaganda to dissemination points.

PSYOP TEAMS IN THE FORCE REAR AREA

The printing, radio, and television teams are normally located in the rear areas of the major forces they support. The printing teams should be located where paper stocks can be properly stored and readily moved, and the final product can be easily distributed.

The graphics, printing, and audiovisual teams support a command on a mission basis. Work priorities are established by the PSYOP battalion S3 based on the needs of the supported force commander. Based on PDC guidance, scripts, graphics, and printed copy are prepared by local illustrators and writers or others intimately familiar with the target audience.

The Printing Cycle

The PSYOP battalion S3 gives the chief of the press section printing priorities and suspense dates. The organic teams--light GA, medium (mobile) GB and GC, and heavy (fixed) GD and GE--produce camera-ready copy and printed propaganda.

> **The final product must be approved by the originator of the propaganda request before it can be disseminated to the target audience.**

The press team packages the final approved product for the selected method of dissemination and delivers it to the airfield, artillery unit, ammunition supply point, or other distribution point.

Air Support

Requests for aircraft to drop leaflets or make aerial broadcasts are normally made through the G3/S3 Air. The type of aircraft used, whether manned or remotely piloted vehicles (RPV), is determined by the Air Force or Army aviation element delivering the propaganda.

The density and effectiveness of enemy air defenses are major factors in determining whether air support will be available. There may be times when a valid request for air support cannot be met due to the extreme effectiveness of enemy defense measures. Use of aircraft exclusively for PSYOP missions is rarely possible.

Radio and Television

Radio and elevision programs are broadcast over available local and organic facilities. Qualified local personnel are used as much as possible, particularly scriptwriters, directors, actors, engineers, and stagehands.

FORWARD TACTICAL HB AND HC TEAMS

The HB (Loudspeaker) and HC (Audiovisual) teams normally **support forward tactical combat units**. These teams, which also collect intelligence, need qualified linguists. HB teams broadcast from the ground (mounted and dismounted) and from the air. HC teams present slide and motion picture shows, make loudspeaker broadcasts, and produce small amounts of leaflets.

LANGUAGE-QUALIFIED PERSONNEL

In order to be effective, the battalion must be augmented with a local, professional, language-qualified staff to assure that the final product is:

The best that can be produced.

Appropriate to the target audience.

Relevant to their interests.

Credible and persuasive.

Chapter Five

5

PSYOP IN SUPPORT OF FOREIGN INTERNAL DEFENSE

The primary responsibility for preventing or defeating an insurgency rests with the host country (HC) government--not with the United States or any other assisting government. As a first step, the host government must recognize the existence of an insurgency and fully understand its political nature. Once the HC government understands the cause of the insurgency, it must show interest in the well-being of the people by developing and implementing programs that meet their needs.



CONTENTS

	PAGE
Role of the Psychological Operator	5-2
Identify Desirable Programs	5-2
Participate in Policymaking	5-2
Communicate	5-2
The Host Country Soldier	5-3
Host Country PSYOP Support	5-3
US Security Assistance to HC PSYOP	5-3
The US Ambassador/ICA and Policy	5-4

5

PSYOP Responsibilities of US Security Assistance Elements 5-4
Target Audience Considerations 5-5
Host Country Target Groups 5-5
The Insurgent 5-5
The Population 5-6
Government Personnel 5-6
Neutral and Nonhostile Elements of the Population 5-7
Population Committed to Support the Insurgent 5-7
Foreign Audiences 5-7
Insurgent Propaganda Objectives and Organization 5-7
Themes 5-7
The Insurgent Organization 5-8
PSYOP Training, Advisory, and Assistance Efforts 5-8

ROLE OF THE PSYCHOLOGICAL OPERATOR

The psychological operator has a major role in PSYOP support of FID. He must:

IDENTIFY DESIRABLE PROGRAMS

First, he must identify the objectives of the HC programs, the HC institutions that have a PSYOP impact, and the programs that HC PSYOP can accomplish.

PARTICIPATE IN POLICYMAKING

Then, he must participate in policymaking at all levels of command. In fulfilling this role, he must assure that the greatest possible consideration is given to the psychological aspects of all policies, programs, and operations.

COMMUNICATE

His next role is that of communicating. In HC PSYOP one of his major roles may be to assist in making known and "selling" the positive programs of the government to its major internal targets. Unexplained government programs breed rumors and suspicion. The communicated program promotes public awareness and appreciation of the government's interest in its people.

THE HOST COUNTRY SOLDIER

Host country armed forces personnel must be indoctrinated with the importance of the civilian population in internal defense and development operations. The individual soldier must understand that his actions toward the population may spell the difference between success or failure.

HOST COUNTRY PSYOP SUPPORT

A unified communications organization is needed for FID activities. An established bureaucracy may tend to become isolated and unable to communicate with the public it is supposed to serve. PSYOP must be closely coordinated with the government information services to avoid contradiction in output.

The criteria for selecting PSYOP personnel should be ability and skills rather than military versus civilian status; neither category has a monopoly on imaginative skill or the ability to influence people. The admixture of personnel takes into account the fact that the political and military aspects of insurgency are interwoven. In order to have any chance of success, the guidance and operations of the integrated PSYOP organization must be accepted by all military and civilian sectors of the population.

US SECURITY ASSISTANCE TO HC PSYOP

US Army participation in PSYOP is initiated **on request of the host government and upon approval of the appropriate US Government agencies.** US Army PSYOP elements may be developed and deployed as mobile training teams (MTT), technical assistance teams (TAT) as part of a US security assistance element, or in direct support of US combat units. They may be attached or under operational control (OPCON) to an in-country Joint US Security Assistance Training Group (JUSSATG).

In order to cope with misunderstandings, delayed actions, or inaction brought about by differences in stages of development and sophistication, culture and language, concepts of time, orientation to mission accomplishment, etc., the US psychological operator must have patience. Differences in patterns of behavior, ethics, pace of life, concepts, sense of obligations, loyalties, concern with adherence to rigid time frames and schedules, and so on may lead the US psychological operator to become impatient and try to do the job himself. This effort is generally doomed to failure. When he has failed to do the job himself, the US psychological operator may try to have host country personnel do it all; this, too, will fail.

The US psychological operator cannot insist that HC personnel attempt to communicate with US equipment and techniques as he does (i.e., as American substitutes). The communications that will result will be neither US nor HC but will combine the worst characteristics of both, with equally disastrous results.

US PSYOP forces can best assist the host country with hardware and advice. This subsidiary role of US forces does not lessen the responsibility of the host government to communicate with its own people, using its own tools and techniques, in its own image.

THE HOST COUNTRY SOLDIER

Host country armed forces personnel must be indoctrinated with the importance of the civilian population in internal defense and development operations. The individual soldier must understand that his actions toward the population may spell the difference between success or failure.

HOST COUNTRY PSYOP SUPPORT

A unified communications organization is needed for FID activities. An established bureaucracy may tend to become isolated and unable to communicate with the public it is supposed to serve. PSYOP must be closely coordinated with the government information services to avoid contradiction in output.

The criteria for selecting PSYOP personnel should be ability and skills rather than military versus civilian status; neither category has a monopoly on imaginative skill or the ability to influence people. The admixture of personnel takes into account the fact that the political and military aspects of insurgency are interwoven. In order to have any chance of success, the guidance and operations of the integrated PSYOP organization must be accepted by all military and civilian sectors of the population.

US SECURITY ASSISTANCE TO HC PSYOP

US Army participation in PSYOP is initiated **on request of the host government and upon approval of the appropriate US Government agencies.** US Army PSYOP elements may be developed and deployed as mobile training teams (MTT), technical assistance teams (TAT) as part of a US security assistance element, or in direct support of US combat units. They may be attached or under operational control (OPCON) to an in-country Joint US Security Assistance Training Group (JUSSATG).

In order to cope with misunderstandings, delayed actions, or inaction brought about by differences in stages of development and sophistication, culture and language, concepts of time, orientation to mission accomplishment, etc., the US psychological operator must have patience. Differences in patterns of behavior, ethics, pace of life, concepts, sense of obligations, loyalties, concern with adherence to rigid time frames and schedules, and so on may lead the US psychological operator to become impatient and try to do the job himself. This effort is generally doomed to failure. When he has failed to do the job himself, the US psychological operator may try to have host country personnel do it all; this, too, will fail.

The US psychological operator cannot insist that HC personnel attempt to communicate with US equipment and techniques as he does (i.e., as American substitutes). The communications that will result will be neither US nor HC but will combine the worst characteristics of both, with equally disastrous results.

US PSYOP forces can best assist the host country with hardware and advice. This subsidiary role of US forces does not lessen the responsibility of the host government to communicate with its own people, using its own tools and techniques, in its own image.

Within the context of an insurgency, US PSYOP have five major objectives:

Assist the HC government in gaining the support of its people.

Assist the HC government in defeating the insurgent movement.

Assist the HC government in providing a psychological basis for rehabilitating returnees from the insurgent movement.

Establish and maintain a favorable US image in the HC.

Influence neutral groups and the world community.

Target Audience Considerations

Although the physical situation is important, the social environment of the target is generally more significant. One major consideration is the diversity of target audiences. Each target audience is composed of individuals and groups living under diverse constraints, having diverse interests, levels of education and intelligence, occupations, beliefs, attitudes, and perceptions.

Campaigns, themes, and messages must be designed to influence the various groups within each major audience category; propaganda produced must be based on the culture of each major target group and appeal to the personal sensitivities and interests of that target group.

In an FID situation, the government must convince the populace of its concern. Government activities must reflect government programs that are effective, attractive, and beneficial to the population.

HOST COUNTRY TARGET GROUPS

THE INSURGENT

The major PSYOP objectives are to discredit the insurgents and to isolate them from the population. The insurgents include the guerrillas and their supporting elements--the auxiliary and the underground. The insurgent's infrastructure is invisible. This gives the insurgent an advantage over the government as any damage done to the government is highly visible and has an immediate effect.

An insurgency is determined and gains morale and physical strength in direct proportion to its effectiveness and the attractiveness of its ideology. The cadre and highly motivated members may not be vulnerable to propaganda. Below them, however, there are usually a number of vulnerable individuals and groups; these, though tightly controlled, can be propagandized effectively. The most important direction of attack is against insurgent unit morale.

The insurgent must be destroyed physically and psychologically. Psychological destruction is extremely important because without it, the insurgent force may simply disappear underground to surface at a more opportune time.

Programs should publicize and exploit differences between cadre, recruits, supporters, and the local population. Other themes might emphasize lack of support, isolation, homesickness, or hardship suffered by the guerrillas.

THE POPULATION

Since popular support of the people is essential to victory, the population is the major psychological target of the insurgent and the government. The people are the source of intelligence, manpower, and logistical support for the insurgents.

The major PSYOP mission is to build national morale, unity, and confidence in the government, its leaders, and programs. There should also be an effort to win popular acceptance of the presence of US Armed Forces and to convince the people that:

Government programs serve the interests of the people.

The government forces will protect the people and defeat the insurgent.

Ultimate victory is assured. This need to stress ultimate victory is paramount because if the insurgency enters the second stage, the people's immediate concern will be survival, and they will support the apparent victor.

Voluntary reporting of antigovernment activities is in their best interests.

The insurgent is being misled by questionable promises of a foreign power and is the lackey of that foreign power.

Identification of insurgent leadership will shorten the life of the insurgency and hasten return to a way of life that fulfills the perceived needs of the people.

The people have a major active role in essential counterintelligence activities.

GOVERNMENT PERSONNEL

Host country government personnel are a major internal target. The military, paramilitary, civil services, and other elements of the government make excellent target audiences because:

They have a vested interest in having the government remain in control.

The established chain-of-command or organizational structure facilitates communications and local response.

The PSYOP mission in dealing with this target group is to maintain loyalties and develop policies and attitudes which will result in members of the group:

Realizing the importance of the population and the necessity for popular support.

Promoting the public welfare and justice.

Taking actions within their sphere of activity that will eliminate the basic causes of the insurgency.

Protecting the population from the insurgent.

NEUTRAL AND NONHOSTILE ELEMENTS OF THE POPULATION

The emphasis in communication to the friendly or uncommitted population should be positive and constructive. PSYOP efforts should publicize the tangible and visible accomplishments of the legitimate government. Part of the communication effort should discourage public apathy and activity that will help the insurgent.

The population should not be asked to undertake any action that is contrary to its own direct interest. The most obvious example is action which leads to physical jeopardy or death. If the population takes such action, not realizing the consequences, and the outcome is harmful, the authority that sponsored the communication will lose credibility and its audience.

POPULATION COMMITTED TO SUPPORT THE INSURGENT

The audience supporting the insurgent may do so either out of conviction or involuntary involvement. The PSYOP mission in this case is to achieve a withdrawal of support for the hostile effort and defection in place or in person to the host government. A surrender or return program is recommended as the core effort toward this target.

FOREIGN AUDIENCES

Foreign audiences range widely, geographically, politically, and in their relationships with and attitudes toward the legitimate government and the insurgents. For neutral nations, the purpose of PSYOP is to achieve a friendly neutrality or active support. For external hostile powers, the major objective of PSYOP is to influence public opinion within such nations. An active minority within such nations can change the course of national policy and action. Plausible communications are needed to influence foreign audiences.

Communications to foreign audiences can have a favorable effect on domestic audiences, particularly urban intellectuals and mass media communicators who may be influenced by the foreign reaction.

INSURGENT PROPAGANDA OBJECTIVES AND ORGANIZATION

The insurgent has recognizable psychological objectives, methods, and organization. His themes appear rational and, therefore, are difficult to neutralize or discredit.

THEMES

Insurgent themes typically stress government weaknesses and the gap between government programs and policies and the perceived needs of the people. The primary theme stresses the idea that the objectives of the insurgent coincide with the needs and aspirations of the people. They try to convince the people that the interests of the populace are not served by the government. Themes about government corruption, nepotism, scandal, and other corruptive factors are used to convince the people that their government is unfit to lead them. Other themes used are anticolonialism, nationalism, and land reform.

Insurgent leaders try to make everyone a propagandist. However, the driving force is the hard core cadre.

THE INSURGENT ORGANIZATION

A major technique of expanding control is by means of a vertical shadow political organization--a shadow government. The primary function of the vertical organization is to insure centralized and responsive direction of the insurgent component, either covertly or openly, as circumstances permit. In an insurgent-controlled area, the organization is headed by the local party secretary. The other local personnel report to him.

At the same time, horizontal organizations act as propaganda agencies. These agencies stress the use of face-to-face PSYOP. All other types and media of propaganda are also aggressively used--propaganda of the deed, radio, TV, leaflets, and rumor.

The horizontal organizations organize the populace into functional and "window dressing" groups that meet the needs of the insurgent leaders to control the population through organized groups and that meet the needs of the people to participate. These groups, because they appear and allege to be independent and acting on their own, are extremely deceptive. Individuals within these groups (farmers, women, students, young people, etc.) are closely supervised and criticized. Through such organizations, the insurgents cultivate, indoctrinate, recruit, and manipulate a variety of social groups under their control and through them bring in new adherents. Gradually, these organizations take over all social, political, economic, cultural, public safety, and military institutions.

PSYOP TRAINING, ADVISORY, AND ASSISTANCE EFFORTS

The major security assistance role of US military personnel may be to train, advise, and assist a requesting government threatened with insurgency. In this capacity PSYOP personnel/units would have the missions to:

Improve the ability of the HC to conduct PSYOP in support of its own internal defense and development program.

Improve HC command and staff understanding of the PSYOP role in internal defense and development and implementation of PSYOP in HC internal defense and development operations and related programs.

Recommend and provide, when not otherwise obtainable, essential materiel which can be used and maintained by the host country.

These missions may require US PSYOP personnel to train, advise, and assist:

Host country armed forces.

Host country paramilitary and public safety forces.

Other elements and agencies of the HC government.

The US military mission within the host country.

An organization should be structured to perform these unique multiple missions. As a minimum, it should contain these elements:

A headquarters element (company, battalion, group). In a small country, a command and control team should be sufficient.

Training elements, such as detachments, teams, or individuals.

Local augmentation, such as:

Professionals and technicians.

Interpreters and translators.

Secretarial and clerical personnel.

Service personnel.

US military personnel providing security assistance do not conduct psychological operations in a host country. The Joint US Security Assistance Training Group (JUSSATG)--the senior US military headquarters--and subordinate advisory units and activities should give active advisory attention to PSYOP and alert HC counterparts to the psychological impact of all military actions, operations, and individual acts of the HC armed forces.

In order to centralize control, the commander of the US PSYOP unit within the HC may be designated as the US command PSYOP staff officer, or he may provide a representative who can support the G5/J7 staff (CMO) mission in accordance with FM 101-5. The duties of this officer should include those of preparing annual PSYOP training, advisory, and assistance plans.

Budgetary restraints will limit the extent of PSYOP training, number of persons receiving training, and training areas. Monetary restrictions will also set limits on fulfillment of PSYOP equipment needs and procurement sources; i.e., in-country, CONUS, offshore.

Chapter Six

6

PSYOP IN SUPPORT OF UNCONVENTIONAL WARFARE

Unconventional warfare (UW) involves a broad spectrum of military and paramilitary operations conducted in enemy-held, enemy-denied, or politically sensitive territory. It includes, but is not limited to, the interrelated fields of guerrilla warfare, evasion and escape, subversion, special operations, and other low-visibility covert or clandestine operations. These interrelated aspects of unconventional warfare may be prosecuted singly or collectively by predominantly indigenous personnel.

US unconventional warfare forces, augmented by psychological operations personnel, may support and direct the indigenous personnel effort during all conditions of war or peace.



CONTENTS

PAGE

Role of PSYOP 6-2
Passive Role 6-2
Active Role 6-3
PSYOP Support in UW 6-3
PSYOP Assets 6-4

6

PSYOP Techniques in Support of UW 6-4
Intelligence for PSYOP 6-4
Major Target Audiences 6-4
PSYOP in the Seven Phases of Development of US-Sponsored Resistance Forces 6-6
I Psychological Preparation 6-6
II Initial 6-6
III Infiltration 6-7
IV Organization 6-7
V Buildup 6-7
VI Combat Employment 6-8
VII Linkup and Demobilization 6-8

ROLE OF PSYOP

US UW forces operating within the UW environment have a thorough knowledge of the national and regional social, economic, political, and cultural characteristics of the populace. They have a working ability in the language, communication patterns, and psychological sensitivities of the local populace. The US Army PSYOP element deployed by the US command assists US UW forces in meeting PSYOP requirements.

During UW operations, psychological operations are used to strengthen a weak cause and to make a strong cause even stronger so that its followers, by word and deed, become its dedicated propagandists. More specifically, PSYOP can create unity, maintain or boost morale, renew the resistance force's determination, and develop sympathy for the resistance among uncommitted segments of the population.

PASSIVE ROLE

The mere presence of US UW forces--their operations, official activities, and individual conduct--has a psychological impact on indigenous military and paramilitary forces and the civil population. Official activities and individual conduct in particular help to offset possible unfavorable attitudes of neutrals and uncommitted segments of the population.

US Army PSYOP personnel advise and assist UW forces in developing a favorable image, an image that will win the support of the neutrals, the uncommitted segments, and the resistance movement, its underground and auxiliary forces.

ACTIVE ROLE

With the backing of the United States and its allies, PSYOP policy guidance is directed by the US Ambassador, by the theater military commander, or by a higher level official. These policies, in conjunction with those of local leaders or a government-in-exile, are issued in the form of joint directives. These directives give the authenticity and momentum required to implement an active PSYOP campaign. Within these directives, US PSYOP personnel can actively support UW forces by:

Publicizing successful ambushes and raids, sniper campaigns, interdiction operations, and civil assistance such as sharing medical services and supplies and giving sanctuary to civilian supporters of the resistance.

Publicizing that UW forces are providing manpower and skills to assist the populace in repairing or building needed structures, harvesting crops, maintaining schools and places of worship, and organizing social activity groups. Only structures and activities that the civil population can and will maintain should be assisted. In addition, it is preferred that the idea for a project or other activity and the major input of labor therefore come from the local people.

Warning the civilian population of impending aircraft or missile attacks. These warnings give the impression that the guerrillas control the operation and strengthen the belief of the population in the might of the guerrilla force.

Encouraging some or all of the civilian population, as appropriate, to resist laws, regulations, and restrictions imposed by enemy authorities.

Organizing support elements in all target groups by conducting and supporting intensive education and indoctrination programs.

Meeting face-to-face with local civilians when a specific objective cannot otherwise be fulfilled. These meetings give tangible evidence of US support and appreciation of the objectives and problems of the local guerrilla force. The impact can be strengthened during all stages of UW organization and development.

Assisting in the development and perpetuation of front groups within the populace.

It is crucial that supporting PSYOP personnel have a thorough knowledge of the UW commander's operations environment. Successful employment of psychological operations will win the assistance of supporting resistance elements and build a viable organization.

PSYOP SUPPORT IN UW

PSYOP personnel will plan the type of campaign, themes, messages, media, and methods employed based on an analysis of the target audience. These plans must be integrated in the seven phases of guerrilla warfare--from the psychological preparation stage through the linkup with conventional forces to demobilization. (See PSYOP in the Seven Phases of Development of US-Sponsored Resistance Forces, page 6-6).

PSYOP ASSETS

Theater Command. US Army PSYOP facilities, external to the UWOA, are set up in the theater communications zone by US Army PSYOP units.

Theater UW Command. To support the seven phases of guerrilla warfare, the theater commander attaches a portion of the theater PSYOP resources to the theater UW command. The UW command headquarters coordinates with and supervises US PSYOP support within the UWOA, and coordinates this support with the unified command. Requests for additional PSYOP support are submitted to the unified commander.

Joint Unconventional Warfare Task Force (JUWTF). During hostilities, a psychological operations staff officer from theater headquarters should coordinate with the JUWTF to assist US UW detachments in their respective areas of operations.

Special Forces Operational Base (SFOB). Detachments receive appropriate PSYOP guidance prior to infiltration and are prepared to advise the SFOB commander on psychological opportunities as they arise, to train selected resistance members to apply PSYOP, and, if required, to initiate PSYOP campaigns in coordination with the JUWTF. If additional PSYOP support is required to accomplish tasks beyond the capabilities of the supporting PSYOP element, the SFOB must initiate the request.

Initial PSYOP facilities within the unconventional warfare operations area (UWOA) are austere. Reliance is based primarily on face-to-face communication, but printed media can be produced in enemy-controlled areas by auxiliaries and the underground if indigenous facilities exist. Radio and television coverage may be achieved in the UWOA by transmissions originating from adjacent secure areas.

In later phases, additional PSYOP facilities may be placed in secure areas within the UWOA.

PSYOP TECHNIQUES IN SUPPORT OF UW

Psychological operations techniques such as intelligence collection, target analysis, media selection, propaganda development, and feedback are generally applicable in a conventional or unconventional warfare environment. The task of the psychological operations personnel supporting the UWOA is to employ imaginatively and decisively these techniques in an unconventional warfare environment. To assist in this transition, the PSYOP personnel must be aware of those UW perspectives which differ significantly from conventional PSYOP techniques of employment (See chapter 3, (C) FM 31-20.)

INTELLIGENCE FOR PSYOP

Intelligence is the lifeblood of successful PSYOP. Without intelligence about the feelings and persuasions of the UW target audience, a PSYOP campaign is not likely to succeed. (See chapter 14.) UW forces, by virtue of their mission, deployment, training, and contacts, are able to gather intelligence relevant to the attitudes, allegiance, activities, vulnerabilities, and susceptibilities of the local population, guerrillas, underground, and auxiliary.

MAJOR TARGET AUDIENCES

Using the information supplied by UW forces and other intelligence agencies, four major target audiences may be identified (see pp. 196-198, section V, chapter 3, (C) FM 31-20, and pp. 5-6 to 5-7, chapter 5, this manual):

The Uncommitted

In the initial stage of hostilities, the general population may be neutral or may actively oppose the resistance effort because of fear or uncertainty about the aims of the movement and its success. PSYOP support, therefore, must stress that the resistance shares the political and social goals of the population; that the United States and its allies, in supporting the guerrilla (the military arm of the resistance), support these same goals; and that the resistance movement will be successful.

Enemy Sympathizers

Enemy sympathizers include those civilians in an operational area who are:

Willing enemy collaborators.

Unwilling enemy collaborators--those who collaborate under duress.

Passive enemy sympathizers.

A PSYOP campaign aimed at this target instills doubt and fear. It may be conducted in conjunction with positive political action programs--programs which identify and discredit the enemy collaborator or weaken his belief in the strength and power of the enemy military forces.

It must be noted that punitive action against such collaborators may result in enemy reprisals and, consequently, in a loss of broad civilian support for PSYOP objectives. However, overreaction by the enemy can, when skillfully exploited, build popular support for the guerrilla cause.

Enemy Military Forces

Enemy military forces may be of the same nationality as the population, or they may represent an occupying power or one assisting the enemy government.

PSYOP campaigns are directed against these groups to make their members:

Feel isolated.

Improperly supported.

Doubtful of the outcome of the struggle.

Distrustful of each other.

Doubtful of the morality of their cause.

By focusing on the enemy soldier's frustrations, PSYOP can lower his morale, reduce his effectiveness, and create feelings of inadequacy, insecurity, and fear, increasing his susceptibility to PSYOP and making him more vulnerable to persuasion to surrender, malinger, show disaffection, or desert.

Resistance Sympathizers

Resistance sympathizers include those civilians who are sympathetic to the goals of the movement but who are not active members of some element of the resistance force.

Psychological operations campaigns directed at this target audience stress appeals for the populace to actively (though generally covertly) support or passively cooperate with the resistance forces in achieving common objectives. Inherent in these appeals is a rigid personal code of conduct by resistance members which insures that the people, their sensitivities, culture, customs, and needs are strictly respected.

The words and deeds of the resistance must assure the people that the movement can always be counted on to help protect them from all enemies, and that it is the instrument of political, social, and economic progress--as visualized by the populace.

PSYOP IN THE SEVEN PHASES OF DEVELOPMENT OF US-SPONSORED RESISTANCE FORCES

PHASES	CHARACTERISTICS	PSYOP ACTIVITIES
I-Psychological Preparation	Inhabitants of the area are prepared psychologically to receive US forces.	A PSYOP campaign is planned and executed to prepare the inhabitants of the proposed operational area(s) for the presence of US UW forces. The campaign is planned at the highest levels of a government preparing to support a resistance movement. Citizens-in-exile; other popular, respected, and influential people; and key in-country sympathizers are used. US PSYOP units, under the guidance and supervision of the force/theater commander, have a major role in the campaign.
II-Initial	US nonmilitary agencies in coordination with the allied government-in-exile have verified that the populace is willing to accept sponsorship for their resistance efforts. Initial contact has been made with the resistance force (RF) whose leader requested assistance and sponsorship. The Special Forces Operational Base (SFOB) has been established and is fully operational. Operational elements are in isolation receiving extensive briefings and conducting studies.	The emphasis of the PSYOP campaign is changed to support planned RF operations. The SF Group S5, with supporting PSYOP elements, is responsible for preparing the PSYOP plan. The S5 must: With SFOB commanders and indigenous assets which have exfiltrated to accompany US UW elements, develop PSYOP campaigns for areas of operations. Conduct PSYOP orientation and training on target groups, communications characteristics and dynamics, themes, symbols, messages, propaganda production, use of media, and dissemination. Provide US personnel with an understanding and appreciation of the mutual relationship and interdependence of US and resistance forces. Develop themes, symbols, and PSYOP actions to support each phase of operations from infiltration to demobilization. Brief all operational elements on propaganda to be disseminated and PSYOP actions to be conducted in each area of operations. Coordinate with area specialist teams (ASTs) on PSYOP plans for each operational area.

PHASES	CHARACTERISTICS	PSYOP ACTIVITIES
III-Infiltration	Operational elements have been briefed on PSYOP. Infiltration is complete and contact has been established with resistance leaders.	PSYOP is conducted in support of US UW forces/resistance force contact and development. The area assessment and a PSYOP program through face-to-face communications are initiated. Operational elements establish rapport, having been advised and briefed by the S5 and supporting PSYOP personnel prior to infiltration. Propaganda is supported by tangible evidence of sponsor support in the form of weapons, ammunition, medical supplies, and money provided to resistance leaders. PSYOP themes stress: The ultimate success of the resistance movement. The need for mutual support, confidence, and working rapport.
IV-Organization	The operational element has succeeded in establishing rapport with resistance leaders. Tangible proof (money, weapons, medical supplies, etc.) and supporting propaganda have convinced the resistance force that with mutual support, confidence, and working rapport, fundamental goals and objectives can be achieved. Area and guerrilla organization is developed and training begins. Small-scale combat operations may be conducted. The requirement exists for the operational elements to implement unity programs.	The PSYOP effort is expanded to assist in increasing and developing the resistance force. A major objective of the PSYOP program is to insure close cooperation between all resistance elements. Resistance leaders participate in the formulation of PSYOP objectives and are persuaded NOT to take any action which contradicts or interferes with the accomplishment of these objectives. Motivational campaigns targeting the guerrilla forces are initiated. They cover: History of the country. History of the enemy and his objectives. The significance of and need for proper personal conduct of the resistance force toward the civilian population. PSYOP indoctrination programs will cover: Political, economic, and social objectives of the resistance movement. Ideological indoctrination of the resistance cadre. The practical impact of tactical operations on the population.
V-Buildup	Small-scale combat operations increase local support and attract recruits for the resistance force. Operational elements increase their activities to establish rapport, to promote cooperation and unified action, to provide tangible proof of support, and to motivate the resistance force.	PSYOP campaigns (propaganda and actions) are conducted to support the expansion and full development of the resistance force. PSYOP must: Encourage young people to join the resistance elements. Encourage and win general civilian support for the resistance movement.

PHASES	CHARACTERISTICS	PSYOP ACTIVITIES
V (cont)- Buildup		Themes, directed to the resistance force, emphasize the rules of engagement. The rules should call special attention to targets whose destruction would impact adversely on the civilian population. The PYSOP campaign continues to stress and assure the success of the resistance force and allied operations. PSYOP must impress resistance leaders that producing favorable reactions among the populace is vital. (This PSYOP program must strongly impress upon them the need to indoctrinate their followers with the need for proper individual and official conduct toward the population. It must also point out the need for stringent disciplinary action against offenders.)
VI Combat Employment	Successful small-scale combat operations have attracted many recruits. The resistance force is now fully developed and full combat operations planned. Due to enemy propaganda, disruption of daily life, and destruction of property, many members of the populace do not understand the reasons for the resistance force's operations. The enemy is actively engaged in reprisals and counterguerrilla operations.* This phase continues until linkup with conventional forces or until cessation of hostilities.	PSYOP must support and exploit the combat capability of the resistance forces. Current propaganda efforts continue. Themes and symbols are directed at various target audiences. **Resistance Movement**: Assurance of resistance force success over the enemy is stressed. Emphasis is placed on the inevitability of complete victory. **Populace**: The major themes are nationalism and the support of the resistance movement. **Guerrilla Forces**: Motivational and indoctrination campaigns are increased. Emphasis is placed on the ability of the guerrilla forces to defeat the enemy; the enemy's frustration in counterguerrilla operations is exploited. **Enemy Forces**: The inevitability of the enemy's death and defeat by the resistance force is emphasized. The fact that the enemy is not safe in any area is stressed.
VII Linkup and Demobilization	Conventional forces have moved into range of designated UWOAs and linkup operations are imminent. Liaison parties (which include PSYOP personnel) from the SFOB have been attached to the conventional force headquarters with plans for PSYOP to support the linkup and demobilization of the resistance force. SFOB prepares and coordinates plans with the conventional tactical ground commander. Because of its extreme sensitivity and importance, plans for demobilization must begin in the early phases of operations and be continuous. When the resistance force is no longer needed, higher headquarters will order its disposition, to include demobilization. The practical problems of nationalization, i.e., political, economic, social, ethnic, racial, religious, and military, are surfaced.	PSYOP propaganda and actions (campaigns) support the linkup and the subsequent demobilization. **Linkup**: Information is widely distributed in the UWOA to prepare the populace to cooperate fully with the conventional tactical forces. The public is urged to remain in place in order not to hinder operations that will bring hostilities to a successful end. Resistance leaders are briefed on the importance of close cooperation with tactical force commanders. The resistance force is psychologically prepared to be incorporated into the national army or to be demobilized. Resistance leaders and guerrilla force commanders are psychologically prepared to accept new leadership from the conventional force on linkup. Troop commanders and staff officers inform the troops of the importance of proper individual and unit conduct. **Demobilization**: A PSYOP campaign is implemented to explain the demobilizaton process. The campaign provides for the orderly transition of the resistance force to peaceful civilians, preventing the formation of quasi-military or political groups in conflict with the objectives and policies of the recognized government. Loyalty to the post-hostilities government is stressed.

***NOTE: PSYOP are offensive; they are not defensively reactive to enemy reprisals or actions designed to discredit the resistance force.**

Chapter Seven

7

PSYOP IN SUPPORT OF SPECIAL OPERATIONS

COVERT OPERATIONS

Covert PSYOP are normally not a function of US military PSYOP elements due to their political sensitivity, extensive required compartmentation, and normal execution as a component of higher level special operations and planning. Covert PSYOP require exceptional coordination, integration, and direction. They do not disclose their source. The operations are planned and conducted in such a manner that the responsible agency or government is not evident, and if uncovered, the sponsor can plausibly disclaim any involvement.

To achieve maximum impact and to preclude compromise of the overt PSYOP effort, covert and overt operations should be totally separate operations. Personnel engaged in one type of operation must not be engaged in or exposed to the other. Black and gray propaganda are employed in cover operations. (Black, gray, and white do not refer to anything inherent in the content of the propaganda itself, but indicate methods used to carry out an operation.)



CONTENTS

	PAGE
Covert Operations	7-1
Black Propaganda	7-2
Gray Propaganda	7-3
Covert Radio Operations	7-3
Tactical Deception	7-3

7

BLACK PROPAGANDA

Propaganda which purports to emanate from a source other than the true one is known as black propaganda.

Black propaganda is best used to support strategic plans.

Advantages

Black propaganda may originate within or near the enemy homeland, or enemy-held territory, and may provide immediate propaganda messages for a specific audience.

The presumption of emanating from within an enemy country lends credibility to black propaganda and helps to demoralize the enemy by suggesting that there are dissident and disloyal elements within his ranks.

Through the skillful use of terminology, format, and media, messages appear to be a part of the enemy's own propaganda effort, making the enemy appear to contradict himself, and forcing him to mount an expensive, difficult, and exploitable counterpropaganda campaign that highlights the original black propaganda message.

The covert nature of black propaganda and the difficulty of identifying the true source also hinder the enemy's counterpropaganda efforts.

Disadvantages

Stringent and compartmented precautions are required to keep the true identity of the source hidden.

As covert PSYOP seldom use regular communications channels and must copy enemy characteristics, they are difficult to coordinate with the overall PSYOP effort.

Covert operations may be difficult to control because covert PSYOP operating agencies are decentralized.

Stringent security requirements and long-term campaign plans limit flexibility.

These operations are extremely vulnerable to discovery, manipulation, and elimination (of equipment and personnel) when operating within enemy territory.

These operations normally require special personnel, procedures, and equipment available from US agencies outside the US Army.

GRAY PROPAGANDA

Propaganda which does not identify with and cannot be identified with a source is known as gray propaganda.

Advantages

Skillfully used, gray propaganda can:

Gain acceptance by avoiding the stigma of being "propaganda."

Use unusual themes without reflecting on the prestige of the originator.

Introduce new themes based on assumed vulnerabilities without identifying the true source. It can, therefore, be used for "trial balloon" purposes.

Disadvantages

It is limited by the difficulty of keeping its origin unknown yet authoritative.

It may be vulnerable to critical analysis, thereby losing effectiveness and making it highly susceptible to counterpropaganda.

COVERT RADIO OPERATIONS

Clandestine radio is a major medium for dissemination of black and gray propaganda. The radio transmitter is normally operated by indigenous personnel of the target country or by third country nationals. As US military personnel may have an advisory role in covert radio operations, they should be aware of the inherent vulnerabilities of this medium:

All radio communications are susceptible to detection, identification, and location by enemy direction-finding equipment. Consequently, when operating in enemy territory, the operation must be flexible enough to allow displacement of the transmitter.

Mobile transmitters are normally low-powered and so must be near the target audiences, or a higher powered conspicuous antenna system may be required. In addition, their power source, whether AC or DC must be maintained.

TACTICAL DECEPTION

Psychological operations have a major role in supporting tactical deception operations, which essentially are unique psychological operations. The basic targets of tactical deception operations are commanders and their staffs, whose perceptions and subsequent actions will determine the success or failure of these operations.

PSYOP support tactical deception operations by disseminating information that supports or confirms the deception story and its objectives. In order to lend effective support, it is essential that PSYOP personnel coordinate at all levels of command in the planning and execution of these operations, primarily with the G5, G2, G3, and commanders.

Propaganda supporting tactical deception operations is disseminated by a mix of all available and appropriate media and means. Support is rendered by employing tactics, techniques, and procedures that mislead the targets. For example, in night operations this can take the form of using loudspeaker teams to mislead or confuse the enemy by producing sound effects simulating battlefield noises and movements. PSYOP units can publish leaflets, pamphlets, posters, and newspaper items, and use a mix of all other media and means, including interpersonal communications and rumor, that will assist in achieving tactical deception objectives.

The national unit aspect of tactical deception operations can be assisted by judicious use of PSYOP media.

Chapter Eight

8

PSYOP IN SUPPORT OF PRISONER-OF-WAR AND CIVILIAN INTERNEE PROGRAMS

RESPONSIBILITIES

In accordance with US policy and international law, care and custody of prisoners of war (PW) and civilian internees are command responsibilities. The Staff Judge Advocate is responsible for providing guidance and staff assistance concerning the application of treaties and the law of war. The Provost Marshal at each level of command is responsible for the development of policies, plans, and procedures. The PW camp commander is responsible for all activities conducted within the PW camp.

The degree of PSYOP support required in the conduct of PW activities may be minimal or more extensive, dependent upon DA policy and other factors attendant on a specific conflict and PW attitudes in a given camp.



CONTENTS

	PAGE
Responsibilities	8-1
Psychological Operations	8-2
Operations	8-3
Prisoners of War	8-3
Policy and Planning Considerations	8-4
Guidance to Implement Adjustments	8-4
Limitations	8-4
Prohibitions	8-5

8

CONTENTS

PAGE

Programs for Prisoners of War 8-5
Information Programs 8-5
Education Programs 8-5
Vocational Training 8-5
Informal Programs 8-6
Implementation of PSYOP Program 8-6
Use of Civilians, PW and Civilian Internees 8-6
Anti-Enemy Organizations 8-6

PSYCHOLOGICAL OPERATIONS

The general objectives of PSYOP in support of PW and civilian internee programs include:

Conditioning individuals to accept camp authority and regulations during internment. The resultant smooth operation of the camp:

Supports the basic custodial mission of the camp.

Minimizes diversion of combat troops for guard duty.

Minimizes disruption of operations by activist pro-enemy prisoners.

Provides a useful basis for surrender appeals to enemy troops.

Denies the enemy opportunity to make unfavorable propaganda claims of US mistreatment of prisoners-of-war and internees arising out of incidents resulting from suppression of PW disturbances.

Supports US policy of encouraging the enemy to treat US prisoners well (at least according to the Geneva Conventions).

Persuading individual PWs or internees to understand and accept US goals. Achievement of this objective may lead the PW or internee, in accordance with US policy and international law, to:

Assist the in-camp PSYOP program.

Aid PSYOP aimed at other populations.

Contribute to the maintenance of order and discipline within the camp, and nullify hostile activity by pro-enemy activities.

Become, after repatriation, a supportive element of US objectives.

OPERATIONS

PSYOP personnel should work with interrogation teams. When applicable, interrogation personnel assigned to PSYOP FC (Current Intelligence) teams may be used to conduct interrogations and gather intelligence needed for media and operations. Timely intelligence for PSYOP use should be obtained as soon as possible after capture of prisoners of war. Prisoners of war, internees, defectors, and line crossers are representatives of broader target groups. They are, therefore, sources of intelligence for target research and analysis and can be used to pretest PSYOP material.

PRISONERS OF WAR

International law determines who will be given prisoner-of-war status. This category (PW) does not include all hostile personnel detained by US forces, but it does include many kinds of personnel other than members of the regular armed forces. A detailed definition is given in AR 633-50.

Treatment of prisoners of war is governed by the Geneva Convention Relative to the Treatment of Prisoners of War of August 12, 1949 (GPW). The GPW is a matter of international law. It is a treaty to which the US is a party, and, as such, it is a part of US law binding on the US Armed Forces.

Certain provisions of the GPW directly affect psychological operations by setting limits for permissible treatment. Pertinent articles are quoted below:

> **Article 7**: Prisoners of war may in no circumstances renounce in part or entirety the rights secured to them by the present Convention.
>
> **Article 13**: Prisoners of war must at all times be humanely treated... Likewise, prisoners of war must at all times be protected, particularly against acts of violence or intimidation and against insults and public curiosity.
>
> **Article 14**: Prisoners of war are entitled, in all circumstances, to respect for their persons and their honor.
>
> **Article 38**: The detaining power shall encourage the practice of intellectual, educational, and recreational pursuits.

Beside observing the prohibitions of GPW, PSYOP should exploit compliance with the requirements and proscriptions of GPW for specific kinds of treatment, including, but not limited to:

> Healthful living quarters (Art 25, 29).
>
> Clean messes and adequate rations (Art 26).
>
> PW clothing suitable to the climate; that is, clean and in good repair (Art 27).

Camp canteens where PW may secure foodstuffs, soap, tobacco, and ordinary articles of daily use (Art 28).

Medical facilities and medical care (Art 30, 31).

Freedom of religious observance (Art 34).

Gainful employment of PW in suitable working environments at work having no military character or purpose (Art 50, 51).

Pay for work performed (Art 62).

For further information concerning handling of prisoners of war, consult Standardized National Agreements (STANAGs) 2033, 2044, and 2084.

POLICY AND PLANNING CONSIDERATIONS

Specific policy guidance governing the establishment, objectives, and conduct of PW and internee PSYOP programs is contained in Department of the Army directives published with the outbreak of hostilities. Appropriate guidance is forwarded through command channels to the PSYOP unit committed to the program and to the camp commander for implementation.

Prisoners of war, particularly after extended internment, constitute a highly volatile and sensitive security problem of a nature which is completely unique to PW camps. All PW doctrines and camp activities must therefore be evaluated critically in the light of this problem.

Procedures and programs which have been generally successful may have unexpected and undesirable results if applied without appropriate adjustment to special circumstances and individual target audiences.

GUIDANCE TO IMPLEMENT ADJUSTMENTS

Guidance at all levels of command to implement adjustments should be clear enough so that consistency is maintained, and there is no misunderstanding at subordinate levels. At the same time, guidance should be flexible enough so that subordinate operators are not overly restricted in adapting command guidance to the characteristics of the particular target population. Operations and procedures must be responsive to changes in the situation, to new information, and to lessons learned.

LIMITATIONS

Strict attention must be given in the planning process to limitations (explicit and implicit) in national policy and international law pertaining to the treatment of prisoners of war. United States policy is to place a broad interpretation on the Geneva Convention pertaining to prisoners of war, and to establish protection in excess of the minimum required by a narrow view of GPW.

PROHIBITIONS

Prisoners of war will not be used, even voluntarily, to contribute directly to PSYOP in such ways as preparing signed statements or tape recordings. Individual identifiable photographs implying active contribution to propaganda will not be used.

PROGRAMS FOR PRISONERS OF WAR

Subject to security considerations and camp discipline, PWs and internees are encouraged to participate in information, education, and recreation programs and activities. Programs include formal and informal instruction in basic educational subjects and vocational training.

INFORMATION PROGRAMS

Information programs are a sound basis from which to initiate other types of programs. Straight news reports may be the best first step in a phased operation aimed at pro-enemy and activist PWs and internees. Reports of enemy failures or losses should be published, posted, and broadcast. When possible, use enemy news sources without commentary. Permit the PWs to draw their own conclusions.

EDUCATION PROGRAMS

From a PSYOP point of view, appropriate courses for a PW and internee education program include:

A history of the war and its causes.

A comparison of the origins and developments of a democracy as opposed to a totalitarian form of government and ideology.

Life in the free world.

Leadership development and skills in group action.

Reconstruction plans and the way they affect prisoners of war.

VOCATIONAL TRAINING

Vocational training, e.g., technical, agricultural, etc., is an important part of the education program.

Such training will assist the PW or internee in preparing for repatriation. This may motivate him to perform well and give him more favorable attitudes toward the United States.

At the same time, the program may supplement the camp food supply, contribute to camp construction and maintenance, and reduce the costs of internment to the United States.

Some nationalities or groups may resist many types of vocational training. To insure success, programs must be based on target analysis.

INFORMAL PROGRAMS

The informal program reaches into all phases of PW everyday life. Subject to the limitations discussed earlier, and the wishes of the PW compound commander, PSYOP informal programs should be carefully designed and conducted to achieve the objectives of the camp commander and the PSYOP program. These programs are continuous throughout internment. The general treatment of the PW and internee is a major part of the informal psychological operations program.

IMPLEMENTATION OF PSYOP PROGRAM

In general war, a PSYOP battalion (prisoner of war) may support the theater military police prisoner-of-war command.

The battalion advises and assists PW camp commanders in planning, implementing, and supervising the PW education program. It also assists in:

Interrogating PWs for information essential and peculiar to PSYOP.

Pretesting PSYOP material for possible effect before dissemination.

Determining the effectiveness of selected PSYOP programs.

USE OF CIVILIANS, PW AND CIVILIAN INTERNEES

Where languages other than English are spoken, language-qualified teachers from allied countries are normally employed. This may, however, be undesirable when the available nationality is resented by the target population.

Carefully selected, qualified PW and civilian internees may be used as instructors as long as they are under the supervision of camp authorities and their use is in accordance with US policy and international law. This is desirable psychologically, because it involves the target population in the program. However, security considerations and lack of supervisors may curtail this type of program.

ANTI-ENEMY ORGANIZATIONS

In inclosures classified as "political defectors," "probable anti-enemy," or even "nonpolitical," formation of anti-enemy groups should be encouraged, but their activities controlled. Such groups make it easier to channel the energies of the PWs or internees to US purposes. Such groups also tend to counter the activities of pro-enemy groups and agitators.

Anti-enemy PWs and internees can be used as advisors in the administration, education, and exploitation of neutral and pro-enemy PW and internees.

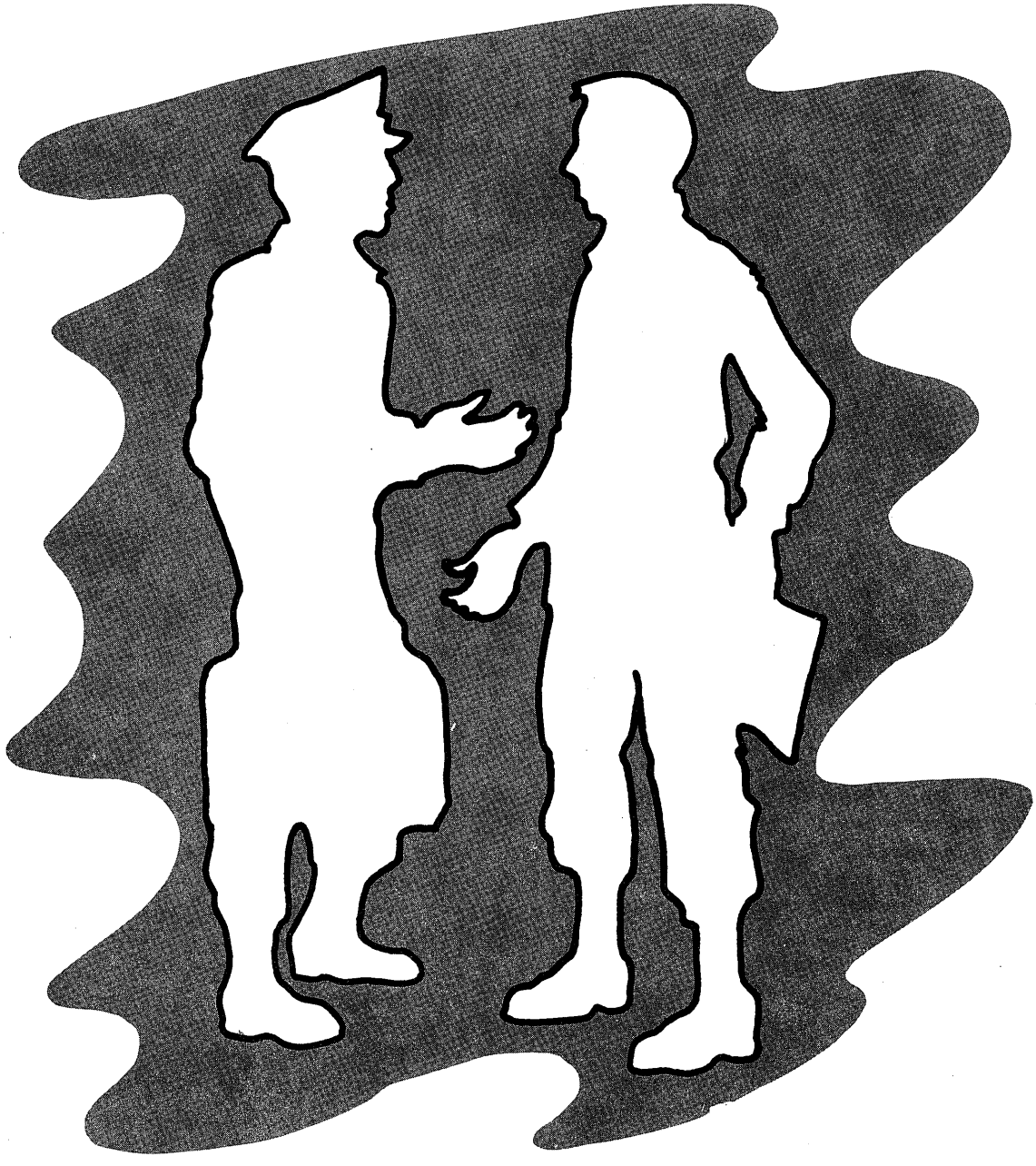
The training and performance of PW and internee instructors and other cooperating personnel must be closely monitored to insure that hostile elements in the group are not subverting the effort and using training sessions and facilities to harm US interests and to disrupt camp discipline.

Active pro-enemy PWs may deliberately destroy equipment, waste supplies, sabotage projects, subvert camp authority, and undermine US influence and control.

Educational and PSYOP equipment and facilities, such as classrooms, meeting rooms, and reproduction and sound equipment, must be secured to assure that they are not being used for anti-US activity. Sports and vocational training equipment should be controlled so that it cannot be converted to weapons.

PSYOP officers participate in contingency planning for control of disturbances in camp compounds. Designated PSYOP units participate in rehearsals and disturbance control.

PART TWO



PSYCHOLOGICAL OPERATIONS FOR THE PSYOP COMMANDER/ UNIT/STAFF

Chapter Nine

BEHAVIOR FACTORS

The psychological operator's key to success is knowledge--knowledge of why people behave as they do and how to persuade them to behave in a more desirable manner. This chapter presents a treatment of this subject. Technical terms, which are not self-explanatory, are found in appendix H.

The target audience is guided and limited by social and psychological factors. The psychological operator must recognize the factors influencing individual/group behavior, use these factors to gain the attention of the target audience, and communicate with and motivate the target audience to alter their behavior and attitudes. The principal psychological factors to be examined are **perception, motivation, frustration, and attitude**.



CONTENTS

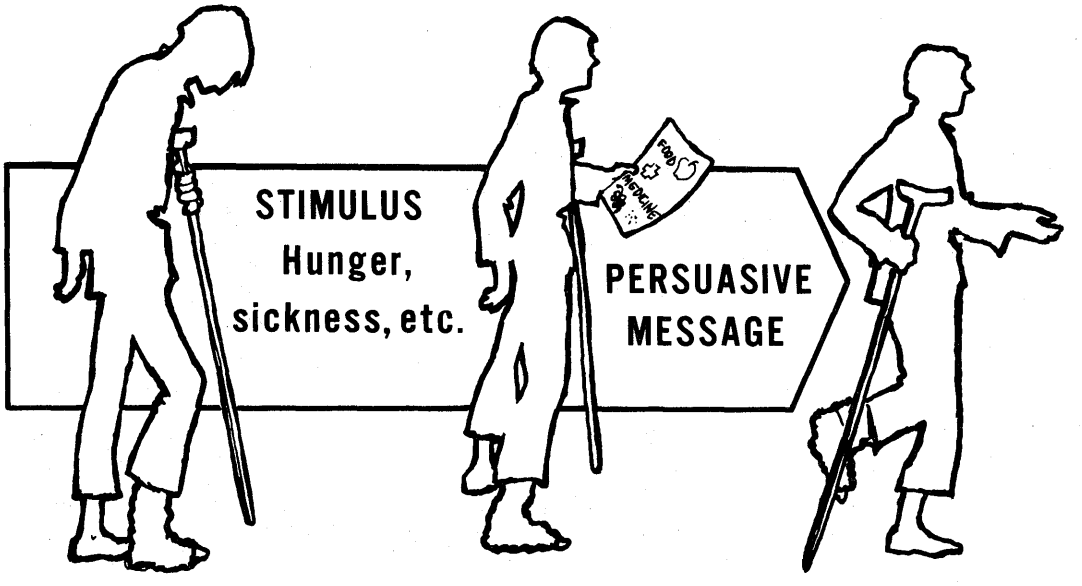
	PAGE
Perception	9-2
Motivation	9-5
Frustration	9-7
Attitude	9-11

PERCEPTION

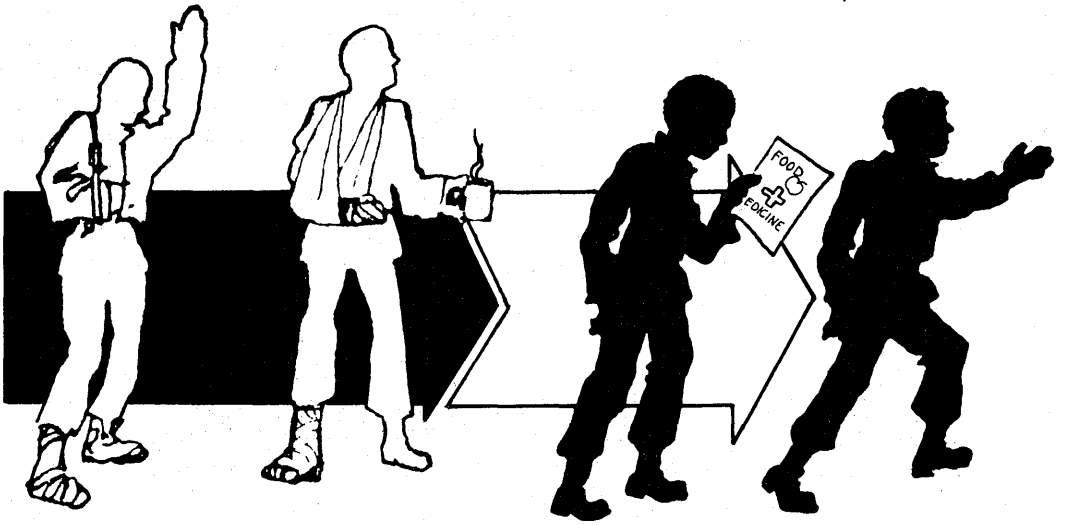
The perception of the target audience is influenced by biological (or physical) capacities, frames of reference, learning, past experiences, and cultural and social environments. Knowing these influencing factors helps in determining the stimulus which will affect the target audience.

The individual is in contact with his environment through the general sensory systems. The sensation acquired by stimulating the sensory systems is influenced by cultural preferences. For example, as the result of his cultural background, an individual will exhibit a preference for a given color (visual), a particular style of music (aural), a certain odor (smell), a special taste, and/or a particular touch. These sensory preferences enhance group unity and individual identification with the group. They have the power to act as a stimulus, causing desirable behavior to occur.

In determining the influencing stimulus, the psychological operator has two approaches. The first approach involves defining the behavior to be changed and identifying the cause of that behavior. By closely examining the target audience's language, customs, mores, tradition and habits (folkways), laws, and values, the behavior and its cause are properly interpreted within the target's culture.



The stimulus may not be found in the above cultural variables. To overcome this problem, a second approach suggests the behavior be observed and numerous stimuli be presented to an individual or group to determine which stimulus causes a desirable response. By providing medical care, food, or other stimuli after an individual or group has defected, other potential defectors will be prompted to defect, expecting medical care, etc.



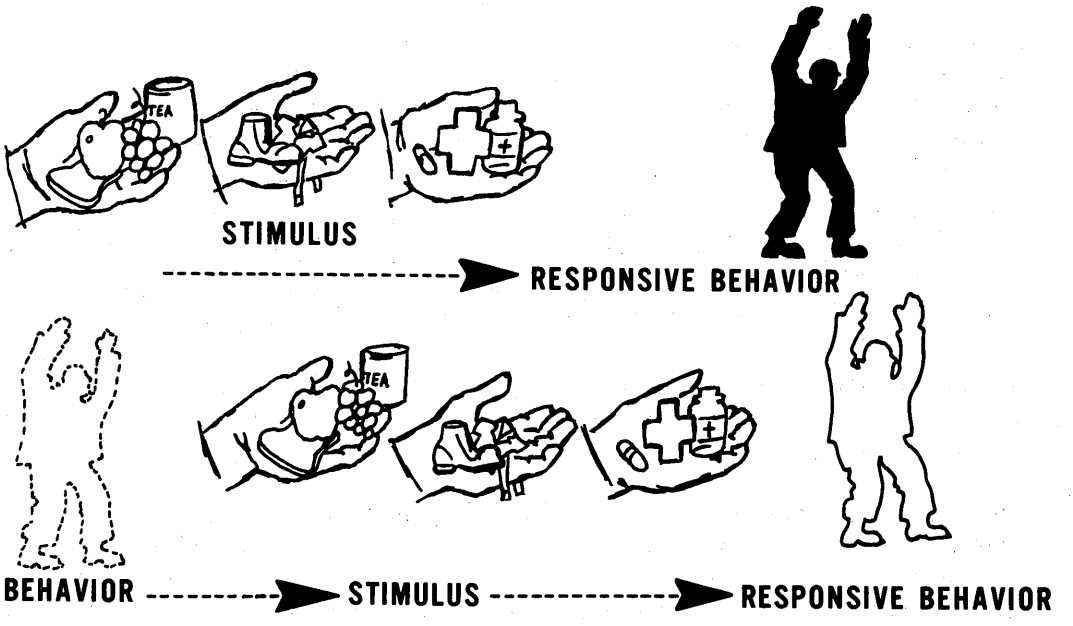
BEHAVIOR: Defection

STIMULUS: Individual/group provided with medical care and food

STIMULUS: Persuasive message

RESPONSIVE BEHAVIOR: Defection of other individuals/groups

In some instances neither the stimulus (cause) nor the behavior are observed, leaving the responsibility of presenting a stimulus and inferring a responding behavior to psychological operations personnel. The stimulus (cause) must be consciously evaluated (perception) after it is received by one or more of the sensory systems.



The key to influencing the evaluation process is found in the presentation of an attention-gaining sensory image. The attention-gaining factors may be categorized into those perceived externally and those perceived internally. The external attention-gaining factors are intensity and size, contrast, movement, repetition, and novelty. These factors when employed by the psychological operator may stimulate the target audience to a more desirable behavior.

The **intensity** of a loudspeaker or leaflet operation can strongly affect those near the loudspeaker or see the leaflet. The attractiveness/repulsiveness of the sound or the appealing/shocking color of a leaflet gains attention. **Size** is relevant. The fundamental principle is that the most stimulating intensity or size is defined by the culture of the audience.

Perception of a stimulus is often influenced by the degree of **contrast** between an object and its background. The conspicuous difference may be used to gain the attention of a target audience. Contrast may be created through differences in color, shape, or intensity between the propaganda and its background or between the propaganda and other disseminations. For example, orange leaflets are attention gaining when the operation is conducted in green jungle foliage. The factor of contrast is easily employed, but an effective contrast is dependent on the cultural definition of the degree to which contrast is tolerable.

The factor of **movement** involves the stimulation of the visual and aural senses. To gain the attention of a target audience, a perception of motion must be created. The best possible attention-gaining situation is the creation of movement against a motionless background. This factor may be employed for the visual sense by a television production, or by movement on printed matter created through suggestive eye direction or mechanical eye direction. Movement can be created for the aural sense by the use of a loudspeaker to duplicate the movement of a troop unit (cover/deception).

The attention-gaining factor of **repetition** is one of the most difficult to employ. The target audience's probability of perception is increased by repetition as well as their sensitivity to a particular sight or sound, but prolonged repetition may reduce the attention-gaining potential of the stimulus. The prevent this, an intimate knowledge of the culture must be available to sense when a stimulus is losing its potential.

A stimulus may be quickly perceived if it is a new sight or sound and is markedly different from the old, more familiar stimulus. It is the innovative approach of the psychological operations personnel that forms the bounds of **novelty**, for a new, markedly different stimulus may be the one perceived by the target audience.

The internal attention-gaining factors are motivation and set. In contrast to the external factors that attempt to create a predisposition, these factors concentrate their attention-gaining potential on the target audience's predisposition to a behavior.

The factor of **motivation** relies on the target audience's conscious, learned, and goal-directed predisposition. Members of a target audience may be predisposed to acquire security for their families. By explaining the benefits of defecting in a persuasive message, the attention of members of the target audience may be gained and this predisposition reinforced.

The **set** is an unconscious vague awareness that focuses the attention of the individual or group. For example, refugees wandering aimlessly along the main line of communications, suffering from cold, hunger, and other physical discomfort, will be attracted to a persuasive message that offers warm clothing, lodging, food, and medical care and will not be attracted by appeals to return to their homes or to conduct sabotage.

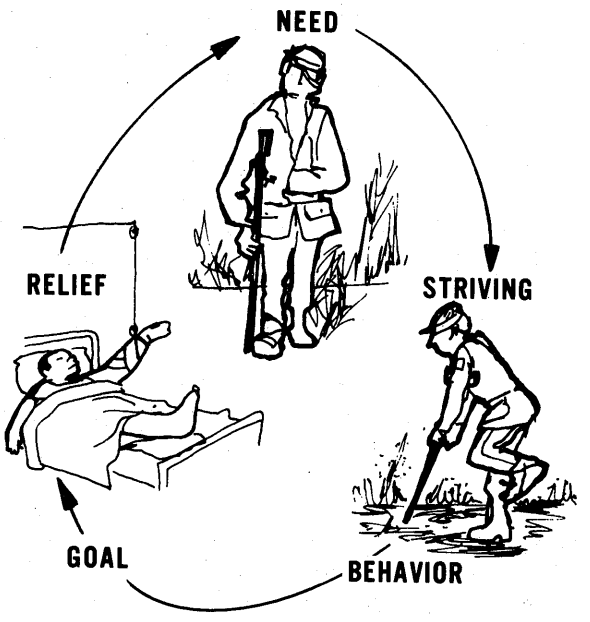
MOTIVATION

The psychological operator by utilizing the guiding components of perception can create **motivation** toward more desirable behaviors (i.e., individual defections or group surrender).

Research must begin with a close study of the target audience's culture. The research provides detailed knowledge of their needs, whether the needs are unconscious predispositions to sustain life (drives) or drives consciously learned (motives). The needs may not be perceived by the target audience, or its members may not know how to satisfy them. Psychological operations personnel are responsible for guiding and/or stimulating perception of the needs that are found in the form of drives to more desirable behaviors and for redirecting and/or stimulating perception of needs/motives to other more desirable behaviors. A behavior to relieve hunger may be stimulated and guided by a persuasive message. The message may state where and how food can be acquired if the individual or group surrenders. In each instance the need creates a behavior that is goal directed; an individual or group is driven or motivated toward culturally defined goals; i.e., a soldier is persuaded to surrender and receive food to satisfy his hunger.



The needs of an individual or group are continuously appearing in the form of drives and motives to stimulate behavior toward a goal and the simultaneous satisfaction of a need. As a need is satisfied, other needs may appear to be guided; redirected, and/or stimulated. The appearance of other needs begins the motivational cycle anew as shown below:



Motivation begins with a need. This gives rise to instrumental behavior which, if successful, leads to a goal. This, in turn, relieves the need.

FRUSTRATION

The target audience is not always successful in attaining its goals. When a desired objective/goal is not achieved, an individual or group tension/inner conflict is created: **frustration**. It is the task of the psychological operator to recognize the sources and results of frustration. With a deep understanding of these factors, frustration can be used to channel the target audience into more desirable behaviors.

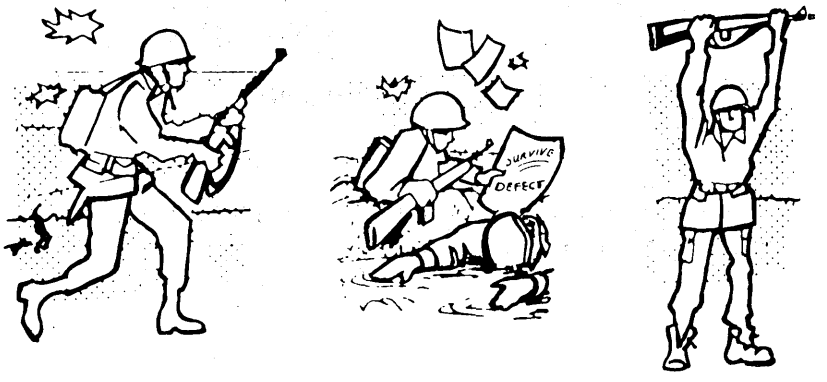
The individual's or group's frustration comes from three sources: environment obstacles, physical and/or mental limitations, and motivational conflicts.

The individual or group may perceive, unconsciously or consciously, a need for food, ammunition, and medical supplies. The psychological operator may utilize environmental obstacles to block access to these needs, such as communicating that friendly troops have captured the target audience's supplies or are otherwise preventing the target audience from satisfying its needs. The environmental obstacles are of benefit only if the obstacle channels the target to other need-satisfying behavior; i.e., defection or attacking a planned ambush site.

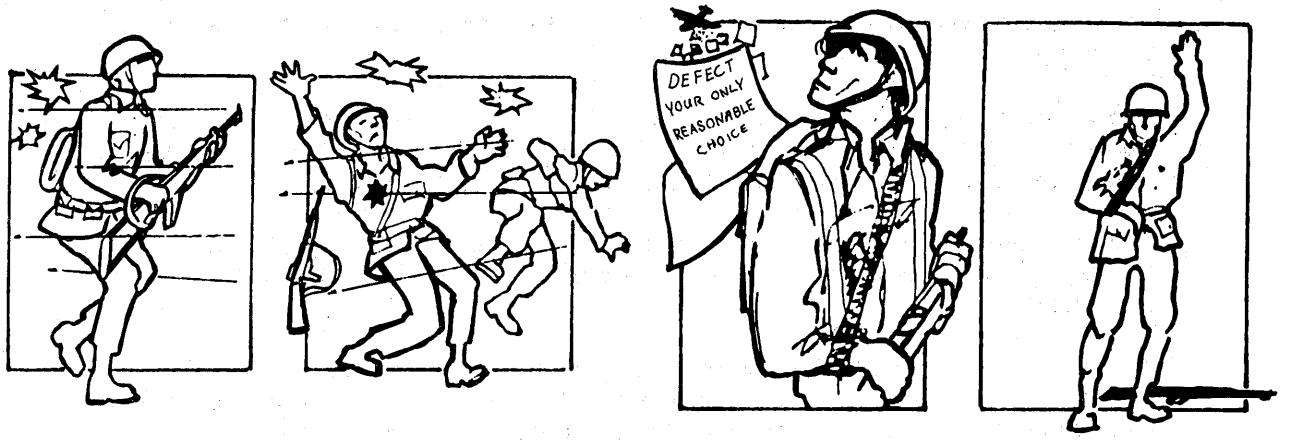
Members of the target audience may perceive a need but be physically and/or mentally unable to achieve satisfaction of the need. The persuasive approach to achieve needs must be physically and mentally accessible to the target audience to channel need-satisfying behavior. This implies a psychological operations message must be composed of the culturally determined language and words. The message presented must be culturally acceptable, it must be presented on the target's intellectual level, and any action required must be within its physical capabilities.

The internal tension or motivational **conflict** of the individual or group arises when two or more equally important needs are incompatible with its goals; when two or more undesirable but necessary needs are incompatible with its goals; or when one need is desirable and the other is not and the goals are incompatible, yet each need requires simultaneous satisfaction. These conflict conditions are categorized as approach-approach conflict, avoidance-avoidance conflict, and approach-avoidance conflict.

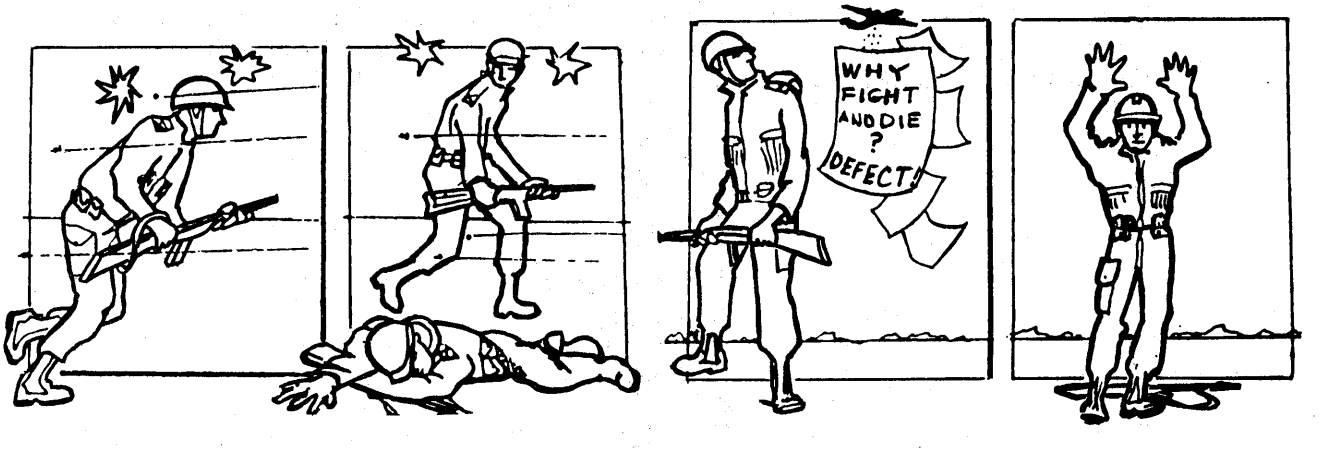
Under the condition of **approach-approach conflict** in which the needs are equally desirable with incompatible goals, one **need** must be presented as more important than the other, or one **need** as undesirable while channeling the target audience's need-satisfying behavior. Similarly, the incompatibility of goals can be brought to the attention of the audience to reinforce the need selected for a persuasive message. A group, for example, may desire to totally commit itself to fighting for its country and equally desire to survive. Both needs are equally important to the group, but the psychological operator may imply the goal of fighting is incompatible with the goal of surviving and suggest the group survive by defection rather than die fighting.



The condition of **avoidance-avoidance conflict** presents two undesirable needs and incompatible goals to the individual or group. For example, the individual may find it undesirable to fight (need) and undesirable to die at the hands of a firing squad for cowardice (need). Likewise, the goals of not fighting and not dying due to cowardice are incompatible. A persuasive message may imply that the individual should defect and avoid fighting; if he decides not to fight, he will die.



The **approach-avoidance conflict** is a condition in which there is a desirable need, an undesirable need, and a desirable goal. The individual may desire to fight (need) for the honor of his country but finds dying to be an undesirable aspect of fighting. The goal to survive brings fighting for honor and imminent death as a result of fighting into conflict. The psychological operations personnel may appeal to the individual's desire to survive, building up the need to survive and downgrading the need to fight.



By channeling need-satisfying behavior toward defection as a means to survive and avoid fighting, the PSYOP mission is successful.

The results of frustration can be constructive for our forces, disruptive for the individual or group, or manifested in defense mechanisms which draw the individual away from persuasive approaches.

The constructive results of frustration are:

If an individual or group is persuaded to perceive needs which neither he nor his group can satisfy, the individual may **intensify** striving to escape from the group or to make changes in the group.

The individual or group may be persuaded to such an extent that **the means are changed to goals**. Defection may have been a means to survive, but the persuasive argument may be so strong the individual or group may defect not for survival but to defect.

The frustration may cause the individual/group to **substitute goals**. This is a key result for the psychological operator if the substitute goals are provided by him (i.e., defection or surrender).

The individual or group may be persuaded by the psychological operator to **redefine the situation** (i.e., battlefield environment) to one that is undesirable, if not untenable. In which case, the target may be persuaded to defect or become subversive.

The disruptive results of frustration are:

If the individual is not given a means to satisfy his need/goal within his own culture, his frustration may be channeled **against himself**, his group, or into aggression against our forces. It is the responsibility of the psychological operations personnel to provide a means to satisfy his need/goal and thereby subvert the individual or group.

The individual or group may be blocked from satisfying needs/goals to such an extent **escape** is the only alternative. By knowing the needs of the individual or group, a persuasive message may offer to satisfy needs/goals as additional motivation to escape/defect.

The frustration of the individual or group may result in an increase in **anxiety/conflict**. By recognizing anxiety-producing situations, a means of relieving the conflict can be provided and a more desirable behavior acquired.



As anxiety/conflict increases, the group will unconsciously constrict its environment to protect itself from dangerous instinctual demands and conflicts. The protection is offered in the form of defense mechanisms which repress some aspect of reality and reconstruct that aspect in a manner helpful to the group's enhancement and approval. The objective of the psychological operator is to eliminate the reasons to develop mechanisms or to guide defense mechanisms to more desirable behavior. The most common mechanisms of defense are repression, displacement and sublimination, fixation, regression, projection, denial, reaction, formation, identification, and rationalization.

The individual/group may receive stimulation to perform a certain behavior. Due to the defense mechanism of **repression**, the stimulus and its associated behavior are forgotten and held in the individual's/group's unconscious memory. A defection message may be received, ignored (behaviorally), and held unconsciously due to the dangerous demands and conflicts defection implies.

The defense mechanism of **displacement** is characterized by repression of a source of anxiety/conflict and attributing the tensions to another source. A closely related mechanism, **sublimination**, applies the characteristics of displacement and the characteristic of anxiety/conflict being expressed in other than the routine manner. Displacement could be employed by an individual/group blaming the intolerable living conditions on other individuals/groups rather than the real source, the individual's/group's leader. The mechanism of sublimination could depict the target audience as physically striking out at other individuals/groups rather than using their routine verbal manner of expression.

In another anxiety/conflict ridden environment, the group may defend itself by **fixation**, a temporary or permanent halt to the group's development. This may mean the group will no longer follow the progression of persuasive messages due to the anxiety/conflict they produce.

The mechanism of **regression** results when anxiety/conflict cannot be reduced, forcing the individual/group to suppress the anxiety/conflict and return to a time when the tensions were not present. For example, the individual/group may be subjected to persuasive messages that stimulate the individual/group to think back to more pleasant times and block out the intolerable conditions the persuasive messages revealed.

The tendency of the individual to attach to others the motives which he senses within himself, but might be painful to acknowledge, is labeled as **projection**. A persuasive message could point out the benefits of defecting. The individual may not believe the message; if he were writing a similar message, he would use the same tricks to draw other individuals/groups out of hiding. The individual has, in this example, attached his devious motives to the persuasive messages of others.

The group may attempt to deny the existence of an anxiety/conflict-producing source. By employing the **denial** mechanism, the group may deny the need to defect; to it the problem of poor medical attention no longer exists. This feeling is in opposition to the reality that medical attention remains poor.

The anxiety/conflict produced is often repressed and new behaviors are developed to reflect an opposite side of the individual/group. This defense mechanism, **reaction-formation**, is characterized by extreme behavior inappropriate to the situation. This protective mechanism, when expressed in a persuasive message to defect and live for another day, may be met by an increase in aggressive resistance. The individuals want to

defect, but this is so foreign to their comitment that they must repress the desire and fight with renewed resistance.

The defense mechanism of **identification** leads the individual to repress his anxiety/conflict and model/imitate someone who is feared, loved, or admired. These factors could portray an individual/group repressing his inadequacies and imitating the successful approach of a feared leader.

The individual/group can protect itself by **compensation**; that is, failure is repressed and overachievement in a related skill is pursued. Failure to be a marksman could lead to the individual's/group's overachievement in the skills of supply, first aid, or communications.

By using the defense mechanism of **rationalization**, the group attempts to justify its behavior and presents itself to be righteous to both self and other groups. Through this protective mechanism, the group can defect honorably if the justification is accepted as best for the group or country.

ATTITUDE

The individual/group is so structured by culturally determined sensory perception, stimuli, motivation, and frustration that the psychological operator must find an influential key to their culture. This key is attitudes which positively or negatively orient the individual's perception, motivation, and frustration.

Attitudes are important for they influence reactions, are reflected in behavior, exert a consistent influence, are subject to change, and subsequently influence behavior. More specifically, attitudes influence an individual's/group's orientation to his/its culture. By closely observing the orientations, a consistent influence can be observed in a wide variety of behaviors directed toward someone or something. Conversely, as attitudes are reflected in behaviors, behaviors reflect the attitudes of an individual/group. A primary objective is to identify the key attitudes of a group that when changed will make it vulnerable and susceptible to a persuasive message.

The influence of attitudes can be distinguished on three major levels: the cognitive, the emotional/affective. and action/behavioral.

1. The **cognitive level** is the inner orientation of an individual/group which serves to construct a picture of someone or something. The orientation is particularly concerned with the perceptions, beliefs, and the common traits attributed to someone or something. The individual/group may picture others as lazy, mentally inferior, unpatriotic, treacherous, ruthless, bloodthirsty, or cowardly.

2. The attitude may orient the individual/group to express certain feelings when a given stimulus is presented. The feelings, found on the **emotional level**, may be presented by fear, anger, hatred, contempt, envy, pity, sympathy, or love. The appearance of a massive force may stimulate the individual/group to invoke the emotions of fear, anger, or hate.

3. The **action level** for the individual/group refers to the tendency or disposition to act. A persuasive message which exposes the intolerable living conditions may create a tendency for the individual/group to defect.

Having explained the concepts of perception and its attention-gaining factors, motivation and its origin and goal, frustration and its sources and results, they must be applied to influence foreign

policy decisions, the determination of military missions, the ability to govern, the ability to command, the will to obey and support, and the will to fight. Despite the magnitude of the task, the principles can be expressed in a single term, attitude change. This collective term represents the relationship between the psychological operator's desired attitudes (and more desirable behavior) and the individual's/group's attitudes as well as the degree of receptiveness between the individual/group and the psychological operator (change agent). The psychological operator may bluntly suggest the individual/group accept defection as a reasonable alternative to fighting, an action for which the individual/group has a negative orientation (attitude). In this situation, receptiveness has not been cultivated in the individual/group and an attitude change has been suggested that is in direct opposition to the individual's/group's orientation.

The more subtle approach to attitude change is expressed by the concepts of compliance, identification, and internalization.

The psychological operator may frequently employ coercion or force to imply the individual/group will be rewarded or will gain approval and avoid punishment/disapproval if his behavior complies with that specified by the psychological operator. The **compliance approach** allows the desirable attitude to replace the more traditional attitude; if a reward is not provided as implied or punishment does not cease, the individual/group will change back to the traditional attitude and behavior. This approach insures short-term behavior compliance but may produce a negative attitude in the target audience.

The **identification approach** depends on the receptiveness of the individual/group and the gratifying relationship between the psychological operations personnel and the individual/group. Under ideal conditions, the individual/group models itself after the psychological operator due to the desirability of the relationship. The willing commitment involved in this approach to change is more likely to persist for it is not dependent on reward or the avoidance of punishment.

The most significant attitude change, yet the most difficult to achieve, is internalization. The **internalization approach** identifies attitudes that can be used to accomplish our goals yet be consistent with the accepted attitudes of the individual/group. If consistency is gained, long-lasting individual/group attitudinal and behavioral changes will result.

In support of the approaches to attitude change, social support, support of experts, and support of experience can be used to lend credibility to attitude-changing messages.

The social pressure brought by **social support** forces the individual/group to conform to a more desirable attitude if a reward of social acceptance, prestige, increased status, esteem, praise, achievement, and recognition is expected. It is the psychological operator's objective to amass social support and build on that support; i.e., persuading a group to defect and using their name to illustrate to others the rewards received for their behavior.

The **support of experts** that are knowledgeable or powerful provides the stimulus for individuals/groups to change their attitudes. The psychological operations personnel can quote these experts or enlist their assistance as key communicators (see chapter 10) to bring about persuasive attitude changes.

The **support of experience** is the most powerful tool available to use in attitude change for it calls upon individual/group perceptions to point out their attitude is consistent with the attitude and behavior sought by the psychological operator.

Chapter Ten

COMMUNICATING

Communications can arouse needs and emotions and persuade a target audience to change attitudes and subsequent behavior.

This chapter will provide an understanding of communications and their importance to PSYOP.



CONTENTS

	PAGE
The Communication Process	10-2
Mass Communications	10-7
Informal Communications Channels	10-9
Advantages of Mass Communications	10-9
Interpersonal Communication	10-9
Elements of Face-to-Face Communication	10-10
Methods of Employment	10-10
Techniques	10-11
Mass and Face-to-Face Communications	10-13
Communications Barriers and the Psychological Operator	10-13

10

THE COMMUNICATION PROCESS

Communications, the exchange of information and ideas, is possible only to the degree that individuals have common knowledge and interpretation of the language used. It is the primary PSYOP method for arousing needs and emotions, and changing opinions and attitudes.

Social communication is the process of exchanging ideas, sentiments, and beliefs, usually by use of language, but also by visual representation and imitation. In human groups, it is largely a process of social interaction.

Words, the basic component of language, permit the expression of ideas and play a basic role in changing the environment, thus affecting culture and society. The planned use of words can bring about lasting changes in behavior, concepts, attitudes, and emotions.

Language, as the means of communication, performs three vital functions in every culture:

The most basic function is informing individuals and groups by using the stable and commonly agreed upon meanings of words, symbols, or actions.

The psychological effect of language is an extension of the informing function. By informing, it arouses the emotions of the target audience and produces a psychological effect on others. It influences them to react with a desired activity or attitude, such as fear, apathy, sympathy, pity, dissatisfaction, verbal confrontation, or aggressive action.

The ritual function creates and reinforces the attitudes strongly associated with particular institutions, such as the church, mosque, temple.

In practice, it is almost impossible to separate the functions of language. The difficulty arises when language has the primary function of arousing emotions and stimulating actions, while the target is led to believe that it is being given the facts about actual events. This is best illustrated in the fields of political and economic discussion where terms such as "liberty," "democracy," "imperialism," and "free enterprise" perform all three functions simultaneously.

In **persuasive communications**, attention must be paid to three important factors: transmission, interpretation, and the communications situation.

Communications must be transmitted and interpreted within the framework of a particular society or culture. Too often, an operator erroneously uses the most readily available means of communications, even though it is not the most effective channel for reaching a particular target audience. Each society is affected differently and in varying degrees by mass media, interpersonal communicators, and the numerous formal and informal groups, such as the family, church, occupational clubs, gangs, and cliques; work, pub, and cafe cronies; professional, art, and cultural societies and colleagues. Each serves a communications purpose within a society, differing in its credibility and impact according to subject matter.

The communications situation must be closely examined. The psychological operator must know who is listening to his appeals, who is looking at his visual and audiovisual propaganda, and who is reading his message. He wants to be certain that the target he wants to affect can be affected by the **communications channel** he intends to use. It is a waste of resources to use radio when newspaper or magazine articles have the greatest impact, or to use printed media when radio has the greatest credibility and effect.

Not only must the communication be based on facts and reality, and the media be appropriate to the audience, but the message must also be appropriate to the situation in which the audience finds itself. The psychological operator must also give thought to the options to act available to the target. The most effective message will be that which makes sense (is rational) to the target audience, furthers the target's self-interest, and is to it moral and ethical. The psychological operator should present his appeals in that light.

The communications process involves four steps: gain attention, hold attention, have an acceptable message, and acquire feedback.

GAIN ATTENTION! Prior to launching a persuasive message, the analyst must be sure the message will gain the attention of his target audience and stimulate perception. This demands a message that will successfully compete against other events, appeals, persuasion, threats, demands, etc. The impact of the message must focus attention on the message and be appropriate for each target. The opening that will gain the interest of the farmer may be completely ignored by the school teacher. The opening that will enthrall the religious leader may leave the union organizer apathetic. If the persuasive message has the desired attention-gaining quality, it will be evaluated by being read, listened to, and being looked at.

HOLD ATTENTION! Once gained, attention cannot be permitted to waver. The target must read it all--listen to it all--or view the entire visual presentation. This requires that the communication be couched in the common language of the target, the language which affects its emotions (individually and collectively). A basic means of accomplishing this is to use words, symbols, and actions similar to those associated with persons whom, in memories of youth, the target recalls as loved and respected authorities; i.e., parents, teachers, friends, clergy, etc.

HAVE ACCEPTABLE MESSAGE! Having been listened to, looked at, or read in its entirety, the message must be accepted. It must appeal to the dominant interests of the target audience, offering THE SOLUTION to the most urgent problems of its members. This requires that the message delineate lines of action appropriate to the target in his or her situation. Propaganda will be most readily accepted when it refers to feasible actions that the target can perform with integrity. The test is a simple one: The propagandist must put himself (figuratively) in the target's situation and ask himself (as the target), "What would I do under these conditions? Accept the message or ignore it?"

Use media that the target trusts and that has the greatest impact. The target will not readily accept messages in media that he or she does not trust nor consider authoritative.

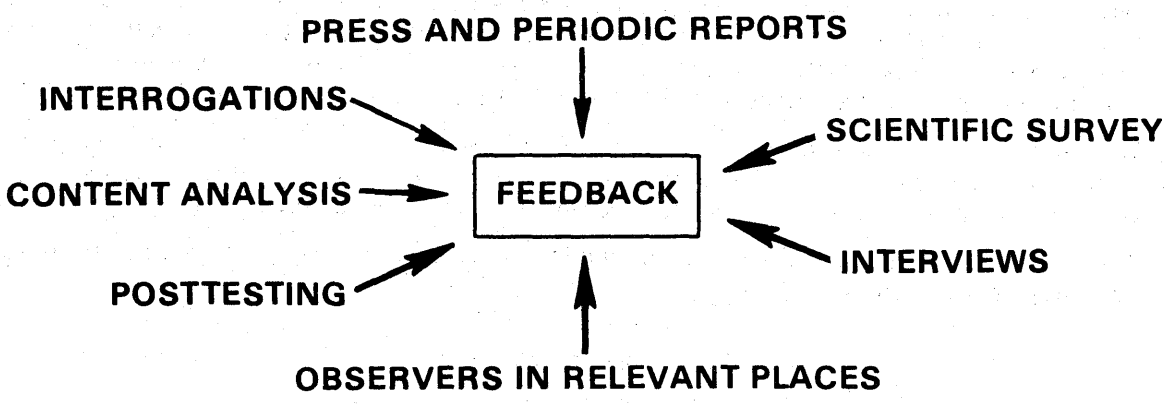
The message must be credible (believable) to the target. But it need not be unbiased in fact. Credibility is in the mind(s) of the individual or group who judge the message in terms of their own experiences, not solely on fact. The message that does not focus on the important interests of the target; does not offer the best realistic solutions to their problems; and is not presented in the appropriate language, in media and format, familiar to and respected by the target, will suffer from a lack of credibility.

The psychological operator cannot know whether his propaganda was incredible, credible with no impact, or credible to the point of affecting the actions and attitudes of the target, as desired, until he receives feedback.

FEEDBACK! Feedback is information that reports the effects, or discrepancies between the intended and actual effect, of a PSYOP campaign. Analysis of feedback should lead to modification of a campaign to improve its effectiveness.

Feedback must be target oriented, considering differences in the subgroups that may constitute a major target group and situational changes which occur with drastic rapidity in time of conflict.

Feedback requires systematic research:



Interviews conducted with carefully chosen members of the target groups should determine campaign results, and if possible the reasons for those results, by seeking factors such as morale, attitudes, overt behavior, and other indicators of the impact of the psychological operator and its propaganda. If the target cannot be reached, informed persons, e.g., refugees, exiles, scholars, reporters, and others intimately connected with and having in-depth knowledge of the area and target, should be interviewed, keeping in mind that each has a subjective point of view. These points of view may be justified, but, nonetheless, they are the basis for biased judgments and statements.

Although other types of feedback indicate success or failure, they will not always tell why a campaign, theme, or message failed or was a partial success. Posttesting will uncover the reason(s) for audience reactions. The techniques of posttesting and pretesting are the same. However, the same persons must not be used.

The propagandist must have total empathy with his target. This does not involve sentimentality nor sentiment. It involves the ability to understand people--the ability to project oneself into the other person's situation and be able to think, see, feel, and reason as he does. This ability is one of the most important requirements in giving common meaning to the message.

The US psychological operator has his message to communicate, but successful communications depend on certain basic requirements:

Personal contact. The success of personal contact with the target audience establishes the effectiveness of communications.

Identifying target audiences. The psychological operations personnel must employ skill in identifying target audiences; in determining their needs, attitudes, vulnerabilities, and susceptibilities; and in selecting the means of communication.

Selecting PSYOP personnel. The criteria for selecting PSYOP personnel should be capability and skill rather than their military versus civilian identification. Neither category has a monopoly on imaginative skill or the ability to influence people.

While the empathetic psychological operator has the skill to put himself into the "role of his target," he must also have the facts to enable him to do so under prevailing conditions. This intelligence must relate to the environment affecting the target. While the physical environment is important, the social attitudes and environment of the target are more important.

To fully understand the process of standardizing and exchanging subjective meanings using words, symbols, or actions, the psychological operator must analyze the components of communication. A means of analysis is a **communication process model** (figure 10-1).

A typical model consists of a stimulus, sender, receiver, message, transmitter, encoding, decoding, feedback, and noise component.

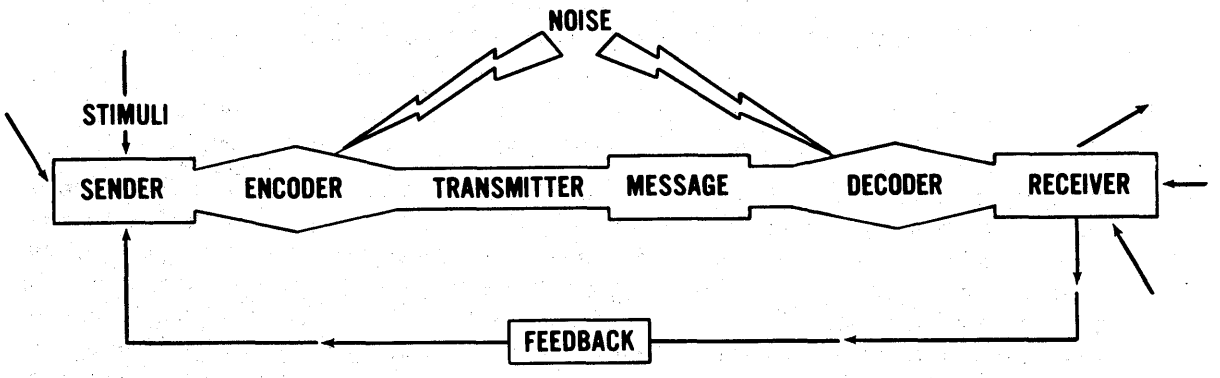


FIGURE 10-1

COMMUNICATION PROCESS

A **stimulus** is any change agent that causes a response.

A **sender** (encoder) is the initiator of the message.

The **receiver** (decoder) is the intended addressee of the message.

The **message** is a word, symbol, or action or a grouping of words, symbols, or actions used and controlled by a sender.

The **transmitter** is the means used for presenting the message; i.e., writing or the human voice.

The **encoding process** is the structuring of words, symbols, or actions to form a message having a shared meaning among individuals/groups.

The **decoding** process is the translation of a message to give it meaning. The ideal situation is to have the receiver translate the message with the shared meaning the sender used for encoding.

The **feedback** is the information returning from the receiver to the sender by the same communications process mode, signaling an acceptance, rejection, or noncommittal response to the message.

The **noise** factor is anything which interferes with the transmission or reception and subsequent perception of the intended message.

If psychological operations personnel are to be consistent in their efforts to form a persuasive communication, they must be concerned with the reasons for the success or failure of the message.

A persuasive message must incorporate variables of policy, intelligence, a general theme, and the command's desired results.

The target must be motivated to perceive a persuasive PSYOP communication (message), in spite of interference with its transmission, reception, and subsequent perception. To meet the challenge, an attention-gaining, stimulating, timely message must be transmitted.

The message is important to the target audience **only if it can be understood.** It is the objective of the psychological operator (encoder) to guide understanding by using words, symbols, and actions that have a known and accepted meaning to the target. For example, figure 10-2 shows the difference of meaning for terms given in standard American and Soviet dictionaries.

Word	Soviet Meaning	American Meaning
Individualism	The individual as a member of a collective.	The pursuit of individual rather than common or collective interest.
Freedom	The recognition of necessity.	Exemption from necessity, in choice and action; as, freedom of the will.
Charity	Help granted hypocritically by representatives of the dominant class in societies of exploiters to a certain fraction of the disinherited sectors of the population in order to deceive the workers and to divert their attention from the class struggle.	An act or feeling of affection or benevolence.
Initiative	Independent search for the best way to fulfill a command.	Self-reliant enterprise; self-initiated activity.

FIGURE 10-2

DIFFERENCES IN MEANING

The immediate goal is to cause desirable behavior which will satisfy **perceived needs**, arouse a perception of **dormant needs**, or stimulate a perception of **new needs**. To accomplish these, the persuasive message must stimulate an awareness of the behavior required to satisfy perceived needs, dormant needs and their satisfying behaviors, or new needs. If stimulation is successful, the individual or group may change their attitude(s) and behaviors as urged or implied by the message.

MASS COMMUNICATIONS

There are two types of message carriers: mass communications and face-to-face communications. **Mass communications** are directed toward selected target audiences with specific needs; the level of communication, the languages and dialects, and the content of the message are tailored to the society addressed; e.g., the blue collar worker versus the executive. Regardless, the individual or group retains the option to select the mass communications it accepts.

It can be looked upon as a two-step process as shown in figure 10-3. **Step one** occurs when the persuasive message is transmitted by mass media to the key communicator. **Step two** occurs when the persuasive message is transmitted from the key communicator to the individuals and groups composing the society.

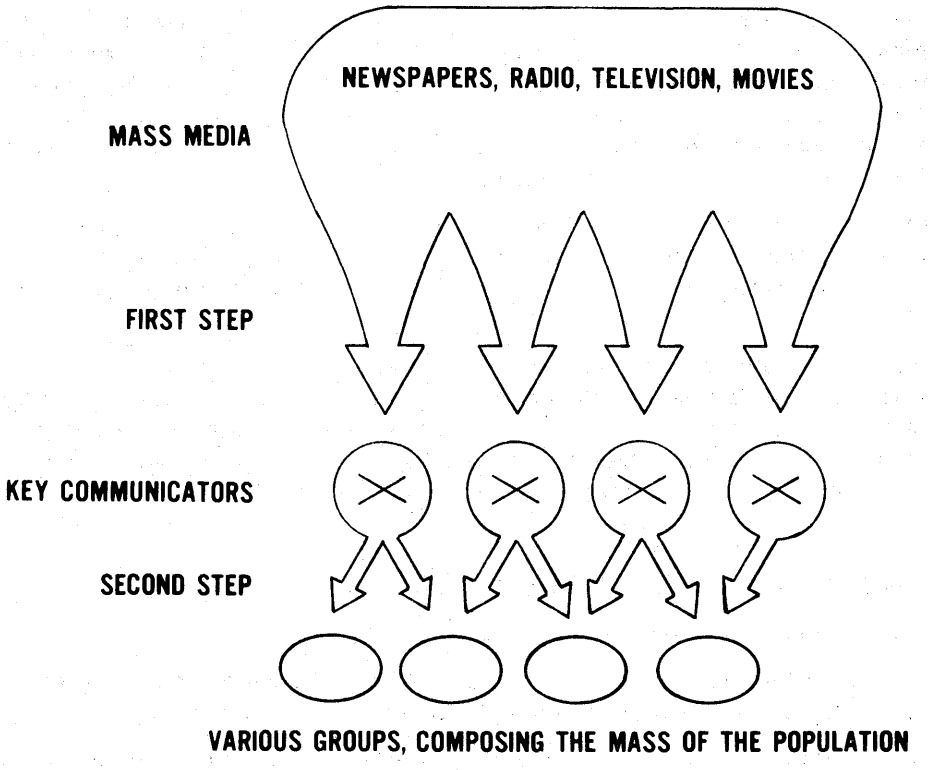


FIGURE 10-3

TWO-STEP FLOW OF MASS COMMUNICATIONS

The reason for the two steps is that mass media does not reach, nor is it internalized by all people. Many who receive the message do not have the desire to internalize it. The key communicator has the time, desire, and ability to receive a persuasive message. It is the intent of the psychological operator to exploit this receptiveness, enlisting the key communicator's help to reinforce mass media and face-to -face communications.

The key communicator furnishes the average individual secondhand information and interpretation concerning that which they have heard, seen, or read. He persuades the individual or group to change or reinforce their opinions, attitudes, emotions, and behavior. The key communicator can reduce the uncertainty of bringing about the desired behavior. He is the one to whom PSYOP messages should be directed.

INFORMAL COMMUNICATIONS CHANNELS

The communications process merely starts with the transmission of the message by way of the mass media. The important step is the penetration of the informal societal communications channels; i.e., the beauty parlor group, the women washing clothes on the river bank, the barbership coterie, the student clique, the luncheon club, the tea (coffee) house, etc. Discussion within these groups keeps the ideas of the propagandist alive and hopefully leads to acceptance and action.

A man's behavior, attitudes, and opinions are most strongly influenced by the groups to which he belongs. The stronger his attachment to the group, whether out of fear, awe, respect, or intellectual or sentimental attachment, the greater the group influences his lifestyle.

The most important institutionalized channels of social communication that must be penetrated are the family, religious center and school, and in totalitarian countries, the governing political party. These institutions are the centers of authority and social control, charged with the responsibilities relating to the primary functions of life; i.e., child rearing, education, companionship, marriage, morality, and death. They evoke the deepest sentiments, loyalties, and expectations.

ADVANTAGES OF MASS COMMUNICATIONS

Mass communications have many advantages:

The **instant** a persuasive message is constructed it can be transmitted great distances and received by a large number of people, individuals, and groups.

Mass communications can be **intensely emotional and unrelenting** to dramatize and lend credibility to needs and the desirable behavior to satisfy them.

Despite the selectivity of a mass communication target, numerous nonselected people are subjected **indiscriminately** to the message transmission.

The mass communication, due to its purpose of reaching wide ranges of audiences, is constructed to be perceived by the common denominator. Thus, a persuasive message may be constucted for transmission to the middle class with the calculated objective of gaining the attention of the lower upper class and the upper lower class.

People band together in a society to satisfy self-preservation and self-maintenance needs. Through mass communications, attention can be focused on these **broad societal needs** to change the attitudes of mass audiences as opposed to the limited individual face-to-face approach.

The psychological operator **must not assume** that audience needs are limited. Few societies exist whose needs are not expanded through exposure to mass communications.

INTERPERSONAL COMMUNICATION

Interpersonal, or face-to-face, communication is person-to-person contact within the range of

activities by which people communicate orally in direct face-to-face situations; e.g., rallies, groups, group associations, and social activities. It enables the psychological operator to select the target, rapidly disseminate the appeal, and immediately assess its effectiveness.

ELEMENTS OF FACE-TO-FACE COMMUNICATION

To be effective, the communicator must know specifically what he desires to say, how it should be said, to whom, and where and when to say it.

The Message. The communicator must be certain of the message he wishes to convey. In most situations themes for face-to-face communication seek to generate cohesive behavior. The themes or line of persuasion should be preplanned and questions anticipated.

Presentation. The manner of presentation is of utmost importance. The presentation must be in terms and language which the target audience understands and can relate to its own experiences. It is essential that the communicator know the audience, be fluent in their language, and be able to identify with them.

Audience Selection. Key personnel who influence the opinions of a wider audience are the more useful in spreading the message.

Time and Location. The time and place a message is delivered must be convenient for the target audience. The psychological operator is trying to sell the target audience; therefore, the audience's convenience has a higher priority than the communicator's.

METHODS OF EMPLOYMENT

Controlled face-to-face communication is best used when military forces are in direct contact with the target audience. In most cases, the face-to-face communications network already exists. In some circumstances, the communicator may or must create a situation conducive to face-to-face communication.

Rallies. People gathered to be informed and entertained are susceptible to persuasion and may be stimulated to support a cause. They are usually drawn to rallies by a common interest and a feeling of participation or belonging. Under such conditions, propaganda messages may be accepted by many people of different social and economic levels. Skilled use of rallies and meetings can involve the audience emotionally.

Groups. Small, tightly organized groups are highly effective in spreading appeals. By organizing such groups or exploiting existing ones, the communicator can extend his appeal to larger groups.

Group Associations. Associations, such as youth groups, religious organizations, women's clubs, etc., provide opportunities to expand the impact of the message.

Social Activities. Social activities appropriate to local customs and patterns can stimulate cohesiveness. Such gatherings may serve a propaganda purpose, as well as offering opportunity for social communication.

Person-to-Person Contact. There is no substitute for the intimacy of individual contact. A person is more likely to believe and accept what he hears in the course of a conversation than what he reads or otherwise learns. The propagandist can tailor his appeal to fit the individual's experiences and needs. This tailoring is more likely to achieve results than a mass appeal dependent on an approach targeted at the average intelligence level of the target audience.

Other media reinforce face-to-face communications. The leaflet, pamphlet, or magazine handed to a participant in a mass rally, the poster reminding all of a positive action program, the motion picture or television program to illustrate the speaker's purpose, the printed material given to the individual after an ideological discussion contribute toward the success of the PSYOP program.

TECHNIQUES

Some Tips to Remember

Make each meeting contribute to the entire PSYOP program.

Choose areas free from interruptions and distractions.

Set a time limit. Allow enough time for the meeting.

Choose topics important to the target.

Ask questions. Questions give the audience a chance to actively participate. The audience merely listens to statements. Questions encourage them to listen and speak. They cause action.

Understand responses. Be certain you understand any comment or answer. Repeat, in your own words, what you thought the other person said. If he agrees, you understood him. Do not discuss the point unless it is clear to you.

Be explicit. Explain precisely and make clear to the target audience the problem, the point of discussion, and the required action.

Use concrete words. Avoid words that the audience can or is likely to misinterpret.

Stress all points on which you agree with the target audience.

Avoid minor disagreements. If you disagree on important points, do so politely. Do not antagonize or make the audience sympathetic to the other side. The following techniques will help:

Politely point out that the other side is wrong about some important points. List them.

or

Politely point out that the other side is uninformed. Then make the point: If they had the information, they would change their opinion and agree with you. Give the correct information.

or

Prove the other side is reasoning illogically; and give the right idea.

or

State the other side's reasoning may be partially right but that it does not consider some factors. Then give the facts to support the point you want to make.

Know the subject thoroughly. If you cannot answer a question, **do not lie** no matter how minor or major the issue. Lying destroys credibility.

Make no promises you cannot or do not intend to keep.

Be confident. Control your emotions. Do not give way to emotions that will antagonize the audience.

Reinforce your point. Select evidence that supports your position. In order to avoid charges of bias, you may introduce minor points to support the opposing view.

Encourage the audience to think along lines that lead to the conclusions you want.

Present conclusions to the audience. Sometimes you may have to disguise them. The type of audience determines the extent to which you must do so. Emphasize conclusions on subjects that are unpopular with the target audience.

For the unfriendly or suspicious audience, disguise or present the conclusions as questions, making the desired answer or action appear to the audience to be the logical one. You must present clear, concise, and coherent conclusions to a less educated or apathetic audience. You will insult a well-educated audience by openly presenting conclusions to them. Use carefully phrased questions, making the response you want the only logical one.

Arouse the audience's emotions, but keep them under tight control. Attention-getters may make your appeals more attractive. The attraction must, however, be moderate to reinforce your message and not divert attention. Examples are attractive or popular persons--men or women, depending, among other things, on the culture--presenting a message, the political picnic, entertainment troupes at rallies, and background music.

Have the audience participate. The most effective appeal is that which requires audience participation, if participation verifies the message. For example, if you, the propagandist, tell an audience that a nearby area has been completely destroyed by our firepower, and this is verified by members of the audience, your future credibility will be enhanced.

Generate discussion. A frequent way to get audience participation is to generate discussion, either through questions to the audience or questions or comments from people planted in the audience. Once the discussion begins, the

psychological operator knows that he has awakened an interest, which is encouraged. The psychological operator is successful when the audience is moved from discussion to action.

Present new material or change style. An audience may become bored or resent hearing the same appeals or arguments. The chance of success for an appeal may be increased by presenting new material or by changing the style of presentation.

Rumor

Rumor can be spread by any medium. It can best be controlled or eliminated in face-to-face situations. Rumor thrives when general knowledge of the facts is limited and the conditions or situation which are the subject of the rumor may be subject to ambiguous interpretations. Rumor feeds on the hopes, fears, and desires of a population.

MASS AND FACE-TO-FACE COMMUNICATIONS

The psychological operator must view mass communications as a supplement to interpersonal communications, but he must understand they are **not a substitute** for a lack of knowledge of the culture and society. This dictates:

The absence of equipment must not be used as an excuse not to communicate.

The use of equipment to transmit a persuasive message must be proven necessary.

He must also understand that overdependence on equipment can result in the failure of a message. Success, on the other hand, can be assured if alternate face-to-face (interpersonal) communications are available as contingencies; i.e., rallies, meetings, show-and-tell demonstrations, rumor campaigns, social gatherings, etc.

While mass communications offer the most rapid means to reach the greatest number, the personal touch of face-to-face communications is the most effective way to "clinch the argument" and sell the product. It can be said, "There is a direct correlation between mass communications and face-to-face: The closer mass communications approximate face-to-face, the more effective they become." This is the major reason why famous, noted, popular, widely liked, admired, respected, or loved persons and personalities are widely used in mass communications selling campaigns--particularly in selling ideas.

COMMUNICATIONS BARRIERS AND THE PSYCHOLOGICAL OPERATOR

Barriers

Barriers to effective communications develop due to differences in the meaning of the words, symbols, and actions transmitted among individuals and groups within a culture (intracultural) and between individuals and groups of different cultures (intercultural).

One of the most critical aspects of working cross-culturally is **recognition of differences in cultural values and assumptions**. There are certain experiences

shared by most individuals within a society, so common reactions to an event can be anticipated. These values and assumptions are so much a part of the individual that the target audience will be unaware of how much their behavior is influenced by them.

Words, symbols, and actions being created within a cultural context create communications problems between people from different cultural backgrounds. They do not know the meanings attached to each other's words, symbols, and actions. The cultural influences act as constraints upon cross-cultural communication and can be analyzed as differences in cultural values and assumptions, objectives, and behavior patterns.

Psychological Operator

The psychological operator has learned to work for certain culturally-oriented life goals. His goals may vary significantly with the life goals of those persons selected as a target audience. For example, the objectives of one culture may be oriented toward achievement of harmony with the environment, while another may be oriented toward changing the environment. Such differences are obstacles to understanding and, therefore, to effective PSYOP.

The psychological operator provides the means to interpret only the behavior within his culture. He expresses this interpretation through words, symbols, and actions which, if transmitted by message, may not be acceptable in another culture. A clenched fist, for example, may be a gesture of anger in one culture and a salute in another. Innocuous words in some countries become foul vulgarities in others. In some societies, asking about the well-being of the female members of a friend's family is proper and desirable; in others, it is a serious breach of etiquette.

A possibility of being **culturally biased** must be recognized and every effort made to interpret behavior in terms of the target audience's culture.

In developing messages which will be meaningful to the target audience, the psychological operator must take into account both his and the target audience's cultural backgrounds. He must acquaint himself with the established customs and social taboos of his target audience to prevent inadvertent disparaging remarks or actions. Phrases, comments, expressions, and actions that are normal in our society may be offensive in other cultures.

A problem that deserves special attention is communications with the nonliterate or semiliterate audience. Collectively, this audience represents great potential power, constituting 60 to 80 percent of the population of some countries. The psychological operator must not assume that people identified in other cultures as literate meet his standards. A large number of people who are considered literate in their culture possess such a limited reading ability that they should be classified as semiliterate. In view of their numbers and low status, nonliterate and semiliterate groups are fertile for support of ideas and actions (insurgencies, civil war, revolutions) which promise to alleviate their suffering.

Knowing what this audience considers valid evidence and how they can be convinced is particularly necessary. And identifying individuals they accept as leaders or status people is extremely important. These leaders or status people, who can get the populace to accept an idea, should be the first target of the PSYOP

communication. However, consideration must be given to their traditional methods of decisionmaking. In many cultures, the leader may have no control over the final decision. He can only vocalize the decision reached by the group as a whole.

The psychological operator must recognize that the target has its own language to transmit cultural meaning. It may, therefore, be advisable or necessary to use members of the target audience to assist him in various ways; i.e., as propagandists, translators, advisors, etc. He may also use them, by means of discussions and social activities, to gain an intimate knowledge of their language, values, culture, goals, folkways, mores, customs, and laws. He must realize that for communications purposes the target audience is distinct from other individuals and groups, due to varying demographic, cultural, individual, and sociological characteristics.

Demographic characteristics provide statistics such as age and sex distributions, birth and death rates, race, religion, occupation, income, language, social class, and political affiliations of members of the target audience.

Cultural characteristics consist of all behavior that is learned, shared, and transmitted by words, symbols, and actions. To communicate effectively with the target audience, the psychological operations personnel must have a command of such target audience characteristics as language, customs and traditions, norms, values, ethics, mores, folkways, attitudes, opinions, the social system, the religious system, the political system, the kinship system, the education system, and the economic system.

Individual characteristics that may be available to the psychological operator for analysis and employment are individual and group stimuli, sensation, motives, needs, drives, perception, and frustration.

Sociological characteristics deal with those aspects of the group which can enhance or inhibit communication. These include, but are not limited to, demographic, cultural, and individual characteristics mentioned above.

It is through the group and group processes that attitudes and behaviors may be changed. Therefore, by using a group approach, a successful persuasive message that will be accepted by group members can be rapidly disseminated. Such acceptance will be greatly enhanced if the key communicators within the group are convinced of the importance of the message and convince others within the group.

The psychological operator must give continued attention to message feedback to determine the meanings given to his message by the target audience.

Translations and the Translator

The ideas to be included in a persuasive message must be thoroughly discussed with the translator. The translator must be given ideas and allowed to translate them into the language of the target audience.

By avoiding word-for-word substitutions, in translations, meaningful ideas are presented in the logical order of the target audience's language, as opposed to the fragmented meaning that word-for-word translations can create.

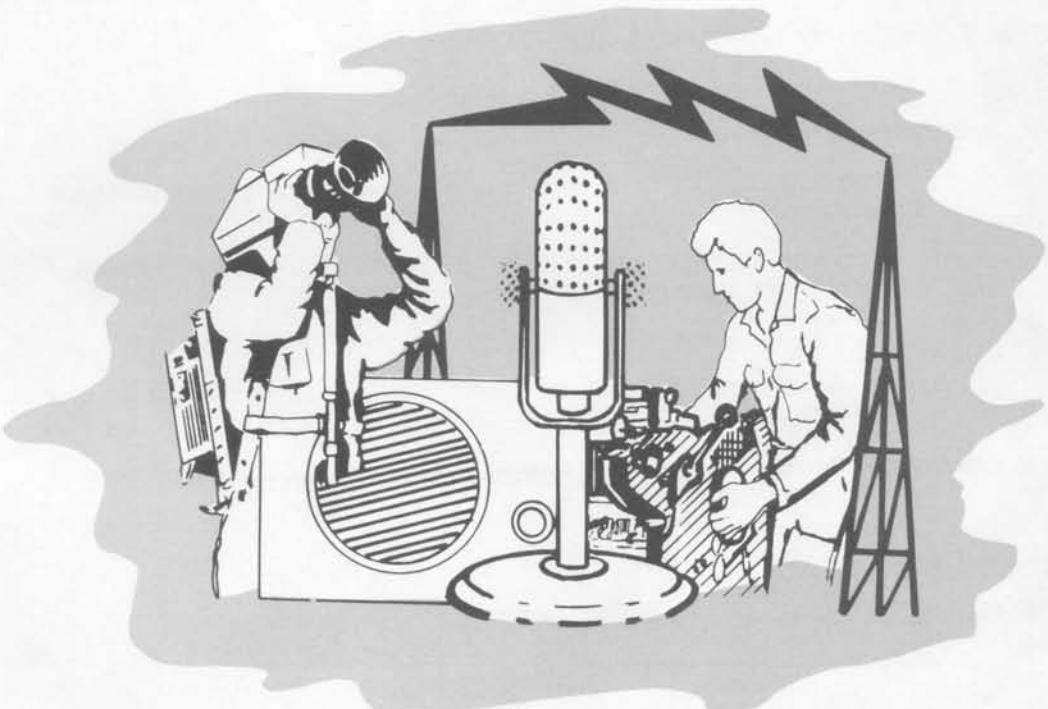
This approach allows the translator to use language that holds the most meaning for the target audience. It also makes easier the construction of persuasive messages in language that arouses the emotions of the audience.

Chapter Eleven

11

PROPAGANDA AND COUNTERPROPAGANDA

Propaganda is the sales pitch. It's a message with a point of view. It is the deliberate spreading, by any means of communication, of doctrine, ideas, facts, argument, information, allegations, or appeals to advance a friendly cause or injure an enemy cause. This may be done by words, symbols, public action, or other deeds. For a formal definition, see appendix H.



CONTENTS

	PAGE
Propaganda	11-2
Effective Propaganda--Criteria	11-2
Classification	11-2
Basis for Development	11-3
Basic Characteristics of US Army Propaganda	11-6
Keys to Successful Propaganda	11-7
Role of the Enemy	11-8
Propaganda Limitations	11-10
Counterpropaganda	11-11
Use of Counterpropaganda	11-11
Counterpropaganda Techniques	11-12

11

PROPAGANDA

The purpose of propaganda is to bring about behavior that the propagandist desires and to reinforce that behavior with favorable opinions and attitudes. In order to accomplish its purpose, propaganda must fit within the cultural context of the audience. It should also avoid direct attacks on the core beliefs and traditions of the target audience.

EFFECTIVE PROPAGANDA--CRITERIA

The tests for effective propaganda are simple:

Does the propaganda fit within the cultural context of the audience?

Has the propaganda avoided direct attacks on the core beliefs and traditions of the target audience?

To what extent did it influence the target audience to follow the course of action desired by the propagandist?

To what degree did it help the tactical commander? How? Why?

How successful was it in helping to defeat an insurgency and gaining the willing active support of the population? The armed forces?

To what extent did it succeed in enabling the United States to achieve its national policy objectives?

CLASSIFICATION

Propaganda is classed on the basis of source:

White: Its source is openly stated.

Gray: No source is given.

Black: Attributed to other than the true source. This type is normally used to support strategic objectives. It generally emanates from the highest levels of command or government and is disseminated by designated specialists.

White, gray, and black do not refer to the content of the propaganda message. **The terms merely refer to the methods used to carry out the operation**. See "white propaganda," "gray propaganda," and "black propaganda," JCS Pub 1.

BASIS FOR DEVELOPMENT

The following elements are basic to the development of propaganda:

Psychological Operations Objectives

One of the basic factors that determines what is said, how it is said, and to whom it is said is the psychological objective that the psychological operator wishes to achieve. The psychological objective is a statement of a measurable response expected of the target audience as the result of PSYOP.

Target Analysis

Target analysis seeks to identify, locate, and gain psychologically relevant insights about target audiences by a detailed analysis of intelligence. A detailed analysis of target analysis is found in chapter 14.

Target Audience Interests

In order for propaganda to appeal to an audience, it must be pertinent to the interests of that audience. It must satisfactorily answer the questions, "What do you want me to do?" "What's in it for me?"

Detailed Current Intelligence

Detailed current intelligence is needed for successful propaganda. For a discussion on the use of intelligence in PSYOP, see chapter 14.

Production

An important question facing the propagandist is the availability of media facilities; for example:

Are press, inks, paper, and other printing supplies available?

Are radio and television production facilities available?

Can audiovisual material be locally processed?

Dissemination

Not only must propaganda be produced, it must also be disseminated. The psychological operator must determine whether he has the means available to effectively disseminate propaganda. For example, is radio and television transmitting equipment available?

Credibility and Impact of Media

In planning propaganda campaigns, themes, and messages, the psychological operator must know the credibility attached to each medium by its target audience and the impact of that medium. He must also know media patronage profiles. Credibility and patronage vary with the target audience and the media used to spread the message. The psychological operator must also know the type of audience each medium attracts and its characteristics.

Suitable Language

Frequently the audience may take great risks to hear or read a message, and must do so quickly. The message must be worded to permit them to do so.

Priority of Interests

Not only will the language vary, but priority of interests must be considered. For example, the priority of interests of peasants are not the same as those of city merchants; nor are those of city merchants the same as those of university students; and none of these are the same as those of a soldier under artillery bombardment.

Pretesting

All propaganda must be pretested before it can be disseminated. Pretesting gives the psychological operator a good idea of the potential credibility and effectiveness of his message. The selection and use of a particular pretest method must be based primarily on the accessibility of the target audience to PSYOP personnel.

Survey sampling is the most reliable method of pretesting propaganda. This method requires personal solicitation of the members of the target audience. In this way, empirical data is obtained from the intended recipients of propaganda. The two major methods of obtaining specific information by survey sampling are the use of questionnaires and personal interviews. The primary purpose of using an interview is to present items of interest personally to the respondent, thereby precluding errors in interpretation, and to obtain replies from other individuals so that generalizations can be made.

Most personal interviews follow a prescribed pattern; both the wording and order of questions are decided upon in advance and rigidly adhered to. A less formal type of interview uses a detailed list of subject matter to be covered. It permits the interviewer to vary the wording and order of subject matter so that the maximum amount of information concerning specific topics can be obtained.

Survey sampling requires personnel trained to collect data, personnel skilled in its interpretation, and accessibility to the target audience.

When the target audience is not reasonably accessible, panels of representatives of the target audience may be used. These may include prisoners of war, refugees, defectors, and other available typical representatives of the potential target audience. Panels must be as closely representative of the target audience as possible. Pretests with such groups can indicate what appeals are likely to be effective, what to emphasize, and what to avoid. By being familiar with the backgrounds of panel members, the results of pretests can be interpreted in the light of differences between respondents and the intended target audience.

Panels of representatives may be configured in a number of ways. A panel may consist of as few as five representatives or as many as a hundred. The guiding consideration is that the number of representatives must be sufficient to provide an adequate cross-section of the intended target audience, and the number of responses must be sufficient to provide a reliable indication of effectiveness.

Pretesting may be done by using the following methods:

Group consultation. This method allows representatives (5 to 15) to observe and study an item of propaganda and exchange views among themselves. It requires the pretester to direct the discussion along prearranged lines to obtain information and preclude extraneous comments. Use of this procedure enables the respondents to exchange ideas; sets the respondents at ease, since they are among peers; and enables the pretester to utilize large numbers of representatives in a relatively short time. The disadvantages are that the respondents may tend to agree with the majority to avoid peer-group criticism. In addition, discussions may become long and extraneous unless carefully controlled. Care must be exercised to assure that comments which are relevant in the sociocultural setting of the respondents are not excluded by overcontrol.

Individual interview. This method allows respondents to observe and study a series of preranked, prearranged items of propaganda. By use of this method, several items of propaganda previously used on actual target audiences are given a decreasing effectiveness rating ranging from very effective, through moderately effective, to not effective. The new item is matched with the prescaled propaganda. The respondents are asked to indicate which items of propaganda material they feel are most effective and why. Choices are compared. If a majority indicate that the new item of propaganda is likely to be more effective on the actual target audience than the prescaled items of propaganda rated "not effective" or "moderately effective," the new item of propaganda may be used.

On the other hand, if a majority of the panel indicate that the new item is not likely to be as effective as the prescaled propaganda rated "not effective" or "moderately effective," the new propaganda material should be revised to conform with panel recommendations. The pretester must determine why each respondent makes his choice.

When using panels of representatives, it is essential that the individual conducting the pretesting give very explicit instructions. Some of the more important points to cover and actions to perform include:

Pretest instructions and actions:

Explain reasons for and the nature of the pretest.

Put the respondent at ease.

Inform the respondent that his identity will remain anonymous, if he desires.

Inform the respondent that his cooperation with the pretest will not affect his status.

Inform the respondent that he should consider himself to be in the status and position of the target audience he represents.

Convince the respondent to answer according to his convictions--that the purpose of the pretest is to identify weak as well as strong points--and explain the reasons.

After the pretest:

Express appreciation for cooperation.

Reaffirm that the respondent understands that he will receive no reward, financial or otherwise, for participating in the pretest.

Reaffirm that the respondent understands that his identity will remain anonymous.

When the target audience, or representative personnel, are not available, panels of experts can be used to pretest propaganda. These individuals, who need not be representative of the target audience, should possess current knowledge and be expert in pertinent areas of knowledge or learning; i.e., order of battle, sociology, politics, communications, etc.

Experts may be located near any PSYOP unit. They may be found in the United States Information Service, United States Agency for International Development, intelligence agencies, business firms, etc. These individuals should be used whenever the need for them arises.

Posttesting

This difficult but essential step in development of propaganda determines the next or new propaganda message. The questions that posttesting must answer are:

What did the propaganda achieve?

Was it effective?

How effective?

Why not totally effective?

What propaganda will achieve total effectiveness?

It is extremely difficult for the psychological operator to measure changes in conduct and intangibles, such as attitudes, opinions, and emotions, upon a physically inaccessible audience. The effects of propaganda upon such an audience may be gleaned from the reaction of the enemy government as determined by its actions and made known by various media. Prisoners of war, defectors, line crossers, and sometimes, press correspondents may assist in the process.

Evaluation of all factors influencing propaganda and the results must be objective. All propaganda must be evaluated on the basis of the results desired and the results achieved, but must be measurable by comparing the results desired with the actual change in conduct, attitudes, opinions, and emotions.

BASIC CHARACTERISTICS OF US ARMY PROPAGANDA

Success in PSYOP is impossible without credibility. Even in the most underdeveloped areas, or under the most adverse conditions, the truth becomes known to a target audience. If lies have been told, credibility is lost. Once lost, it can never be totally regained.

US Army propaganda is based on a strategy of truth. It seeks to strengthen or create a favorable image by emphasizing the credible truth. This is so because the complete truth is frequently not believable (is incredible) to the target audience. For example, in World War II it was incredible to the enemy that the prisoners of war we had captured were receiving regular rations of cigarettes (with tobacco in them), fresh oranges, chocolate bars, coffee, and other items not available to the general populace in enemy countries.

Dedication to the truth does not imply that a full recounting of facts is required or advisable. Facts to support certain themes may be selected while others may be excluded. The propagandist reports those facts that present his side in the best light. However, to maintain objectivity, he may present some views (generally minor) from the other side. This is done, in many cases, to reduce the impact of enemy propaganda and to increase the credibility of US/friendly propaganda, since people tend to believe a source if both sides of a position are presented, even when one side is dominant.

KEYS TO SUCCESSFUL PROPAGANDA

The first requirement for successful propaganda is a national policy that meets the needs of the target audience. The role of the psychological operator is to communicate that policy. Not only must the propaganda be credible and persuasive, it must also not be recognizable by the target audience as being propaganda:
News--commentary--discussion--instructions--facts--entertainment
--YES! Propaganda--NO!

Propaganda must be **based on reality**. Any gap between reality and propaganda will be quickly noticed. It does not require mass communications systems to reveal discrepancies. The jungle drum and the bamboo telegraph will do that quickly enough. With the transistor radio and even television reaching the most primitive areas, the time gap is even shorter.

Messages to different groups of people will vary according to their different interests, but the underlying themes--the substance of the messages--must be **consistent.**

Messages to different audiences may be different, but **never contradictory. The credible truth must be consistent to all audiences.**

Propaganda must gain attention--IMMEDIATELY open minds. It must be presented so that the target audience will open its mind (individually and collectively) to receive the message. Insults, harassment, and messages degrading the target audience have the unwanted effect of closing the mind.

After the mind is receptive to the message, **it must be held open**. This is done by appealing to the interests of the audience and by presenting better solutions to their problems than those presently available. If possible, the propagandist must create or awaken an awareness in the target audience to needs that only he, the propagandist, can satisfy.

The psychological operator must take into consideration the fact that not only does each target audience have its own specific interests, but these interests have a priority of importance. Propaganda will hold the attention of its target audience only so long as it appeals to the most urgent interests and needs of the audience, and so long as the solutions offered are realistic and safe.

The same factors that apply to overcoming resistance to propaganda also apply to **gaining and holding an audience**. With good propaganda, however, it is easier to gain and hold the attention of a new audience than one that has turned away from previously disseminated material.

The degree to which actions are influenced and the permanency of actions (when free from coercion) measure the success of the message. The most successful propaganda, with the longest effect, is that which **reinforces the actions** brought about by creating favorable opinions, emotions, and attitudes in the target audience. The favorable opinions, emotions, and attitudes give **permanency to the actions**.

ROLE OF THE ENEMY

The psychological operator must always bear in mind that the enemy government, with its civilian and military agencies, has a major effect upon the target audience. This effect places the US/friendly propagandist at a disadvantage which he must overcome. The following factors are of primary importance.

Enemy Control Over Audience

An enemy government generally has physical control over the target audience. This gives it the power and ability to punish those whom it considers to be criminals or nonconformists. Fear of punishment is a major deterrent to actions that the propagandist might desire; e.g., having a target audience listen to his radio broadcasts when listening is punishable by death.

It follows that a government that has physical control over a designated target audience also controls the total welfare of that audience. Aside from incarceration and the power to inflict death, the enemy government has lesser but, nonetheless, highly effective means of interfering with the propagandist trying to reach those within its jurisdiction.

The government might prohibit criminals and nonconformists from working. It can restrict travel, a serious penalty for those who must travel to work but who may be prohibited from doing so by government edict.

Those within the power of an enemy government are aware that their welfare depends upon compliance with the wishes of their government. They will hesitate to jeopardize their well-being and that of their families.

Enemy Interference With Friendly Propaganda

Propaganda does not flow freely into enemy territory. The enemy has the physical power and means to restrict the flow of communications within any territory it controls, even where there is an effective shadow government.

Enemy-Imposed Sanctions and Rewards to Informers

Not only can and will the enemy government impose sanctions upon those who defy its wishes, laws, and edicts, but it will also offer substantial rewards to those who inform on lawbreakers and nonconformists. These rewards may take any number of forms: money, jobs, rank, land, business opportunities, power, fame, etc.

Generally, the fear of being reported is as great as being caught transgressing by police or other security agents. This fear often inhibits individuals, groups, or even societies from freewill actions, such as listening to foreign radio broadcasts and speaking with strangers, nonconformists, or members of outgroups.

Enemy Popular Support

While it may be your enemy, a government or armed force is someone else's friend. The psychological operator who works on the premise that his enemy is everyone's enemy is deceiving himself. Every government has some degree of popular support. It has those who will take the necessary steps to support it. For example, the bureaucracy of government employees has a vested interest in aiding the government that employs it. There are also a great number of people who would fear change, and there are always those who believe in their government, right or wrong. None of these will assist the propagandist. In fact, they probably will actively oppose his efforts.

Enemy Propaganda Campaign

The last, but not least, effective weapon of the enemy will be its own offensive propaganda. This propaganda will strengthen the resolve of those who favor the cause of the enemy and will tend to weaken the resolve of those who are neutral. The enemy's propaganda may require the US/friendly psychological operator to divert time, energy, money, personnel, facilities, and other resources to counter it.

The psychological operator must not downgrade enemy PSYOP efforts; he must be aware that he does not have a monopoly on effective psychological operations and credible persuasive propaganda. **Never underrate your enemy** is as true for psychological operations as it is for combat.

The way to success is not a one-way street. The psychological operator must expect that his successful propaganda efforts will bring about an **enemy counterpropaganda campaign**. The results of the counterpropaganda campaign will depend on the effectiveness of US/friendly efforts. An enemy's irrational overreaction may work to the advantage of the US/friendly propagandist.

While US and friendly military, economic, and political sanctions will lessen the will of some members of the enemy forces to fight or the will of civilians to support their government, these same sanctions may strengthen the will of others to resist our efforts. Our propaganda may incite some members of a selected target audience to greater antagonistic effort.

Authoritarian governments are prone to overact; this may work to the benefit of the US/friendly propagandist. Overaction by blanket prohibition will generally help the US psychological operator. It will lead people who are naturally curious to take risks to satisfy their curiosity.

Prohibition from listening to US/friendly radio broadcasts or watching TV may, in spite of the risks, whet the desire to hear and see what we may have to say or show. Prohibition from reading leaflets, circulars, newspapers, and magazines may lead to a black market in these items.

The propagandist must make the target audience's risks worthwhile by disseminating propaganda that appeals to their needs and interests and helps them alleviate their situation.

If US actions are honorable and humane and its accompanying propaganda credible, acceptance by a few may lead to a bandwagon effect, and hostility may decrease. The effects of a sound, complete message (actions and words) can be contagious.

Resistance to Propaganda

The first step to overcoming resistance to propaganda is to determine the reasons why it is resisted. This may require thorough background research into the history of the target audience whose values, culture, and present conduct have a historical basis. All groups, cultures, and societies have events in their history that are particularly significant and are categorized by key slogans, phrases, events (e.g., Bastille Day in France), and religious ceremonies.

A basic ingredient in overcoming resistance to propaganda is a logical PSYOP plan that is **culturally accurate**. The most detailed PSYOP plan in the world is utterly useless if it is not appropriate to the environment, conditions, and culture of the target. Each target group is susceptible to specific appeals. A plan that considers the uniqueness of its target will, when implemented, more readily overcome resistance by the target audience.

While words may make promises, actions concretely prove intentions. A major role of the psychological operator is to communicate word of the **implementing efforts**.

Everybody likes a winner. This works to the advantage of every psychological operator. Success and victory have a bandwagon effect in that they bring more adherents to the cause. The greater the success or victory, the greater and more assertive the PSYOP campaign should be to **exploit the success or victory**. The uncertain and wavering will join the victorious cause. The ties of the strongest adherents to the losing side will weaken. Good PSYOP enhance the effects of victory and success.

PROPAGANDA LIMITATIONS

The following factors place limitations upon the effectiveness of PSYOP and propaganda:

Political

Political situations and conditions may be such that the aspirations of the target audience cannot be fulfilled. National policy may preclude offering even token fulfillment. Complete agreement among allies is seldom attained on policy affecting their goals, national interests, and courses of action. Conflicting needs of other agencies of government operating abroad and military necessity may make policy uncertain. This may result in courses of action that reduce credibility and good will below the level desired in psychological operations.

Military

The military situation may be adverse, thereby stringently limiting the use of effective propaganda. Even static military situations restrict the possible effectiveness of PSYOP. Military security may limit the use or timing of potentially sound and effective themes and messages.

Audience

Target audiences are suspicious. Under the adverse conditions in which they generally exist, they have every reason to be. Being suspicious, they are not disposed to believe that the propagandist really has their interests at heart, or even that his interests are compatible with theirs. Because of historical, social, cultural, and language differences, the target audiences may not respond to the propagandist's line of reasoning. Because the enemy regime has greater access to the people under its control, it can interpose barriers that will limit or destroy any chance of communication between the propagandist and his intended target audience. In addition to technical communications barriers, extensive political and security police organizations that control communications can impose sanctions on the intended audience.

Personnel

Ultimate success depends upon dedicated, proficient personnel who can do the job. Unfortunately, due to scarcity and great demand, they are frequently not available in time of conflict. Equipment is not a substitute for these people.

COUNTERPROPAGANDA

Counterpropaganda is propaganda directed at the target audiences of enemy propaganda; it is designed to counteract enemy or other foreign propaganda and to capitalize on vulnerabilities in their campaign. Through the use of counterpropaganda, enemy campaigns can be either neutralized or minimized. While counterpropaganda is basically defensive to limit the effectiveness of enemy propaganda, it is not so in a negative sense. Using imagination, a psychological operator can, and should, initiate a well-planned, aggressive, and effective counterpropaganda offensive.

USE OF COUNTERPROPAGANDA

The use of counterpropaganda must be based on intelligence, propaganda analysis, and the answers to the following questions:

How will the counterpropaganda affect the overall PSYOP campaign?

What is the current and potential impact of enemy propaganda?

What is the probability of success of counterpropaganda?

The psychological operator must be aware of the danger of becoming so involved in a counterpropaganda campaign that he loses the initiative.

COUNTERPROPAGANDA TECHNIQUES

The technique used will depend upon the current situation and the possibility of success. Some of the most common techniques are:

Conditioning

This involves the use of education and information programs to condition the target audience and thereby reduce the shock effect of anticipated enemy propaganda. This technique reduces susceptibility.

Forestalling

This technique is akin to "immunization." It is the process of counteracting or capitalizing on a subject potentially exploitable by enemy propaganda before the enemy uses it.

Minimizing the Subject

A subject may be minimized by the following techniques:

Emphasize its favorable aspects to the target audience.

Insinuate the entire story cannot be told at present, while suggesting that the full facts will prove the enemy story either inaccurate or totally false.

Briefly mention the enemy story and drop it.

Direct Refutation

This is a point-by-point rebuttal of enemy propaganda. A danger of direct refutation is that it may, by keeping the subject in the "public eye," add strength and possibly credibility to enemy propaganda. Therefore, care must be taken to counter the enemy's story so completely and effectively that publicity will not give it credibility.

Indirect Refutation

Indirect refutation introduces new, relevant themes which refute the enemy propaganda by implication and insinuation. By using this technique, the psychological operator is less likely to reinforce the credibility of enemy propaganda than if he directly refuted it.

Diversionary Propaganda

This is an attempt to divert the attention of the target audience from the enemy propaganda by using new themes or by intensified use of themes that have proven effective.

Imitative Deception

This technique involves the alteration of enemy propaganda so as to give it a different slant, a slant favorable to the United States and its allies.

Silence

The best technique may be to ignore the enemy propaganda, particularly when active counterpropaganda measures may be dangerous or the effect is uncertain. In the event that the enemy theme does not lend itself to successful exploitation, or the subject is not important enough to warrant rebuttal, IGNORE IT--REMAIN SILENT! Before using this technique, the effect of silence upon the public must be weighed.

Restrictive Measures

Restrictive measures may be used to deny the target audience access to enemy propaganda. This, however, calls attention to the enemy output and whets the desire to learn the enemy's story. It thereby encourages the target audience to listen to and read the denied propaganda covertly. Restrictive measures, generally used by authoritarian governments, are never completely effective. Total enforced isolation is virtually impossible. Restrictive measures are not recommended.

Chapter Twelve

12

PSYOP PLANNING

The key to the success of PSYOP, as with any military operation, is adequate planning. The need for detailed, long-range imaginative planning is critical.

To be successful a psychological operation requires:

A complete, detailed, accurate data base arranged for ease of use.

Detailed, timely intelligence.

Centralized control.

Sound and timely planning.

Decentralized execution.

Optimum use of available resources.



CONTENTS

	PAGE
Planning Considerations	12-3
PSYOP Planning Sequence	12-3
Mission Assignment	12-3
PSYOP Estimate of the Situation	12-3
Plan Preparation	12-4
Media Selection	12-4
Propaganda Development	12-4
Pretesting	12-4
Campaign Control	12-4
Posttesting	12-4
Feedback	12-4

12

CONTENTS

Improving the Product 12-6
Avoiding the Counterproductive 12-6
Psychological Objectives 12-7
Themes 12-7
The Message 12-8
Message Structure 12-8

Psychological operations planning is a continuous process requiring imagination and determination. It must be responsive to immediate change brought about by any new condition or circumstance affecting the target audience or the psychological objective. The resulting plan is also subject to change.

The PSYOP **planning process must be flexible**. Targets of opportunity should be exploited as they arise. Opportunities to exploit a vulnerability may be lost by inflexible insistence on implementing the original plan. Vulnerabilities, conditions, target audiences, objectives, and themes often change rapidly due to shifts in events and policies.

Planning may precede or follow the decision to carry out a course of action. Whether the planning precedes or follows the decision, the ingredients are essentially the same for any PSYOP plan. For example, contingency plans follow the same pattern; they cover a variety of situations, such as the end of hostilities, intervention by other nations, the use of new weapons, changes in political conditions, and changes in the military situation. Contingency plans are designed to be implemented immediately upon order when the anticipated and prepared for event occurs.

PLANNING CONSIDERATIONS

Realistic objectives that can be achieved within policy limitation.

Analysis of the existing military and political situation.

Sources of information.

Delineation of the target and its accessibility.

Themes to be used to achieve PSYOP objectives.

Themes to be avoided.

Media to be employed.

Formal staffing and coordination required to effect the plan.

PSYOP PLANNING SEQUENCE

The sequence of steps taken to plan a psychological operation will vary with the situation; however, the same steps apply to any PSYOP planning. The flow and sequence of major PSYOP actions which occur in both PSYOP units and staff sections are shown in figure 12-1 to guide those involved in planning and supervising psychological operations.

As a first step, PSYOP personnel constantly gather information relevant to the area of operations. This intelligence focuses on subjects of PSYOP interest. The material, gathered from numerous sources and analyzed, is placed in a Basic PSYOP Study (BPS). (For a detailed discussion, see chapter 14 and appendix C.)

Target analysis is a major action in campaign development. It is an examination of intelligence to permit the analyst to establish a list of psychological objectives to guide PSYOP personnel in conducting psychological operations. (For a detailed discussion of target analysis, see chapter 14 and appendix F.)

Mission Assignment

A PSYOP support mission can be given to a PSYOP unit at any time during the PSYOP planning sequence prior to the initiation of campaign control. Upon receipt of a PSYOP mission, the PSYOP personnel follow the routine decisionmaking steps outlined in FM 101-5.

PSYOP Estimate of the Situation

The ACofS, G5 is responsible for the preparation of the PSYOP estimate of the situation (appendix D). The commander's decision regarding PSYOP support of the mission is made from this document. The estimate should, above all else, make clear the psychological impact of the commander's proposed courses of action.

Plan Preparation

After the commander announces his decision, the ACofS, G5/S5 prepares plans/annexes tasking the major subordinate elements with the responsibility to accomplish the PSYOP tasks. The same plans provide the commander with sufficient PSYOP support to accomplish the tasks. The PSYOP unit commander makes recommendations for the employment of the PSYOP assets.

Media Selection

Selection of media to transmit messages is based on the information revealed during target analysis. The analysis determines the type of media that is acceptable and credible to the target audience. (See chapter 17 for further discussion.) The planner must also consider the availability and mechanical capability of the media to deliver the message. For example, if television is selected, the audience must have access to compatible receivers. Early in the planning stage, consideration must be given to the time required for production and delivery. The message must be delivered at the needed time.

Propaganda Development

Propaganda development is the process of taking information, knowledge, and material available, visualizing it all, and expressing it as artwork, words, symbols, texts, manuscripts, and actions.

Pretesting

A pretest to determine the probable impact of PSYOP material upon the target audience and unintended audience should be accomplished using the appropriate techniques. The best sounding board for pretesting is a cross section of the target audience. If these people are not available, a panel of those most similar to the target audience should be used. (See chapter 11 for techniques.)

Campaign Control

Campaign control involves the production and dissemination of PSYOP material. For a discussion of campaign control see appendix G.

Posttesting

Posttesting and pretesting techniques are the same, but the same personnel must not be used on both testing procedures. In addition, posttesting discussions must be concerned with the reasons for audience responses.

Feedback

This is the basis for modification of plans and operations.

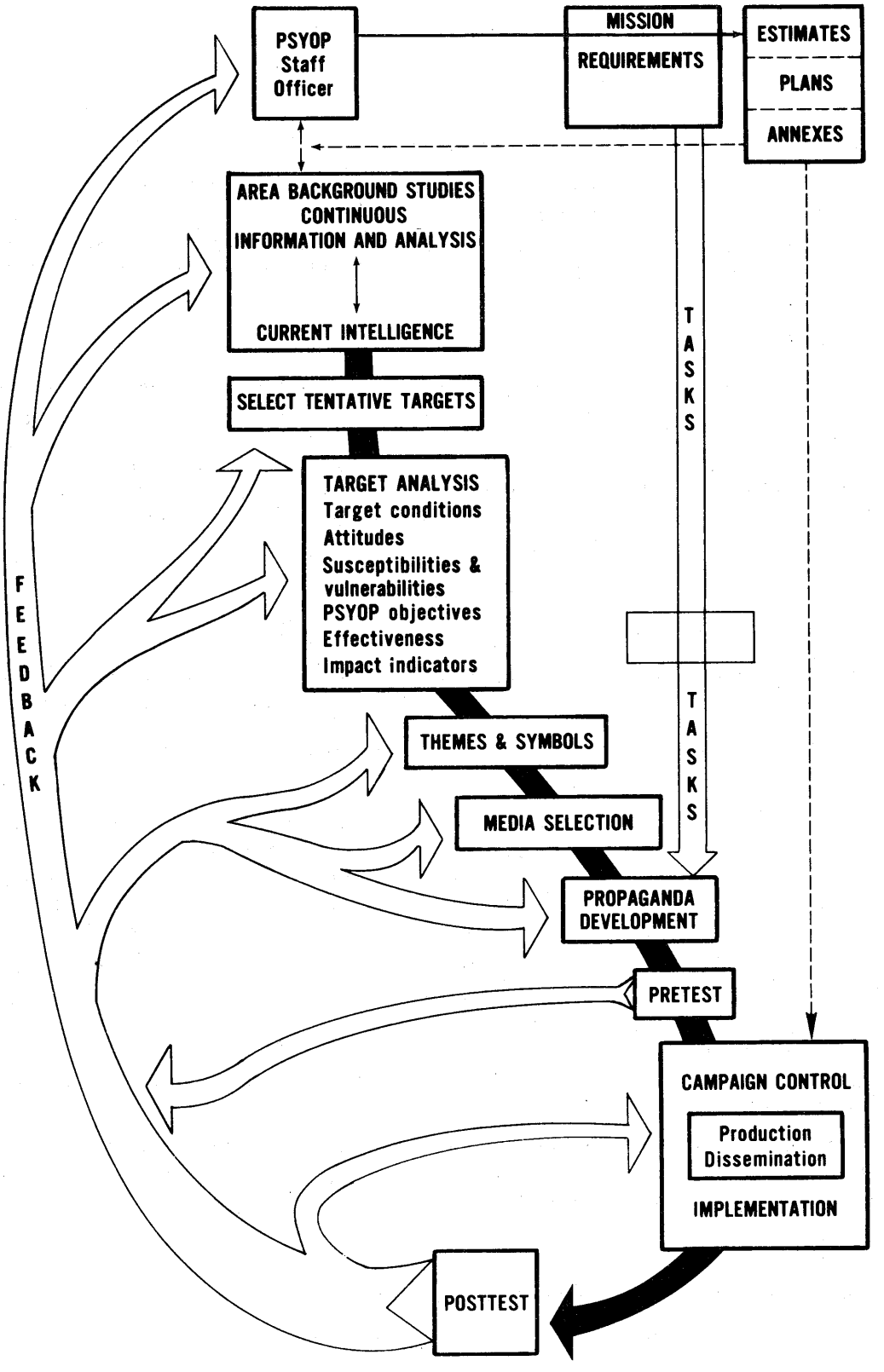


FIGURE 12-1

PSYCHOLOGICAL OPERATIONS FLOW

IMPROVING THE PRODUCT

Successful propaganda is both credible and persuasive. Building credibility requires consistency and time. Of the many factors entering into the establishment of credibility, one of the most important is an accurate target analysis. Credibility will be enhanced when the themes relate to the needs and wants of the target audience and are kept within their frame of reference. Experience indicates that the persuasiveness of propaganda to a hostile audience is increased when the propaganda is objective and indirect--the more hostile the audience, the more objective and indirect the propaganda.

Personal messages for delivery or transmission to individuals or groups in a target audience by a former associate or relative should contain intimate details known only to the source. They should be a means of identification to the intended audience.

In addition, the source must be clearly identified with sufficient information so there is no doubt as to his identity. This reinforces the credibility of the message.

AVOIDING THE COUNTERPRODUCTIVE

The following statements apply in limited, general, and cold war:

In a foreign internal defense situation, avoid propaganda that places the host country in a secondary position. US Army psychological operations support host country efforts.

Do not use terms, weights, or measures that are foreign to the target audience.

Do not translate directly from English to a foreign language. Instead, give the linguist an idea or concept and have the concept phrased in the local language.

Do not add credence to enemy propaganda through words or actions.

Make definite positive statements. Avoid the negative. Do not appear uncertain.

When preparing messages for dissemination, follow the rule **any statement or action that can be misinterpreted will be misinterpreted**.

Do not distribute propaganda that can be easily altered by the enemy to their advantage.

Avoid themes to which host country and enemy troops are equally vulnerable.

Do not insult or anger the target audience. Keep their minds open and their emotions friendly.

Do not use strong threats. Use threats only to meet or arouse a need, and present them as facts.

Do not give free publicity to enemy atrocities in the host country.

Use enemy atrocities to gain sympathy abroad.

Keep all promises; if uncertain of ability to deliver, don't promise.

Security permitting, warn civilians of impending artillery fires, naval gunfire, and aerial bombardment.

PSYCHOLOGICAL OBJECTIVES

A psychological objective is derived from the mission. It may be a single step or a series of steps designed to lead the target audience toward the behavior or attitude desired to accomplish the PSYOP mission. Changes in conditions may bring about changes in psychological objectives.

Psychological objectives are classified as:

Cohesive. Those whose achievement would strengthen or more closely unite the society or target group.

Divisive. Those designed to separate the individual from his group, separate a group from other groups or a society, or disorganize a group or society.

THEMES

A theme is a subject, topic, or line of persuasion used to achieve psychological objectives by exploiting existing vulnerabilities. Themes are the bridge between propaganda opportunity and the response which the psychological operator is trying to elicit.

Each theme should stand alone. It must, however, be coordinated with all relevant agencies to insure consistency and support for national objectives and policy.

Each theme should deal with only one subject. Do not complicate a theme by trying to achieve several objectives. Use separate themes for each objective.

Themes should be selected to persuade the target audience to adopt the course of action wanted by the psychological operator. The audience is motivated by telling them what action is desired, why it is desirable to them, and then showing how it fulfills their needs. Do not use negative themes to achieve positive action, as they tend to be counterproductive.

Make surrender/defector appeals on safe-conduct passes. Insure that the leaflets on which the appeals are made state that they are safe-conduct passes.

State that surrender may be made without a pass.

Stress that surrender may be made to any unit.

Inform all US/friendly units of the surrender/defection policy, so that those enemy who try to surrender or defect are not shot in the attempt.

Defection and desertion appeals are used to encourage individuals or groups among enemy forces to place personal considerations above group interests. Desertion/defection appeals should give absolute, specific assurance of good treatment, and cite honorable and worthy reasons for desertion or defection. When appropriate, use defectors to criticize their own government and military forces. Their message is personal and will have a greater effect than that of outsiders.

Family appeals are very effective, but should be disseminated in the enemy area only; if they are circulated where friendly troops prevail, they may cause desertion among host country troops.

Explaining the presence of foreign troops in the country is a major task. Items prepared to explain this presence should be pretested extensively to insure they cannot be misinterpreted as boasting. Similarities of culture and national goals between the host country and the US should be stressed. Differences between the host country/allies and the United States should be deemphasized.

THE MESSAGE

A propaganda message is a communication with the purpose of bringing about an action and an attitude. Before it can accomplish its purpose, it must get a hearing by the designated receiver (target). In brief, **a message must be received, be understood, be believed, offer a solution, and bring about a desired result.**

Given a policy, intelligence, a target, themes, and appraisal of the desired results, the propagandist composes his message. He must construct, time, and transmit his message so that, even though in competition with considerable other material being presented to the target, it gets a hearing. The target must understand the message and give it the interpretation intended by the propagandist.

A propaganda message must arouse or stimulate needs. It must cause an action or bring about an attitude desired by the propagandist. This requires that the message tell the target how to satisfy its needs--by following the course of action desired by the propagandist. This, in turn, requires that the actions (urged openly or implied) be appropriate and important to the target. In order to get the action or attitude desired, the message must, in the opinion of the target, offer the best solution (or the only logical one) toward solving the problem addressed or in fulfilling target needs.

In essence, the propagandist must take all necessary steps to assure that the action he desires will succeed and that the action he does not desire will have the least opportunity to appeal to the target; i.e., that the undesired action will fail.

MESSAGE STRUCTURE

The propaganda message should be clear, concise, and coherent--a precise item without extraneous material; everything in it must contribute to the whole message, providing a coherent flow without the use of filler material.

In preparing a message or line of persuasion, avoid abstractions if possible. Make maximum use of specific and factual examples and photographs.

If abstractions are used, define them in the simplest terms.

Relate the message to the everyday life of the audience.

Since the target is suspicious and will look for hidden unfavorable meanings, insure that only one interpretation, the intended one, can be given each sentence.

Since the target has a different background and frame of reference, do not use unfamiliar idiomatic expressions or jargon.

Use clear and complete statements.

Develop thoughts in the logical sequence of the language used by the target audience. Do not leave any thoughts for the target to fill in. The key question to ask is, "Does the audience understand what it means?"

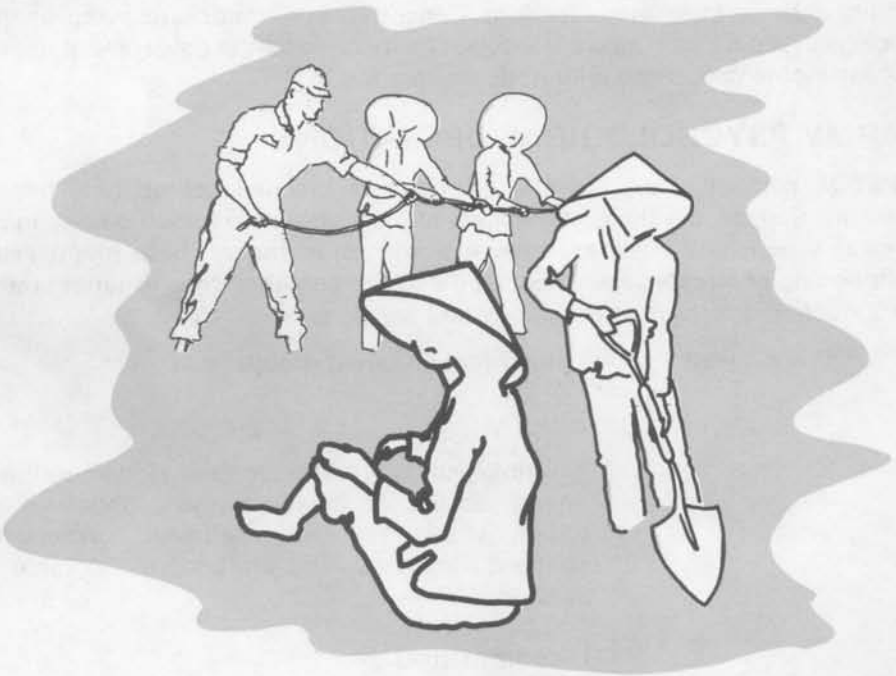
Use the level of language that is correct for the literacy level of the target audience. For semiliterates, it is best to use their regional dialects and idiomatic expressions.

Chapter Thirteen

13

CONCEPT OF EMPLOYMENT

In war, the side which most effectively influences the psyche of man will have the strategic advantage, fight the better fight, and win the victory and the peace.



CONTENTS

	PAGE
Role of Psychological Operations	13-2
US Army Psychological Operations	13-2
National Objectives Abroad	13-3
Major Military Objectives	13-3
Limitations	13-3
Major Operational Considerations in Structuring a PSYOP Force	13-4
Mission	13-4
Targets	13-5
Media	13-5
Logistics	13-6
Control	13-6
Language	13-6
Foreign National Augmentation	13-6
Foreign Personnel Available	13-7
Role of Foreign Personnel	13-8

13

ROLE OF PSYCHOLOGICAL OPERATIONS

Psychological operations are interrelated with national, ideological, economic, foreign, and military activities. They establish, maintain, and reinforce the effect and credibility of these integrated functions. Concerted, systematic, and comprehensive psychological programs support US military services and the government agencies and departments concerned with national security.

US ARMY PSYCHOLOGICAL OPERATIONS

PSYOP personnel support and complement planned operations. They also assure that the psychological impact of planned and executed operations and military activities are made known to the commander. These might include stationing of forces, deployments, official and personal troop expenditures and conduct, and storage of munitions and weapons.

PSYOP are aimed at three major foreign target groups:

Enemy

Psychological operations attempt to demoralize the enemy soldier or hostile civilian, undermine his cause, obtain favorable behavior, and develop opinions, emotions, and attitudes to reinforce that behavior.

Uncommitted

Psychological operations must develop favorable behavior in the uncommitted and reinforce favorable opinions, emotions, and attitudes.

Friends

Psychological operations must keep friendly groups and individuals assured of the eventual victory.

NATIONAL OBJECTIVES ABROAD

In the area of foreign policy, psychological operations may have the mission of supporting political objectives, gaining support and cooperation of neutral countries, strengthening or weakening alliances, deterring nations from aggression, and bringing about the final surrender of the enemy.

MAJOR MILITARY OBJECTIVES

Joined with the persuasive psychological pressures generated by combat situations, PSYOP can help to lower enemy morale, reduce combat efficiency, encourage defection and desertion, participate in deception operations, and add a multiplier effect to existing forces to bring about more efficient accomplishment of the mission.

Lower Enemy Morale

Sustained use of PSYOP stressing unfair treatment of ethnic, economic, social, political, and regional groups or minorities can produce a divisive and depressing effect upon the morale of enemy units and the civilian population. Exploitation of a deteriorating enemy military and political situation can also accomplish this.

Reduce Combat Efficiency

Steady psychological attacks upon morale, integrated with other military operations, can lower the combat effectiveness of enemy troops. This may be done by emphasizing the growing strength of allied forces, the lower civilian morale, enemy combat defeats, and destruction of enemy industrial capacity.

Encourage Defection and Desertion

Enemy soldiers subjected to psychological operations over extended periods can be induced to malinger, desert, defect, fail to perform their duties effectively, fight dispiritedly, and surrender.

Deceive

PSYOP can support tactical deception plans of the commander; e.g., convey deceptive information. But no deceptions which are contrary to the law of war (e.g., broadcasting falsely that an armistice or cease-fire has been agreed upon) will be conducted. Use of deceptive information requires that subsequent effects on the future credibility of PSYOP information be carefully considered.

These objectives are attained by propaganda and deliberate actions with planned psychological impact. Any means of communication may be used to deliver the message. Whether used singly or combined, the entire communications effort must be centrally coordinated and integrated. Messages may be transmitted overtly or covertly.

LIMITATIONS

The psychological operator must be aware of and overcome the limitations of PSYOP. These include:

Enemy Countermeasures

The effectiveness of PSYOP is limited by the enemy's ability to use political and military sanctions against people within its territory and its ability to intercept

communications, emanating both within and beyond its boundaries, aimed at people within its territory. Enemy counterpropaganda will also act as a damper against US/friendly psychological operations.

Incomplete Information

Lack of or incomplete information will limit the number of vulnerable targets.

Difficulty Evaluating Effects of Own Propaganda

Stringent enemy restrictions on news, public discussions, and travel limit accurate assessment of US/friendly PSYOP efforts.

Lack of Coordination

A lack of planning and operating coordination between military units, headquarters, and services and between civilian and military agencies will limit and adversely affect US/friendly PSYOP.

Lack of Qualified Personnel

Effective PSYOP require dedicated, imaginative people who know the language and customs of the target audience and are familiar with the political, economic, social, psychological, and ideological conditions of their society. Such people are scarce.

Law of War

The psychological operator is limited in his actions and words by the proscriptions (listed in FM 27-10) of the laws of war set forth in the Hague Conventions, Hague Regulations, and Geneva Conventions of 1949, and other sources. These proscriptions constrain the actions of the United States in conflict situations and must be observed by US military personnel.

MAJOR OPERATIONAL CONSIDERATIONS IN STRUCTURING A PSYOP FORCE

MISSION

The PSYOP mission is derived from that of the supported force; therefore, the mission of the supported force is the major factor in structuring a PSYOP force.

Realistic appraisals must be made of PYSOP capabilities within the limits of national policy and command directives, and available personnel and material resources. The ability to plan and execute a PSYOP campaign may be limited by a number of factors, such as:

US/friendly nation national policy.

The realities of unit, service, or agency priorities.

United States vis-a-vis friendly nation priorities.

Deficiencies in number and quality of personnel.

Lack of and deficiencies in material resources: facilities, equipment, parts, and supplies.

TARGETS

The primary targets of PSYOP are groups: political, social, economic, cultural, ethnic, racial, religious, military, intellectual elites, farmers, laborers, government employees, white collar workers, etc. But knowing your target is not enough; the type of media through which the target audience can be influenced must also be known.

Accessibility of the target will determine the type of campaign to be implemented and the propaganda mix. The major factors determining target accessibility are political, geographic, literacy rate, and communications media available to the source and to the target. These factors play a key role in determining the type campaign to be implemented and the media mix.

MEDIA

Among the major factors determining the proper media mix are the present or anticipated political situation, geographic restraints, the literacy rate, and the availability of a particular medium. National sovereignty, national policy, international relations, the location of the target within political boundaries, and whether the target is under US, friendly, enemy, or neutral political control must be considered.

The geographic area of operations is as important in planning and executing a psychological operation as it is for all other operations. The location, climate, physical features (large bodies of water, high mountains, extensive desert, swampland, vast plateaus, low mountain ranges, great prairies, etc.) not only determine the type of propaganda that can be disseminated and the means, but, more important, the type, density, and availability of target audiences.

The psychological operator must keep in mind that within a geographic or political area, the literacy rate of target groups may vary from almost complete illiteracy to complete literacy. The literacy rate of the target audience will determine whether printed material should be distributed, and, if so, what type. It will determine the type of radio, television, audiovisual, and theatrical programs to be presented as well as the level and type of interpersonal (face-to-face) communications.

While the most effective medium is face-to-face communication, major reliance must be placed upon use of mass media in PSYOP campaigns. Logistical considerations and message authenticity and credibility force the PSYOP planner and operator to look to "on-the-ground" facilities, equipment, personnel, and supplies.

Use of local media: Policy, agreements, and legal contracts must permit the use of local mass media resources, and funds must be available to obtain their use.

Except for normal business agreements and contracts, use of local mass media resources in foreign areas requires joint US/HC approval. Legal clearances must be obtained before planning for, or attempting to use, local media.

Availability of receiving equipment: Two of the major mass media, radio and television, require both transmitting and compatible receiving equipment.

It is not enough to know that radio and television equipment are available (and perhaps in widespread use). The planner and operator must also know whether they are compatible with his transmitting equipment. He must know whether the equipment in the hands of the target will receive the message. For example, radio communications

may be under strict, closely policed government control, which limits radio receivers to a single government channel. It may not be feasible nor economical to slide into this channel. Thus, radio cannot be used.

Television: Throughout the world, there are several television transmission systems requiring specifically designed receivers: the receivers compatible with one particular system are not compatible with others.

LOGISTICS

Use of locally available supplies not only lends authenticity to propaganda, but also alleviates the logistical burden of transoceanic or transcontinental shipment. The best sources for locating local material are indigenous people who have worked in the communications field. US and host government and private personnel and agencies can render great service in locating facilities, equipment, and supplies.

In an overseas operation, the breakdown of a simple part may put a vital piece of equipment out of operation for months. If locally produced equipment is used, parts are usually readily available for installation, thus reducing the downtime. Maintenance is always a factor in using complex mass media equipment. Use of locally manufactured equipment that can be readily repaired by indigenous mechanics who have been factory or dealer trained simplifies maintenance problems and eliminates the costly, nonproductive process of training local mechanics to repair unfamiliar US-produced equipment.

CONTROL

The missions and location (geographic spread) of supported units must be considered in determining the management responsibilities of PSYOP command and control personnel. Supported forces may be so widely spread out that additional PSYOP command and control personnel are required. Due to the nature of PSYOP management (central policy guidance with decentralized execution), the span of control must not be strained. An overly wide span of control can result in an uncoordinated policy that is counterproductive to psychological operations.

LANGUAGE

Spoken and written languages must be authentic. The final product of propaganda reaches the target as language, written or spoken. It is not enough that the language be scholastically accurate. It must also be currently authentic for each target group. This is particularly true of dialects. The target subconsciously weighs the language used; if it isn't authentic, the message fails.

FOREIGN NATIONAL AUGMENTATION

Augmentation is the rule rather than the exception. The US soldier who can get the message across to a foreign target audience is a rarity. Communications, even between people having a common language, heritage, and way of life, are less than perfect. The problems of communicating are compounded in intercultural communications with differing basic concepts of time, divergent core values and objectives, and different interpretations of phenomena and meanings of words. The job can best be done by local nationals or persons formerly resident in a target area (or among a target group) long enough to acquire the cultural traits of the target.

Knowing the language of the target audience does not mean a person has a thorough understanding of the target. For effective PSYOP, the psychological operator must have complete empathy with and be totally immersed into the total current environment (life) of his target audience. His background must enable him, intellectually, emotionally, and culturally, to visualize the circumstances of the target audience from their point of view, situation, and condition. He must know what is most important to the target audience at the particular time his message reaches them. **He must know his target thoroughly.**

The spectrum of requirements for foreign personnel augmentation ranges from idea men, researchers, writers, professional communicators, administrators, artists, and announcers, through translators/interpreters, technicians, artisans, and skilled personnel, to maintenance and service personnel, skilled, semiskilled, and unskilled workers. It may be difficult to find a sufficient number or any persons who have the required education, ability, expertise or skills to meet the needs of the unit. One possible means of overcoming this deficiency is to break the requirement or job into simple components as is done on industrial mass production lines.

Foreign social scientists required to learn the psychological characteristics of a target audience may be unavailable. In this case, empirical observations may be taken from policemen, reporters, political figures (mayors, village or tribal chiefs, etc.), doctors and other healers (shamans, witch doctors, nature healers, etc.). Use of this technique enables the psychological operator to meet a practical need by practical means, with realistic feedback having a practical use.

The idea man must have an intimate, firsthand knowledge of the target people. He must project himself into the target area. He should be well educated by practical experience and background. If he does not have a better than normal education, he must be well read and have an intimate contact with a broad spectrum of the target. Above all, he must know how to put ideas into words, symbols, pictures, and action. In addition:

He must know how to write.

He must be able to make people react.

He must anticipate the reactions of his target.

He must be politically aware.

He must be fluent in the language or dialect of the people.

He must have empathy with the target.

FOREIGN PERSONNEL AVAILABLE

There are three basic sources of foreign personnel:

Local hire.

The majority of foreign personnel employed will be locally hired civilians.

Seconded government personnel.

Another source will be host country government employees whom the host country makes available for use.

Host country military personnel.

A third, excellent source is indigenous military personnel. These individuals who may function across the entire spectrum of PSYOP skills can be more readily deployed and be used in more dangerous areas than civilians.

Another source of foreign personnel is third country nationals. Use of these people may be limited because of potential friction with host country nationals and possible legal problems. They may be limited to a few otherwise unobtainable experts and used for only short periods. In some cases, third country personnel could be nationals of close allies of the host country, and their use would thus pose no particular problem.

Authorization for use of host country personnel is generally proscribed in US/HC agreements and by theater directives. The agreements and directives spell out the precise details of employment--how, when, and where the personnel may be used; wages, bonuses, and other compensation; vacations, leaves, health, and fringe benefits; meals and other privileges; and termination compensation.

ROLE OF FOREIGN PERSONNEL

Almost all propaganda material will filter through the foreign augmentation personnel--from the raw material received as unprocessed information, through the processing stage, to final dissemination and presentation to the target audience--whether as propaganda acts or deeds, interpersonal communications, audio, visual, audiovisual, or printed propaganda.

This is true throughout the entire spectrum of conflict and psychological activities--in pursuit of strategic or tactical objectives; in consolidation operations, FID, UW, or PW operations; or in advisory, training, and assistance missions.

Security Clearances

Ideally and normally, foreign augmentation personnel must be investigated and cleared by appropriate host country and US security agencies. (This is also by US/HC agreement.) Circumstances may arise, however, when personnel may be hired who do not have the desired personnel clearance. The US psychological operator must be aware of the security requirements and procedures and must adhere to the letter and spirit of directives and regulations covering this facet of his responsibilities.

Allegiance of Foreign Personnel

Foreign augmentation personnel owe primary allegiance to their own country, political entity, region, ethnic group, culture, and self-interest. Such allegiance will undoubtedly take precedence over that given to the United States. Normally, allegiance to the United States will extend to those areas and to the extent that the US interests coincide with those to which the foreign personnel give primary allegiance. This may best be summarized by a statement of a foreign employee: "... after all, you Americans must realize that I must live and work here after you are long gone."

Conversely, some local augmentation personnel take on a US orientation (coloring), identifying primarily with their US employer. In so doing, they lose their local perspective (so vital to the success of the operation), perceiving the local target audience from a pseudo-US point of view. The work of such personnel loses its original, essential authenticity and accuracy. This situation sometimes cannot be avoided, and it is difficult for the person(s) having assumed this point of view to regain their original perceptions. Members of host country minorities and of outgroups are particularly prone to this type of identification.

A third, not uncommon, situation is that in which foreign augmentation personnel attempt to "please" the US Army psychological operator, by producing work or a propaganda product which they believe he desires, regardless of its authenticity, accuracy, or potential effectiveness.

Constant Evaluation Required

Because of the problems inherent in intercultural production of propaganda, and the absolute need for authenticity and accuracy, the work of foreign augmentation personnel requires continuous, objective evaluation and cross checking. This must be done to assure that themes are appropriate, symbols correctly interpreted, cultural and social factors accurately evaluated and placed in proper perspective, and that messages are relevant to the interests and frames of reference of the target audience and the psychological objectives.

Duties and Responsibilities of US Personnel

The use of foreign augmentation personnel in the most sensitive and important positions and duties, and in the most menial, does not relieve the US Army psychological operator of any of his supervisory responsibilities or duties; of his responsibilities for assigned tasks, objectives, or missions; nor of his security responsibilities.

On-the-Job Training

Among the major responsibilities, and one whose fulfillment will pay great dividends, is that of implementing an on-the-job training program for local employees. Not only does it build esprit de corps, but it also results in greater efficiency, a better product, and less downtime equipment. It builds a cohesive organization that gets the job done.

Chapter Fourteen

INTELLIGENCE FOR PSYOP

14

Effective psychological operations are dependent on the availability of timely, continuous, accurate, detailed intelligence at all levels of command. Only with timely, accurate intelligence can target audiences be identified and analyzed, effective PSYOP campaigns implemented, and persuasive messages prepared and disseminated. The major areas of intelligence activities in support of psychological operations are:

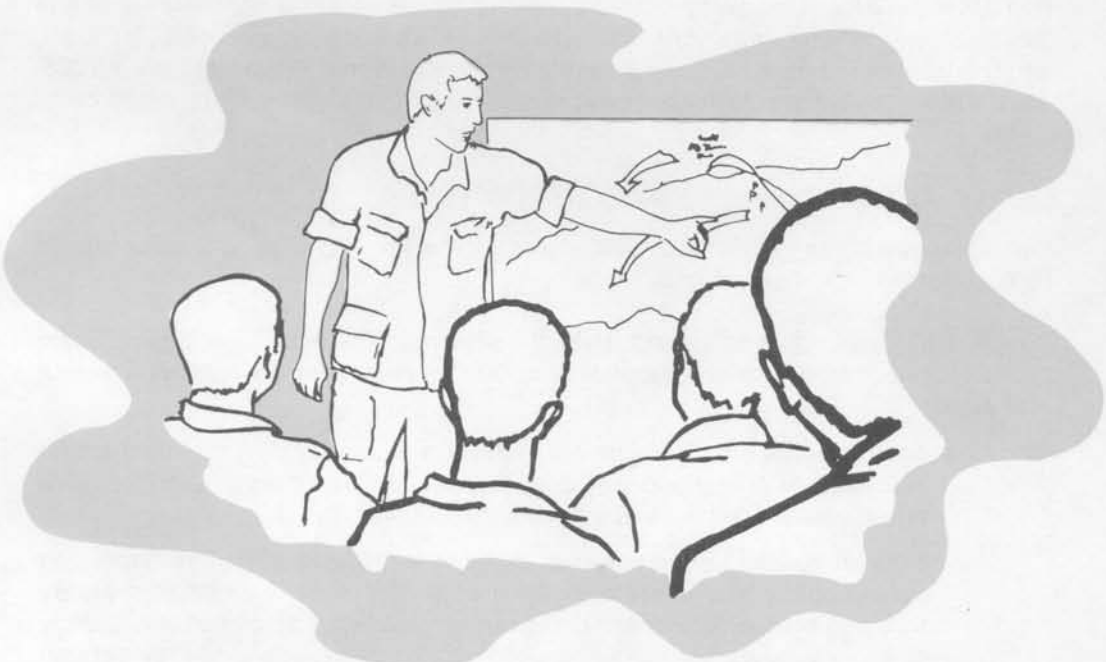
Research

Target Analysis

Propaganda Analysis

Effects Analysis

Improperly conducted intelligence activities can cause PSYOP campaigns to fail. Target groups may be incorrectly identified, vulnerabilities not properly perceived, inappropriate themes selected, incorrect media chosen, and improper dissemination techniques used.



CONTENTS

	PAGE
Types of Intelligence for PSYOP	14-2
Categories	14-2
The Intelligence Process	14-3
PSYOP Estimate of the Situation	14-3

14

Differences Between the BPS and the Estimate of the Situation 14-4
Organization to Support PSYOP 14-4
Essential Elements of Information and Other Intelligence Requirements 14-4
Intelligence Activities 14-6
Basic PSYOP Study 14-6
Intelligence Analysis 14-6
Target Analysis 14-7
Propaganda Analysis 14-7
The Relationship of the PSYOP Intelligence Officer With the Intelligence Staff Officer, G2/S2 14-7
Sources of Information and Intelligence 14-7
Intelligence Collection Requirements (ICR) 14-7
Interagency Document Request 14-8
DIA Dissemination Center 14-8
Need for Specific Information 14-8
Written and Human Intelligence 14-8
Liaison 14-9
PSYOP Automated Management Information System (PAMIS) 14-9
Target Analysis 14-10
Steps in Target Analysis 14-11
Factors Which Contribute to the Failure of PSYOP 14-15

TYPES OF INTELLIGENCE FOR PSYOP

PSYOP require information concerning or affecting the attitudes and behavior of any target group, military or civilian. This includes information on the social, political, economic, psychological, and ideological environment within the target area. PSYOP have the same combat intelligence requirements as other elements of the force.

CATEGORIES

Intelligence required by PSYOP is divided into two categories: area, special, and basic PSYOP studies; and current data.

Area, Special, and Basic PSYOP Studies: The area, special, and basic psychological operations studies of countries represent an established data base.

Area studies are descriptive in nature and are written for the specific purposes of the proponent agency (e.g., unconventional warfare, civil affairs, etc.). They are usually updated periodically.

Special studies are conducted in response to special requirements and generally contain information of greater depth than other studies. By focusing on one aspect of a country or society, special studies can identify communications patterns and potential target groups, and may contain indicators of the effectiveness of previous PSYOP. They are usually updated on an as-needed basis.

Basic PSYOP studies (BPS) are oriented toward issues of PSYOP relevancy in given countries or areas. They are updated periodically according to priorities established by JCS. A basic PSYOP study, in conjunction with the National PSYOP Policy, is then used as a basis for tactical PSYOP programs. Potential target groups are identified in the BPS.

Current data is used to analyze and select specific target audiences and to determine their susceptibilities. Current tactical intelligence is the information needed to conduct day-to-day operations successfully. It is used to:

Determine PSYOP essential elements of information (EEI) and other intelligence requirements (OIR) which will later become part of the overall collection plan in conjunction with the operational plans and needs of the supported commander.

Select themes.

Provide a basis for developing messages.

Supplement and amplify existing background data to pinpoint vulnerabilities.

The intelligence required to conduct PSYOP is generally obtained from **unclassified** material. Most of it comes from newspapers, magazines, books, academic journals, studies, and foreign broadcasts. Information obtained through military channels is often classified, not because of the sensitive nature of the material but to protect sources or to conceal the fact that military intelligence personnel are interested in certain unclassified, easily obtained information.

Most of the information in intelligence reports classified for the latter two reasons can be found in unclassified references, and these references should be used as much as possible. Although classified information cannot be used, it is useful as background and reference material.

THE INTELLIGENCE PROCESS

The intelligence process is generally the same for PSYOP as for any other activity requiring intelligence data. PSYOP intelligence needs are integrated into the intelligence efforts of the command by the staff intelligence officer (G2/S2). The PSYOP staff officer and PSYOP units use established intelligence channels to obtain intelligence. They also collect information for the command.

A PSYOP unit has an organic research and analysis (R&A) section to process information. It also collects intelligence during operations when teams are engaged in face-to-face communications. **There is no fixed PSYOP organization to collect intelligence.**

For PSYOP to be effective, qualified PSYOP and intelligence personnel must work together as a team. Individuals with a social science or political science background are ideal; however, training and experience are often more important than educational background.

PSYOP ESTIMATE OF THE SITUATION

Intelligence is needed to form a realistic PSYOP estimate of the situation. This document (or thought process) is designed to determine the best course of action. The estimate of the situation is the end product of the R&A process. It gives a current picture of potential vulnerabilities, susceptibilities, and the psychological impact of the proposed courses of action. The estimate may be written or presented orally. It is normally prepared after receipt of the commander's mission and is based on the commander's planning guidance.

The PSYOP estimate of the situation is valid only for the specific area for which it is prepared.

Since conditions change with events and time, it must be continuously updated as changes occur. Also, different estimates will be needed for operations in different areas. (See appendix D.)

DIFFERENCES BETWEEN THE BASIC PSYOP STUDY AND THE ESTIMATE OF THE SITUATION

The Basic PSYOP Study

The BPS is a detailed background document which describes the PSYOP-relevant vulnerabilities, characteristics, insights, and opportunities that are known about a country susceptible to exploitation.It contains all known political, social, military, and economic factors relevant to PSYOP, the psychological implications, and possible ramifications. It provides sufficient information on a country to prepare and conduct a PSYOP campaign. It is a source document for preparation of the estimate.

The PSYOP Estimate of the Situation

The PSYOP estimate of the situation portrays the current situation in the target country and considers any specific tactical mission or planning guidance.

ORGANIZATION TO SUPPORT PSYOP

To perform adequately the intelligence research and analysis functions required to conduct PSYOP, the intelligence personnel assigned to PSYOP units should be functionally organized. A suggested type organization could include:

Research desks, each staffed by one or more people, with primary responsibilities for areas or regions. Activities include propaganda analysis, preparation of BPSs, target analysis, and furnishing information to support media output. Desk personnel should perform quantitative and qualitative propaganda analysis and establish research files.

An Effects Analysis Section, which is generally concerned with analyzing the effects of US PSYOP on the enemy. It may also be concerned with the effects of enemy PSYOP. Some specific duties should include pretesting and posttesting, review of intelligence reports for signs of enemy reaction to US PSYOP, analysis of captured directives and documents, and the conduct of attitude surveys.

An Editorial and Production Section, which prepares PSYOP material for printing.

A Collection and Publication Section is recommended. It would function as a reference library and distribution center, acquiring, storing, routing, and disseminating all documents in the unit.

ESSENTIAL ELEMENTS OF INFORMATION (EEI) AND OTHER INTELLIGENCE REQUIREMENTS (OIR)

(See FM 30-5)

Essential elements of information are the critical items of information regarding the enemy and his environment needed by the commander by a particular time to relate to other available information and intelligence in order to assist him in reaching a decision.

Essential elements of information consist of a series of specific and pointed questions designed to get the information needed on target groups. These questions should cover the basic psychological, sociological, politicomilitary, and economic environment of the area and target, such as:

Attitude of target toward present situation.

Complaints.

Ethnic origin.

Frustrations.

Languages used.

Problems.

Tensions.

These are just a few of the areas about which definite information must be obtained before the vulnerabilities and susceptibilities of the target group can be determined.

Other intelligence requirements derive from command requirements which do not qualify as EEI and from staff requirements. OIR consist of information (other than EEI) on other capabilities, vulnerabilities, and characteristics of the area of operations which may affect the accomplishment of the mission.

Many of the EEI and OIR are of a recurring type, even though the subject (target group) may vary. The areas above can and should be broken down into subelements when developing EEI and OIR.

The intelligence officer developing the requirements should not assume that the collectors know the situation and what information to seek. For example, the EEI/OIR needed on a hostile civilian population will differ from the EEI/OIR needed on enemy troops. The requirements should be explained as clearly as possible and coordinated with other sections involved. Coordination should be effected with the PSYOP sections involved in planning operations, preparing and disseminating media, and developing PSYOP campaigns, to insure that their information needs are included. (For formulation of EEI and OIR, see p. 4-1, para 4-2; p. 4-2, para 4-5; and index, FM 30-5.)

Vulnerabilities and susceptibilities of the target are identified from target analysis, which is a combination of information gained from the EEI, OIR, and R&A.

Vulnerability

A vulnerability is a condition which can be exploited by the psychological operator. Vulnerabilities can be developed from either strengths or weaknesses. They exist within friendly, enemy, and neutral targets. They may be based upon situational or cultural factors.

Susceptibility

Susceptibility is the degree to which the target can be influenced to follow the course of action desired by the psychological operator. Susceptibilities determine the lines of persuasion (themes) which can be used to influence the target. Susceptibilities are determined through the use of intelligence, information, and objective reasoning.

If susceptibilities and vulnerabilities are not properly assessed and identified, themes (the basis of successful PSYOP campaigns) will be inappropriate to the target audience, resulting in inappropriate, ineffective campaigns.

Using all of the above properly, intelligence personnel must develop and recommend specific themes that will have the desired effect on the target groups. Themes must conform to US PSYOP policy and be timely, consistent, and credible. Appropriate symbols (visuals signs or objects used to convey a message or idea) increase the impact of themes.

The decisions on the media and techniques to be used will be based on the initial research and the intelligence gathered. Media development and dissemination are discussed in chapters 17 and 18.

INTELLIGENCE ACTIVITIES

Basic Psychological Operations Study (BPS)

The BPS, a basic source of valuable information, is a systematic description of the factors that affect PSYOP in a country. The format and guidance on what to include in a BPS are presented in appendix C.

When either reading or writing a BPS, certain terms pertaining to the BPS must be kept in mind:

Relevant event. An observed behavior of a type which can be described in terms of "who does what to or with whom." It has implications affecting the behavior of a large segment of the country's population or the political system. A relevant event has five essential components: an actor, a target, some activity, an issue area, and time. It does not ordinarily, by itself, constitute an issue.

Relevant issue. A highly emotional issue, deeply rooted in the country's history, customs, fears, and foreign policy, which, under certain circumstances, could cause either change or resistance to change in the population or political system.

Relevant data. Events of importance to large segments of the population because they are sources of conflict.

Intelligence Analysis

Collected information must be analyzed before it is intelligence. The analytic process relies heavily on mechanical devices and quantitative techniques so that all information on related subjects can be identified and compared. Some frequently used aids are charts, maps, tables, periodic digests, cataloging, and filing systems.

Completeness and standardization are essential because the collected information must be categorized and carefully evaluated against other related information. Each piece of information is scrutinized to determine its relationship to the whole picture and the extent to which each bit of information confirms, supplements, or contradicts others. If the analyst has any doubts about the truth or relevance of any information or reports, he should state these doubts clearly. No analyst will ever write a perfect report, completely accurate and unbiased. To make allowance for human error, as many independent reports as possible should be gathered on each item to either confirm or deny its probability.

In interpreting information, an analyst must always consider:

What is the relationship of this information to what is already known?

Does it alter, confirm, refute, or add to the information previously received?

Does it tend to confirm or refute the existing estimate of the enemy situation?

Target Analysis

Target analysis supports the development of PSYOP estimates, plans, orders, and directives. It is covered in detail on page 14-10.

Propaganda Analysis

Propaganda analysis supplements the more conventional forms of intelligence. It is valuable because it indicates conditions or attitudes that exist within an area of operations. Conclusions based on propaganda analysis should be checked out by other intelligence methods before being fully accepted. See chapter 16 for a detailed study of propaganda analysis.

THE RELATIONSHIP OF THE PSYOP INTELLIGENCE OFFICER WITH THE INTELLIGENCE STAFF OFFICER, G2/S2.

Since PSYOP is a user and producer of intelligence, the PSYOP intelligence officer must work closely with the G2/S2 both in collecting intelligence for the command and in acquiring data which specifically support EEI and OIR of PSYOP interest.

Some PSYOP abilities and factors that the commander and his staff must be aware of and take into account while planning their operations are:

The ability of PSYOP personnel to forecast situations which may be exploited by either US and friendly forces or by the enemy. If a proposed course of action will create a situation or event that could serve as the theme for an enemy propaganda campaign, the commander and his staff must be aware of this before they make a decision.

The ability to explain US objectives, goals, and policies to the enemy and to hostile civilians.

The ability to contribute knowledge of the psychological vulnerabilities of enemy units and populations to meet order of battle, combat, and strategic requirements.

Some specific tasks which can be levied upon PSYOP in support of intelligence operations are:

Determine if war weariness exists among the military and civilian population, and, if so, how to exploit it.

Identify and exploit enemy mistakes with propaganda.

Find PSYOP opportunities to support the command.

Identify enemy propaganda, its approaches and themes.

Identify differences and hostilities in enemy groups.

Determine how to overcome the effects of enemy indoctrination.

SOURCES OF INFORMATION AND INTELLIGENCE

Intelligence Collection Requirements (ICR)

Information and intelligence needed on a continuous basis, over a long period of time, can be designated as an intelligence collection requirement (ICR) to be automatically added to

all future collection plans and sent to collection elements.Unless a specific termination date or event is given, this will continue until the ICR is cancelled by the originator.

Interagency Document Request

The Interagency Document Request, DD Form 1142, is a convenient and common way to request information or intelligence, in documentary form, from components of the US Government. When this form is used to request classified information, it is sent through intelligence channels for proper validation and transmittal. This is done to give higher intelligence authorities a means to keep aware of intelligence and information requests from lower level units. If the requested document is not held in a repository at a lower level, the DD Form 1142 will go to the Defense Intelligence Agency (DIA) library. A PSYOP unit must have a DIA customer number before such a request will be honored. The Interagency Document Request must cite the particular document wanted and length of time wanted.

DIA Dissemination Center

The DIA Dissemination Center mails documentary materials directly to its customers. Materials are accumulated according to the stated subject interest and periodically mailed directly to DIA customers. All DOD components conducting or involved in intelligence research and analysis, collection, processing, and storage are entitled to become customers of the DIA and to be mailed documents that meet their interests.

Need for Specific Information

If a specific item of factual information is needed and not available,the PSYOP unit may fill out an Intelligence Collection Requirement form, DD Form 1365, in accordance with DIA Instruction 58-1. This request must go through the staff intelligence officer and through intelligence channels to an approving official. The ICR will then go to all those intelligence collection agencies able to collect such information. This is a time-consuming process appropriate only for information of strategic value.

In all dealings with the intelligence community, PSYOP personnel must realize that intelligence is collected on a combat priority basis, and generally, PSYOP is not given the highest priority. For this reason, documentary information obtained from the intelligence community on issues of interest to PSYOP may be incomplete or perhaps nonexistent.

Written and Human Intelligence

The PSYOP researcher can evaluate and determine the current issues of primary concern to the target from newspapers and magazines. Since they are published regularly, changes in attitudes and issues can be recognized and incorporated into propaganda campaigns.

Bibliographies, such as the Reader's Guide to Periodical Literature and Public Affairs Index, list articles appearing in magazines and other publications. For a current topic, or for one with depth in time, the researcher can use these bibliographies to compile a list of publications on a particular subject. Some publishers issue bibliographies which deal only with one publication. For example, the New York Times Index permits the researcher to search out and locate articles on a particular topic that have appeared in the New York Times.

Captured documents, official and unofficial, are a good source of information on enemy plans, weaknesses, policies, and needs. Official documents are plans, orders, maps, manuals, government studies, and other such items. Unofficial documents include diaries, pictures, and personal letters.

PSYOP personnel conduct interviews and interrogations to obtain information peculiar to PSYOP.

Prisoners-of-war and defectors are normally able to provide information on the attitudes and conditions within their units. This includes such information as the quality of leadership, personnel policies, disciplinary problems, medical conditions, and other facts and opinions which can be used in PSYOP planning. It is important that the PSYOP interrogator has early, direct access to these individuals (the interrogees). If possible, it is best to sit in with the intelligence interrogator during his briefing. This saves time since the intelligence man will be interested in many of the same areas as the PSYOP interrogator.

Refugees can give a grass roots view on conditions and attitudes of the populace and the area they come from.

Civil administrators, aware of the needs and attitudes of the people for whom they are responsible, can give information on the plans and means to solve local problems and can identify problems which have not yet been solved.

Civil and paramilitary police are knowledgeable of the area, its people, their habits, political leanings, and every aspect of community activities.

Liaison

Liaison with agencies and groups outside of the Department of Defense to make them aware of PSYOP information needs often can produce much needed information. Some agencies which can assist PSYOP in obtaining information about local conditions and the situation in a target area, or among target groups, are:

Treasury Department

Federal Bureau of Investigation

Central Intelligence Agency

Political Section, US Embassies

International Communication Agency

US Agency for International Development

Drug Enforcement Administration

Foreign Broadcast Information Service

Library of Congress

Publication Procurement Officers

PSYOP AUTOMATED MANAGEMENT INFORMATION SYSTEM (PAMIS)

PAMIS is covered in chapter 15. It is a source of information which can be used in PSYOP for

various purposes. It can help the PSYOP unit to:

Prepare PSYOP estimates.

Prepare PSYOP annexes.

Analyze enemy target groups.

Identify enemy vulnerabilities.

Analyze media from the target area.

Analyze propaganda received from friendly areas.

Insure propaganda appropriate to the target.

Prepare Basic PSYOP Studies.

TARGET ANALYSIS

Target analysis is a detailed and systematic examination of processed intelligence to identify and locate target audiences, identify conditions, pinpoint vulnerabilties, establish objectives, and obtain pertinent information to guide PSYOP personnel. It is the basis for the development of PSYOP estimates, plans, orders, directives, and campaigns. It is also the basis for selection of themes, symbols, and media and for the development of persuasive messages.

Identification and Location of Target Audiences

The initial step which is undertaken by the research and analysis teams is the identification of tentative target audiences. After selection, each one is systematically examined to determine its suitability. This profiling of each target is the core of the target analysis process.

To aid the analyst in identifying and locating potential target audiences, a general guideline has been established:

Target audiences are collections of people who share the same predispositions, which, when successfully manipulated, will lead to the accomplishment of the desired psychological objective.

Of particular importance is the phrase "share the same predispositions." For PSYOP purposes, target audiences are classified as groups, categories, and aggregates.

Groups. Groups are the preferred target audience because they normally are functional, with members bound together by common activities and goals. Since there is a specific reason for its existence, the group can be studied more precisely than any other collection of people. Moreover, more valid and definitive statements can be made concerning group conditions and attitudes.

Categories. Often it will be necessary to direct persuasive communications to large collections of people not classified as groups. To satisfy this requirement, the target analyst may identify a category as a target audience. Unlike groups, members of categories have no clearly definable reason for gathering and normally would carry on no personal interchange, thus limiting the persuasion possibility.

When studying categories, the analyst may find only very tenuous common interests, such as economic, education, social mobility, and ethnic identity among the members. Therefore, information obtained about categories will be more general than that obtained about groups.

Aggregates. A collection of individuals identified by a common geographic location may also be used as a PSYOP target audience.

Possible Results of Persuasive Communications

Persuasive communications should cause the members of a category or aggregate to form common points of reference. Should these people develop sufficient interest, however, they will technically become a group. As a group, this assortment of people will make a better PSYOP target.

As a general rule, the target analyst should attempt to analyze both categories and aggregates precisely by seeking to identify primary and secondary groups within each collection.

Selection of target audiences. Target analysis is conducted to determine if each tentative target is susceptible and will be effective in the achievement of specific psychological objectives. Even though several target audiences may be vulnerable, they may not be equally susceptible and effective in this respect.

Target analysis worksheet. To assist in deriving specific and useful information for the conduct of PSYOP, a systematic procedure has been devised. This procedure calls for the use of the target analysis worksheet (appendix F). The worksheet is a guide for systematically analyzing data relative to tentative targets: the national objective, mission, target audience, target conditions, attitudes, susceptibility, psychological objective, target effectiveness, and impact indicators.

The national objective is obtained from US policy statements and documents. Sources for US objectives relevant to US Army PSYOP might be unified command military plans, ICA Country Program memorandums, Departments of State and Defense policy statements, and other related command and PSYOP guidances. The PSYOP mission may be directed or derived from a stated mission, or, for planning purposes, it might be deduced from operational objectives.

STEPS IN TARGET ANALYSIS

Step 1: Select a tentative target for analysis.

Select one tentative target from those identified in the Basic PSYOP Study. This selection should be based on:

The supported tactical commander's needs and plans.

The PSYOP mission as directed by the supported tactical commander.

The factors which indicate the tentative target's vulnerabilities which can be breached with persuasive communication.

The target's predispositions relative to a mission.

Other situational factors which indicate the suitability of the group as a susceptible and effective target audience.

Step 2: Determine conditions affecting the target.

Conditions of the target refer to the external elements which affect the target but over which they have no control. These circumstances are the result of social, economic,

political, and military pressures and the physical environment.

Each condition selected must be considered in view of the target audience's awareness of the condition. The analyst must surface positive and negative influences to insure that a biased image of the target audience is not formed. The analyst must also consider the PSYOP task to be accomplished.

Step 3: Analyze attitudes of the target audience.

Attitudes may or may not coincide with behavior. They are the determinants of noncoerced behavior. For this reason, a major goal of a campaign is to reinforce or develop attitudes which support US psychological objectives. In addition to determining positive and negative attitudes, the psychological operator must determine their intensity; i.e., how strongly the target audience is predisposed to respond to the conditions which affect it.

Step 4: Determine target susceptibilities.

Susceptibilities vary with each PSYOP objective because the target responds in different ways and intensities to different appeals. Susceptibility will depend in large measure upon the values, needs, motivations, and drives of the group.

Values which must be taken into account when dealing with susceptibility include:

By whom do they expect decisions to be made? Do they accept decision from a single, all powerful source and believe that this is the way things should be done? Is there individual decisionmaking in the target group without regard for external authority, or is the democratic approach used?

How does the target regard man's relation to the physical and supernatural elements of nature? Is he superstitious, a stoic, or a fatalist?

What regard do members of the target audience have for time? Are they preoccupied with the past, present, or the future? If the time perspective is oriented toward the past, appropriate appeals might stress the need to preserve the customs and practices of the past.

Step 5: Formulate the psychological objective.

The psychological objective is based on the specific and implied tasks obtained from the mission and from target analysis. A psychological objective might be a single step or a series of intermediate steps designed to lead the target audience towards the desired behavior or attitude.

Should it be necessary to have a series of intermediate objectives, each one must be measurable and must accurately define the specific behavioral or attitude change desired. Each intermediate objective must be completed in logical order.

When establishing measurable activities for the target audience to accomplish, present activity levels must be determined and changes brought about by the psychological operations noted. Changes in attitude are more difficult to measure quantitatively than changes in behavior.

Attitude changes cannot be measured directly; they must be inferred through changes in the observed behavior of the individuals who constitute the target group. The psychological operator must, therefore, identify the relevant behavior indicators, determine the existing pattern of such activities, and establish methods by which to measure subsequent changes.

Psychological objectives are classified as cohesive and divisive.

Cohesive objectives: Cohesive objectives, whose successful achievement would strengthen or more closely unite the total society or particular target groups, encourage the individuals of the target audience to place the collective good above the individual good. Example objectives are good will, encouragement, compliance, and cooperation.

Good will is used to promote feelings of friendship toward the country or agency sponsoring the PSYOP effort and to convince the target audience of the desirability of the programs and goals of the sponsoring country.

Encouragement is used to foster confidence in the target audience in the success of the policies of the sponsoring country or agency and its allies, to sustain the morale of elements in the friendly country, and to identify the aims of the sponsoring country or agency with the popular or national aspirations of the people.

Compliance and cooperation are used to win acceptance of the policies of friendly authorities and the sponsoring country's military, paramilitary, and public safety forces; to encourage and stimulate support and participation in national programs; and to attract support of the country's aims and programs.

Divisive objectives: Divisive objectives are designed to separate the individual from his group, to separate a group from other groups, to separate a group from the society, or to disorganize a group or society. These objectives encourage the individuals in the target audience to place their self-interest above the interests of the group. Examples of divisive objectives are discouragement, defeatism, apathy, hostility and non-cooperation, discord, withdrawal, panic, subversion and resistance, surrender, defection, and desertion.

Discouragement, defeatism, and apathy are used to depress the morale of the target audience in order to reduce the degree of effectiveness of groups supporting popular or national aims dangerous to the interests of the sponsoring country.

Hostility and noncooperation are used to promote disbelief in the policy and ideology of the local and national authority hostile to the sponsoring country.

Discord is used to stimulate dissension and conflict within or between specific groups.

Withdrawal is used to intensify concern of the individual with his personal situation in order to reduce his support of group and national goals.

Panic is used to promote disorganized or confused behavior.

Subversion and resistance are used to encourage divisive and antipolitical acts, thereby undermining the political structure of the country, and to promote and support resistance movements against authorities hostile to the sponsoring country.

Surrender, defection, and desertion are used to encourage individuals or groups, among enemy military forces, to place personal considerations over group interests, thereby undermining military authority.

Step 6: Determine target effectiveness.

If it is determined that the target audience can be persuaded, its relative ability to implement a psychological objective must be assessed. The most obvious consideration pertains to the environment of the target audience. The constraints on the target audience which limit its ability to attain a significant objective must be determined. The analyst must also evaluate the ability of the target audience to act on suggested solutions.

In determining the effectiveness of the potential target audience, its relative power to influence other groups must be assessed. This requires a study of the power structure and of the relative positions of the potential target audiences within this structure; that group to which the potential target audience responds and under what circumstances it responds are given particular attention. Other groups in the area that respond to the dictates and desires of the potential target audience must also be noted. Any circumstances under which the standard relationships between the potential target audience and other groups in the area may be altered should also be determined.

The use of key communicators to reinforce the propaganda message and influence members of the target audience must be considered. In the military, especially among hostile military targets, key communicators are most likely to be political officers or the most courageous or aggressive members of the unit. When selecting key communicators, certain characteristics must be identified; among these are prestige, numbers, dispersion, and power.

Prestige: The individual who has prestige is called upon for guidance and leadership by virtue of his position. The prestigious person may rise to power or position because of age, influence, title, or other factors. Because other members of the group expect the prestigious positionholder to provide guidance and make decisions, they are prepared to follow him.

Numbers: There must be enough key communicators within the target audience to influence the audience. If there are only two communicators in a group of 500, their influence may be nullified by the will of the majority.

Dispersion: To be effective, key communicators must be adequately dispersed among the target audience. Dispersion insures maximum influence over the majority of the audience.

Power: The most critical characteristic of the key communicator is power which must be viewed from several perspectives of power: coercive, reward, legitimate, and referent.

Coercive power is the influence that an individual or group exerts over another, based on the ability of the persuader to punish. **It is effective only so long as the power to punish exists.**

Reward power stems from the persuader's ability to reward desired responses. **Reward power provides more satisfactory results over an extended period of time than does coercive power.**

Legitimate power refers to the mutually acknowledged right of an individual or group to control others. It is exemplified by platoon leaders, elected political officeholders, kings, parents, and supervisors.

Referent power is that influence carried by a particular social status, usually based on wealth, political position, birthright, and other factors that have no legal status. It is a common factor in day-to-day life, stemming primarily from the efforts of individuals to identify with a group.

When selecting key communicators, PSYOP personnel must keep in mind that key communicators are not supposed to interrupt the flow of communications. Their job is to receive the message and, by their interpretation, reinforce it among the people in the target audience.

If a potential target audience is not effective, the best course of action is to maintain a link with the group for future utilization.

Step 7: Determine campaign impact indicators.

Before the target analysis is complete, the target analyst must record the behaviors which indicate changes from existing activity levels. The specific behaviors (events) are referred to as campaign impact indicators. Campaign indicators assist in evaluating the effectiveness of PSYOP.

A PSYOP campaign is designed to produce a desired effect (some action, behavior, or perhaps, inaction) upon the targt audience. The success of a campaign can only be judged by its effect. Effects analysis determines the impact of a propaganda effort on an audience. It assesses the relative success of propaganda and the reasons why a particular effect was achieved.

Propaganda effects analysis is a difficult task. Even under the best circumstances, it is hard to judge whether attitudes and opinions have been changed by propaganda. During limited or general war, analysis is even more difficult because the effects of propaganda often cannot be seen until the area becomes accessible. In a cold war situation, internal defense and development (IDAD), or consolidation operations the task is somewhat simpler and results are more accurate because the audience is generally more accessible. (See chapter 16.)

FACTORS WHICH CONTRIBUTE TO THE FAILURE OF PSYOP

Information may be difficult to find and requires a subjective (personal) evaluation. Failure to search all sources thoroughly for this information and lack of experienced personnel to make the required seasoned judgments will contribute to the failure of PSYOP campaigns.

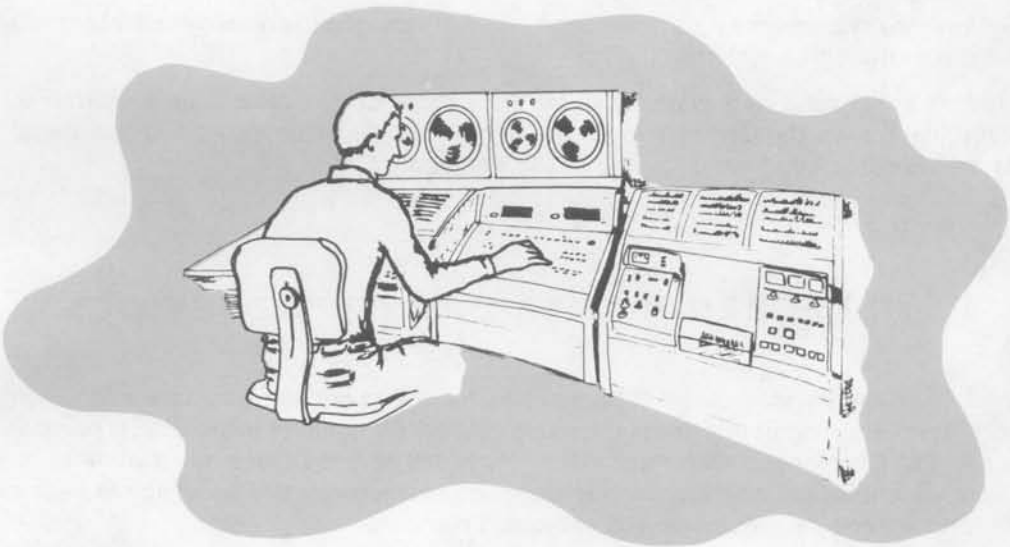
Target groups frequently are not properly identified. PSYOP personnel must continuously study information to identify and define target groups clearly. This information is acquired through the submission of good intelligence requirements (EEI/OIR) to the appropriate collection agencies and repositories.

Chapter Fifteen

15

THE PSYOP AUTOMATED MANAGEMENT INFORMATION SYSTEM (PAMIS)

One of the day-to-day problems which can directly affect the quality of work is the massive amount of information that must continually be processed. Without electronic assistance, the information is limited to the content of a file supplemented by personal knowledge. Therefore, an electronic, systematic means of accumulating and presenting large quantities of relevant information is of value to PSYOP personnel.



CONTENTS

PAGE

PSYOP Foreign Area Data (PFAD) System 15-2
Sources of Material for the PFAD System 15-2
PFAD System Contents Records 15-3
Information for PFAD System 15-3
Using the PFAD System 15-3
Foreign Media Analysis (FMA) System 15-7
PSYOP Effects Analysis System (PEAS) 15-8
Data Worksheets 15-9
PEAS Worksheets 15-8
Storage and Retrieval 15-11

15

The PSYOP Automated Management Information System (PAMIS) is designed to assist the PSYOP staff officer, intelligence officer, propaganda analyst, propaganda officer, and others in obtaining, maintaining, and using large amounts of information. It is a set of three interrelated information handling systems:

The PSYOP Foreign Area Data (PFAD) System - An automated means of storing and retrieving textual information, such as analyses, abstracts, extracts, and summaries about a country or region.

The PSYOP Foreign Media Analysis (PFMA) System - An automated means of storing and retrieving coded content analysis data about the mass media of countries of interest to the PSYOP unit or staff.

The PSYOP Effects Analysis System (PEAS) - An automated means of storing, processing, and presenting information pertaining to the effectiveness of PSYOP campaigns, media, themes, and programs.

These three systems are interrelated in that information from one can aid in analyzing data from the other systems.

PAMIS is managed and maintained by the Officer of the Joint Chiefs of Staff in conjunction with the Department of the Army. It utilizes computers and peripheral data processing equipment located in the Pentagon.

PSYOP FOREIGN AREA DATA (PFAD) SYSTEM

The PFAD System provides uniform procedures for the collection, storage, and automated retrieval of PSYOP-relevant information about a country or region of the world. Its purpose is to provide the PSYOP planner with information on which to base plans and estimates, and to provide the psychological operator with information and intelligence on which to base target analysis, propaganda development, and campaign planning.

The PFAD System does not duplicate area handbooks, intelligence annexes and estimates, or other similar materials. Rather, it supplements these with PSYOP-specific information, concentrating especially on facts and data which lead to the discovery of PSYOP vulnerabilities and opportunities.

Sources of material for the PFAD System

The PFAD System accepts material from a variety of agencies or sources: active and reserve PSYOP unit personnel, individual researchers and research institutions, and experts obtained specifically to meet PAMIS intelligence needs. The material references a source (e.g., a book, intelligence report, newspaper, cable, etc.).

PFAD System Contents Records

The PFAD System contains two basic computer records:

Source description record--the essential facts needed to describe adequately the nature of the source publication or document.

Subject narrative record--summary narratives of information about specific PSYOP subjects.

The purpose of the source description is to present to the user a brief overview and description of PSYOP-relevant material, such as books, periodicals, dissertations, government documents, cables, and the like. The user of the PFAD System can evaluate the source description printout (see figure 15-1) and determine whether to obtain the basic source document or to request the appropriate subject abstracts from the computer. He can request a computer printout (bibliography) that contains information on a given country, political group or movement, ethnic, social or religious group, or definitive subject or subjects.

The purpose of the subject narrative is to provide the social, cultural, economic, political, communication media, and other special information needed to make decisions on all aspects of PSYOP. Each entry is a short one-page abstract. Each narrative record, consisting of one or more abstract entries, is coded so the user can request subject data from the PFAD file in any combination of information elements. For example, the user can retrieve all subject information about a given nation or region of a country; he can select those subjects about electronic media relevant to specific population groups; or he can retrieve all PFAD data records on a given PSYOP target. Figure 15-2 is an example of a subject narrative record. In the case of translations into English, the entries may be larger than in the original language. The location and date of publication of the original source will be included, permitting further research.

Information for PFAD System

The agency which does the original research on a given subject provides the information by typing it in specific format on a magnetic typewriter tape. This tape cartridge is then mailed to the National Military Command System Support Center (NMCSSC); there it is converted and transferred to computer tape, and the information is checked and stored in one or two PFAD files: BIBLIOGRAPHY and SUBJECT.

Electronic data processed reports are provided on request. They consist of selected retrievals of key information used to prepare PSYOP estimates of the situation and basic PSYOP studies. Figure 15-3 is a coversheet for a PFAD System output report.

Using the PFAD System

The PFADS programer is able to review and upgrade the data base by removing information of little or no value. In addition to the review process, the data base is structured to indicate areas in which information is missing so that research and intelligence priorities can be assigned to fill out these areas. By these two processes, the PFAD System provides a means for increasing the quality and quantity of information available for PSYOP uses.

UNCLASSIFIED

PSYOP DESCRIPTIVE SOURCE BIBLIOGRAPHY

COUNTRY - LEBANON

ARTICLE

TITLE - POLITICAL STRUCTURE OF A MIDDLE EAST COMMUNITY
CLASSIFICATION - UNCLASSIFIED
AUTHOR - AYOUB, VICTOR F.
DATE OF PUBLICATION - JAN 1, 1955
PLACE OF PUBLICATION - CAMBRIDGE, MA, USA
SOURCE - LOCATION HARVARD LIBRARY
PAGES - 149
RELEVANCE - APPROXIMATELY 50 PERCENT PSYOP RELEVANT

DESCRIPTIVE ABSTRACT OF SOURCE

THIS UNPUBLISHED DOCTORAL THESIS DESCRIBES AND ANALYZES THE SOCIAL ANTHROPOLOGY OF ONE TYPE OF DRUZE VILLAGE IN LEBANON AS IT WAS IN THE EARLY 1950'S. MANY OF THE BASIC SOCIAL STRUCTURES AND RELATIONSHIPS DESCRIBED ARE COMMON TO OTHER VILLAGES IN THE ARAB MIDDLE EAST. HOWEVER, THE RELATIONSHIPS BETWEEN BOTH HORIZONTAL AND VERTICAL GROUPS ARE CHANGING, AS THE AUTHOR NOTES, AND THUS SHOULD NOT BE CONSIDERED NECESSARILY TO REFLECT THE 1973 CONDITIONS IN THIS OR OTHER VILLAGES IN LEBANON AND THE MIDDLE EAST.

SUBJECT(S) EXTRACTED FROM SOURCE DOCUMENT

LOCAL RURAL GOVERNMENT, STRUCTURE AND ACTUAL OPERATIONS	PAGE(S) - 109-122
FAMILY, KINSHIP, OR HOUSEHOLD GROUPS--DEFINITION	PAGE(S) - 48-90
FAMILY, KINSHIP, OR HOUSEHOLD GROUPS--BASIS INCLUSION/EXCLUSION	PAGE(S) - 48-90
UNIFYING FACTORS IN FAMILY, KINSHIP, OR HOUSEHOLD GROUPS	PAGE(S) - 48-90
CURRENT RELIGIONS OR SUBORDINATE GROUPS	PAGE(S) - 91-104
PRINCIPAL TYPE OF ECONOMY--DESCRIPTION	PAGE(S) - 32-43

UNCLASSIFIED

FIGURE 15-1

UNCLASSIFIED

PSYOP SUBJECT REPORT

SUBJECT - MODERN HIGHER EDUCATION AND SCHOOL SYSTEMS (UNIV/GRAD LEVEL)
COUNTRY - GERMAN DEMOCRATIC REPUBLIC
CLASSIFICATION - UNCLASSIFIED
DATE OF LATEST - UPDATE FEB 4, 1975
RELEVANCE - APPROXIMATELY 50 PERCENT PSYOP RELEVANT

SUBJECT NARRATIVE

(STUDY IN FOREIGN COUNTRIES)--SINCE THE ESTABLISHMENT OF THE GDR, ABOUT 10,000 GDR CITIZENS HAVE COMPLETED THEIR EDUCATION AT UNIVERSITIES AND ADVANCED SCHOOLS OF THE USSR, THE CSSR, THE POLISH PEOPLE'S REPUBLIC, AND OTHER SOCIALIST COUNTRIES. THESE GRADUATES ARE NOW RESPONSIBLY FULFILLING IMPORTANT TASKS IN VARIOUS BRANCHES OF OUR SOCIAL LIFE. MORE THAN 600 GRADUATES ARE EMPLOYED AS PROFESSORS AND LECTURERS IN THE GDR ADVANCED SCHOOL SYSTEM. IN 1974 THE NETWORK OF STUDY LOCATIONS WAS CONSIDERABLY EXPANDED. THUS, AT THE PRESENT TIME, ABOUT 5,000 GDR STUDENTS ARE RESIDING AND STUDYING IN 18 CITIES OF THE USSR, IN 9 CITIES OF THE POLISH PEOPLE'S REPUBLIC, AND IN 5 CITIES OF THE USSR.
(TEXT) (EAST BERLIN ARBEIT UND ARBEITSRECHT IN GERMAN JAN 7 P 16)

SOURCE

TITLE - JPRS (JOINT PUBLICATIONS RESEARCH SERVICE)
CLASSIFICATION -
DATE OF PUBLICATION - FEB 4, 1975
PAGES - 021

UNCLASSIFIED

FIGURE 15-2

UNCLASSIFIED

JCS--J3--SPECIAL OPERATIONS

PSYOP FOREIGN AREA DATA SUBSYSTEM (PFADS)

SUBJECT COUNTRY FOR THIS REPORT IS -- LEBANON

THIS REPORT CONTAINS INFORMATION ABOUT THE FOLLOWING SUBJECTS

PERTAINING TO -- LEBANON

--GOVERNMENT STRUCTURE AND AUTHORITY	PAGE -- 2 --
--DISTRIBUTION OF POLITICAL POWER	PAGE -- 4 --
--POLITICAL SOCIALIZATION, PARTICIPATION	PAGE -- 7 --
--POLITICAL GROUPS	PAGE -- 9 --
--SOCIAL STRATIFICATION	PAGE -- 13 --
--SOCIAL STRUCTURE-INDIVIDUALS IN GROUPS	PAGE -- 16 --
--SOCIAL STRUCTURE-INSTITUTIONS	PAGE -- 20 --
--CHARACTER AND STRUCTURE OF GENERAL ECONOMY	PAGE -- 23 --
--MASS MEDIA COMMUNICATIONS-GENERAL	PAGE -- 25 --
--THE PSYOP (POLWAR) OBJECTIVES AND STRATEGY	PAGE -- 27 --

THIS REPORT DOES CONTAIN AN ANNOTATED (DETAILED) BIBLIOGRAPHY

ABOUT -- LEBANON PAGE -- 29 --

THE MOST RECENT DATA IN THIS REPORT IS -- MAR 01, 1973

PRINTED AT NMCSSC -- OCT 28, 1975

UNCLASSIFIED

FIGURE 15-3

FOREIGN MEDIA ANALYSIS (FMA) SYSTEM

The Foreign Media Analysis System provides a means of storing, retrieving, and processing information obtained from analysis of foreign communication media. Selected media are analyzed by foreign language coders (normally part of a PSYOP unit) to determine the amount of media space or time devoted to significant subjects or propaganda themes.

The basic unit for the FMA System is the dominant subject (or propaganda theme) of the printed article or news broadcast related to a specific country or government. The coder/analyst is required to follow established conventions and rules in classifying and coding each input unit according to the following queries:

What is the main thrust or manifest content of the printed article or news item?

What governments, international organization, or political movements are the subject of the article or news item?

What is the tone of the article toward the governments or institutions, or international organizations?

How much space (in square centimeters) or time (in minutes) is devoted to the subject?

Does the article or news item contain information of significant personalities, events, or subjects important to PSYOP? Such articles or news items are summarized for the FMA textual file.

This information is checked to insure validity and uniformity of coding and is then keypunched on 80-column cards. The data are transmitted by AUTODIN to the NMCSSC computer site in the Pentagon where it is audited, edited, and stored.

The FMA System provides both standard and special request reports. The standard reports are identified as:

PSY1-01 - Major Subject Categories by Source

PSY1-02A - Report About Theme Countries

PSY1-02B - Report About Other Countries

PSY1-03 - Coverage by Rank Order of Foreign Governments by Tone

PSY1-04 - Coverage by Regions of the World

PSY1-05 - Subject Index to FMA Media

PSY1-10 - Clear-Text or Narrative Abstracts

The purpose of the PSY1-01 printout is to give the analyst a knowledge of:

The square centimeters of space or time (measured in minutes) allocated to broad FMA domestic subjects by each medium over a designated period of time.

The percentage of total coverage allocated by the media to foreign events, governments, and institutions.

The purpose of the PSY1-02A and PSY1-02B printout is to provide analysts with:

A statistical analysis of the amount and tone of media coverage for each country or international organization.

A statistical analysis of communication trends by subject and tone.

A correlation analysis of these data with each of the 700 FMA subjects.

A comparative analysis by content and tone of media directed at the domestic as compared with international audiences.

Hypotheses and inferences from trend data confirming or denying other intelligence.

The purpose of the PSY1-03 printout is to sort by media and tone (critical, neutral, favorable) FMA data on foreign countries. A comparison of three time periods can be processed for any one PSY1-03 report. Any combination of these time periods can be specified by the user.

The purpose of the PSY1-04 printout is to summarize foreign media data about all foreign governments in specific geographic regions. The PSY1-04 printout provides the analyst with a one-page summary of media coverage of foreign governments in relation to other governments according to geographic regions.

In order to adequately analyze foreign communications media, it is necessary to examine the qualitative aspects of a news item or feature article, as well as the quantitative data. In other words, the actual story or news item must be read to obtain the "flavor" of the presentation or arguments in a qualitative sense. The PSY1-05 provides information about the location of articles in the source document or audio tape. It provides a "library" index similar to the New York Times Index for each FMA source. Another purpose of the PSY1-05 printout is to provide analysts with a consolidated listing of FMA data about a particular country or government.

The purpose of the PSY1-10 printout is to provide users with a synopsis of those articles or news items of major interest to PSYOP programs.

In addition to the PSY1-series reports that have been described above, statistical data can also be processed by using the Online Data Processing System (ODPS) available to users of the FMA system. A variety of data processing routines, such as histograms, line graphs, trend analysis, and tabular reports, are avilable at NMCSSC. Also, special processing can be requested in order to use data contained in FMA computer records concerning a particular inference or hypothesis. (See figure 15-4 for a schematic of the FMA system.)

PSYOP EFFECTS ANALYSIS SYSTEM (PEAS)

The PSYOP Effects Analysis System is designed to collect and process data on a target audience to measure the impact or effect of US and allied PSYOP. In addition, PEAS will store and process data about friendly and hostile PSYOP activities and actions. Figure 15-5 presents the relationship of the PEAS with the PFAD and FMA Systems.

Data Worksheets

Data worksheets are used to collect and organize the data in accordance with an 80-column punch card format. Data are organized in PEAS by:

Units or activities responsible for initiating US/allied propaganda and PSYOP activities.

Units or activities delivering or disseminating US/allied PSYOP messages and actions.

Military intelligence, civilian, PSYOP, and other interrogators.

Units or activities responsible for monitoring hostile propaganda and actions.

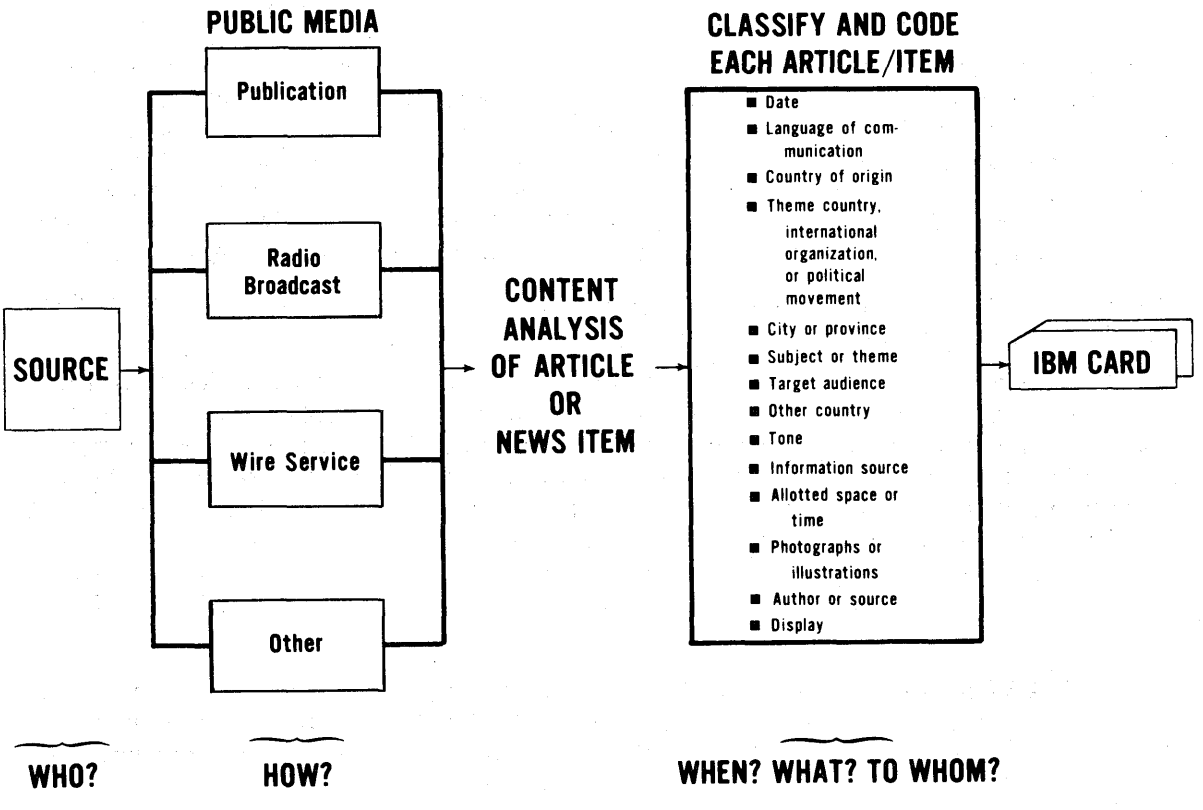
PEAS Worksheets

The PEAS worksheets have been designed so they can be completed in two stages:

Initial data collection by non-PAMIS-trained personnel.

Coding by personnel trained in PEAS methodology and coding conventions.

The data are compiled by answering a series of questions on appropriate worksheets. The worksheets are then sent to a PSYOP unit for insertion of punch card transcript data codes, verification of data, preparation of data cards, and submission to an electronic data processing (EDP) support facility for processing and storage.



Who says what, how, to whom, under what circumstances, for what purpose, and with what effect?

FIGURE 15-4

THE FMA APPROACH TO CONTENT ANALYSIS

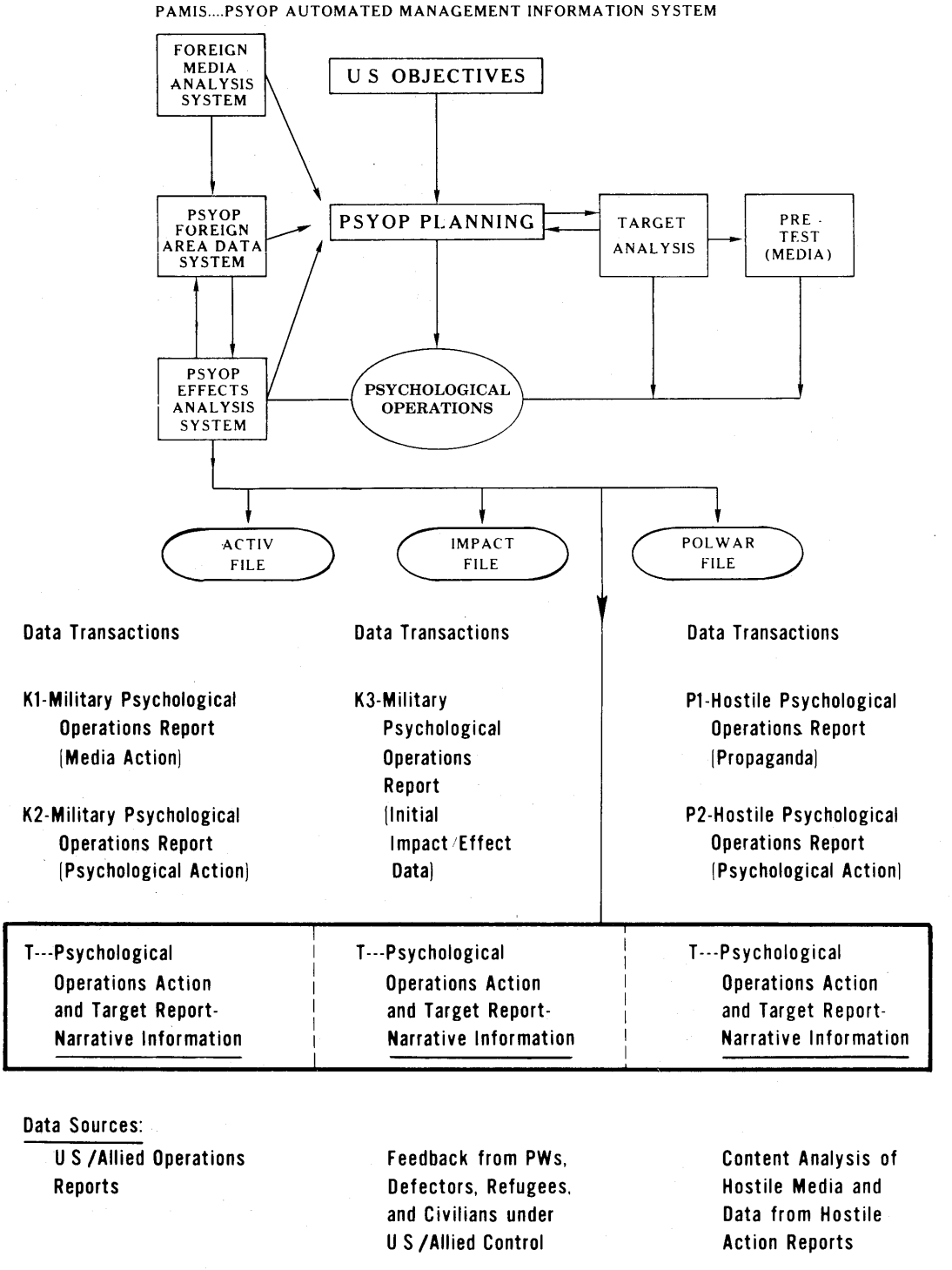


FIGURE 15-5

RELATIONSHIP OF PSYOP EFFECTS ANALYSIS SYSTEM WITH PFAD AND FMA SYSTEMS

Storage and Retrieval

Following validation, transaction cards are converted into a format suitable for digital storage and retrieval and stored on one of several PEAS data files. (See figure 15-5.)

File ACTIV (Activities). Data from this file provides information about the effort devoted to the various mass media channels and other methods of communication. Information about other types of action is also available; i.e., those that are designed primarily for psychological effect, such as show of force, supply drops, medical relief, etc. File ACTIV also provides PSYOP commanders with uniform procedures and methods for reporting and analyzing US and friendly PSYOP activities. It provides data on the effort supporting:

Specific campaigns.

Various PSYOP objectives and tasks.

Propaganda themes.

Target groups.

Military units and civilian agencies.

PEAS Impact File. The PEAS Impact File provides PSYOP commanders, target analysts, and others with systematically collected feedback about US and allied propaganda messages and PSYOP actions. Data collected for the Impact File is only one element in determining the overall effect of PSYOP. It does not replace the collection of data about propaganda messages from panels or data collected by means of in-depth interrogations.

Use of PEAS Worksheets (Impact Data Records). The PEAS data collection format is useful for prisoners-of-war interrogations at the brigade and division levels of command. Each PEAS impact record pertains to a respondent's reaction to an electronic or printed PSYOP message. In the interrogation process, the respondent is required to select or identify the PSYOP message(s) that he has seen or heard.

PEAS impact data messages (worksheets) are then completed for those US/allied propaganda messages identified by the prisoner or other respondent. A combination of casual statistical data and clear-text narrative information is used to evaluate the impact of PSYOP campaigns, objectives, tasks, and themes. The PEAS computer program can correlate that portion of the PSYOP record containing effect data with information about target groups, PSYOP objectives/tasks, PSYOP themes, and other actions. These data should provide commanders with indicators about the success or failure of military PSYOP.

The PEAS POLWAR File. The POLWAR File of the PEA System provides uniform procedures and methods for reporting and analyzing hostile propaganda and actions directed at US and allied populations. Data from the file allows continuous monitoring of the hostile POLWAR at the tactical command level. This file of the PEAS interfaces with the Foreign Media Analysis System of PAMIS.

The POLWAR File is concerned with those communications and actions that take place in a combat environment. This contrasts with the FMA System whose interest is primarily strategic and is concerned with those media directed to the domestic audience. The operational objectives of the POLWAR data file are to:

Pinpoint those military units that are the target of hostile propaganda and psychological actions.

Highlight and quantify enemy propaganda objectives, tasks, and themes.

Highlight enemy propaganda to friendly ethnic groups and other special targets.

Provide indicators of the impact of hostile PSYOP on US and allied military populations.

In addition, a systematic analysis of hostile POLWAR activities provides valuable clues concerning the impact of our own PSYOP programs on the enemy. Standard practices and operating procedures should be established by the theater commander to monitor hostile propaganda and to collect data. An 80-column punch card format is used to collect and organize the POLWAR data. It can be completed by military PSYOP teams, military intelligence, radio monitoring teams, special police, national information agencies, and others.

16

Chapter Sixteen

PROPAGANDA ANALYSIS

The psychological operator uses propaganda analysis to:

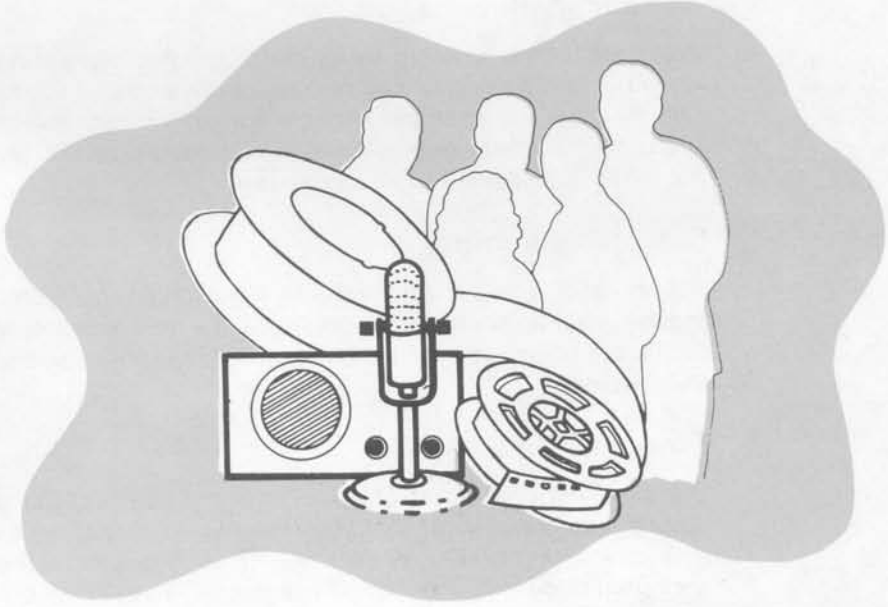
Reveal opportunities for PSYOP exploitation.

Assess the effects of enemy and friendly propaganda.

Collect intelligence related to PSYOP.

Obtain intelligence for other uses.

Supplement other intelligence.



CONTENTS

	PAGE
Tools of the Analyst	16-2
Scope of Propaganda Analysis	16-3
Methods and Procedures	16-3

16

TOOLS OF THE ANALYST

The propaganda analyst works primarily with foreign mass communications that attempt to influence the conduct, attitudes, opinions, and emotions of groups. A foreign country's daily output of official printed media, radio and television broadcasts, and wire service releases provides the greater portion of material. This material assists in analyzing:

Morale.

The level of morale of a nation may be determined by its domestic propaganda. For example, domestic propaganda quietly and unemotionally delivered generally reflects high morale, while silence, bluster, or strident propaganda suggests low morale.

Involuntary Information.

Propaganda may contain news, opinions, and entertainment. Valuable information can be obtained from a careful analysis of this material. For example, the space a government gives to its leaders in its propaganda is often a measure of the relative power of individuals within the hierarchy.

Biographic Information.

Events may provide biographical information on particular individuals. For example, the presence of a new personality at a publicized ceremony may indicate a shift in the power position of that person.

Economic Data.

Economic information may be derived from statistics reported in propaganda, even if the statistics are false. Comparisons with previous data often give valuable clues about industrial or agricultural output, manpower shortages, or other economic conditions.

Propaganda Inconsistencies.

Any inconsistency in propaganda may provide insight into conditions in the source's homeland, including the condition of its combat forces.

Intentions.

Propaganda may be used to conceal the real intentions of the source. An example is an attempt to convey the impression that any future outbreak of hostilities will be the fault of the other nation.

SCOPE OF PROPAGANDA ANALYSIS

Propaganda analysis is the detailed examination of the source, content, audience, media, and effects of propaganda. Propaganda analysis permits the analyst to arrive at valid conclusions that will result in effective PSYOP campaigns. These elements are interrelated and cannot be analyzed independently. In short, propaganda analysis provides answers to the basic questions: WHO says WHAT, to WHOM, in WHAT MANNER, for WHAT REASON, and with WHAT EFFECT.

A word of caution: To distinguish minor, transient themes from those that are basic (major) and continuing, the analyst must collect sufficient information over an extended period of time.

METHODS AND PROCEDURES

The first step in the propaganda analysis process is to analyze the communication system. At the basic level, a communication model consists of a source, message, and destination. The relationship of the items for analysis (source, content, media, audience, effects) to the basic elements of the communication system (source, message, destination) are illustrated in figure 16-1.

COMMUNICATION ELEMENT	SOURCE	MESSAGE	DESTINATION
COMPONENT OF PROPAGANDA ANALYSIS (ANALYTIC FUNCTION)	**SOURCE ANALYSIS**	**CONTENT ANALYSIS MEDIA ANALYSIS**	**AUDIENCE ANALYSIS EFFECTS ANALYSIS**

FIGURE 16-1

RELATION OF COMPONENTS OF PROPAGANDA

ANALYSIS (ANALYTIC FUNCTIONS) TO

COMMUNICATION MODEL ELEMENTS

Each type of analysis (source, content, audience, media, effects) has its own procedure. For example, when the audience is accessible, it is possible to analyze effects by the use of personal (structured) interviews and questionnaires. If not accessible, less direct procedures must be employed. On the other hand, source and audience analyses are more dependent on specific information about the source and the target audience than on procedures.

Once the universe of communications has been defined and the analytical categories selected, quantitative analysis can be performed. This is done by counting the number of entries in each analytical category from each unit of analysis of the media. Statistical comparisons and analyses can be performed from these counting operations. Qualitative or interpretive analysis is required to illuminate or supplement these quantitative findings.

Source analysis. The source is the individual or organization sponsoring the development and dissemination of the propaganda. Analysis of the source gives the analyst an understanding of the credibility of the source and its proximity to the center of government, military command, and other important persons.

Actor and authority.

Actor refers to the persons or entity apparently initiating the propaganda. Authority, on the other hand, refers to the person or entity in whose name a statement is made. Sometimes the actor and the authority are the same.

Author.

One of the major reasons to analyze propaganda is to establish authorship--to determine where in the spectrum of power the propaganda originates. The author and authority may be the same, especially if the author is well known to the target audience; e.g., Winston Churchill.

Content analysis. Content analysis, the most important element of propaganda analysis, depends on sound analytical methods and reliable, accurate information. It is the analysis and evaluation of statements to determine the motives and objectives of the source. It reveals the meaning and reasons why the message(s) was disseminated. Because content (what is said) is the major element of communications, content analysis constitutes the major effort of propaganda analysis. Direct access to the target audience is not required.

Procedures for content analysis range from the application of objective, quantitative techniques to the application of entirely subjective techniques. Objective techniques systematically analyze content over a period of time by classification systems and statistical tables.

Subjective content analysis is based on the background, "gut feeling," and judgment of the analyst.

A combination of both methods is required for a valid product; statistics, equations, and tables must be interpreted.

How it's done:

STEP 1

An assumption (hypothesis):

Whichever approach is taken (objective, subjective, or a combination), the first step is to set up an assumption (hypothesis) to be proved or disproved. The hypothesis is actually an educated guess as to what the analyst believes to be the motive for some psychological action or propaganda message. It may be necessary to change the hypothesis as the analysis develops. In some cases it may be necessary to repeat the entire process.

STEP 2

Sampling:

The next step is to decide which specific items to examine for content. The analyst will seldom have free access to all the propaganda produced by a source, so he must take samples of the source's propaganda. The sample must be large enough to provide an accurate indication of the propaganda produced. It must also be representative, having the characteristics of the propaganda output. Sampling for content analysis involves the following operations:

The analyst must determine which communications (publications, commentary, etc.) to examine--which newspapers, which magazines, which radio or TV stations.

Having decided which titles he will examine, the analyst must next decide which issues he will analyze. For example, having decided to examine a particular newspaper, he must decide which issues--Monday? Tuesday? etc.

Having made these decisions, the analyst must decide what part of the publication or broadcast he will examine--the front page? editorials? evening newscasts? etc.

Next the analyst determines the unit of analysis for counting the content elements. The original assumption will help to determine which are appropriate. Major units of measure are:

Words. The word is the unit of analysis. Use of this unit results in a list of relative frequencies of selected words.

Phrases. A variation of the word is the phrase. Phrases generally fall into the categories of cliches, idioms, or slogans.

Sentences. This category is an extension of phrases.

Topics and themes. Topics are appropriate when only the subject matter is considered without any embellishment by value judgments. Lists of topics can be prepared without any reference to actual propaganda content. Themes are more appropriate when the subject matter and the value judgments (positive or negative) associated with the subject matter are addressed. Themes tend to be derived more from the actual content than do topics. **A theme implies a topic, but a topic does not necessarily imply a theme.**

Examples:

TOPIC	THEMES
Military maneuvers	The unbeatable division
Farm production	Five percent feeds the world
The farmer	The backbone of the country

Item. An item is a complete unit of a medium devoted to a specific subject. The item will differ according to the medium used. It may be a news story, an editorial, a magazine, a book, a radio or TV program, or any other complete, self-contained expression of ideas. Items are convenient units when using broad, general content categories covering a large range of subjects over a relatively long period of time.

Space-Time Units

Number of lines, paragraphs, pages, chapters, square centimeters.

Column inch.

Footage (film or videotape). This translates to time measure (minutes).

Minutes; e.g., broadcast time (loudspeaker, radio).

When using units of count or measure, more than one unit can be used for any given analysis. The purpose of the analysis determines the units to be used.

STEP 3

Basis for classification:

The next step is to consider the characteristics of propaganda messages that can be used for classification or category formulation. Message content may be broken down into two major categories: what is said and how it is said.

On the basis of what is said, the following breakdown is appropriate.

Subject matter.

Most information is classified on the basis of subject matter.

PAMIS FMA.

The PAMIS Foreign Media Analysis System categorizes propaganda on the basis of subject matter (among other categories).

Values of the message originator as reflected in content.

Values are the ideals and goals of a society or other group; they affect the behavior of members of that society or group. Themes such as "freedom of

speech," "freedom of religion," and "freedom of press" are examples of content categories which represent values.

Direction--pro or con.

Propagandists are either for or against something. This is apparent in the content of their propaganda. The directional approach (pro or con) may be combined with the subject matter category, or it can be used alone. In this approach, the subject matter is indicated and judgments are made as to how the subject matter was treated by the propagandist; i.e., positively, neutrally, negatively.

Regionalism.

Propaganda may be classified on the basis of its geographic origin (regionalism). This classification and analysis depend upon the ability to monitor regional publications and broadcasts. The emphasis is on associating subject matter and its treatment with geographic areas.

On the basis of how a message is stated, the following categories may be used.

Form or type of communication.

Forms or types in newspapers include editorials, news, features, comment, letters to the editor, fiction, etc. Radio and TV content may be classified as music, news, commentary, special features, drama, variety, and talk.

Form of statement.

Much propaganda consists of arguments or appeals; i.e., a conclusion with supporting rationale.

Intensity.

From the strength of an appeal or argument, an analyst might determine the potential impact on audiences as well as how strongly the source feels about a specific issue. One technique is to measure intensity involved by identifying emotion-laden terminology, classifying the expressions in terms of direction (i.e., positive, neutral, negative), and counting the frequency of such terms.

Propaganda tricks of the trade.

In those instances when the logic of an argument or appeal is weak, propagandists revert to techniques known as tricks of the trade. These techniques may also be used to bolster valid arguments and appeals. In many cases, certain techniques may be used to address specific target groups or subject matter areas. A good reason for analyzing tricks of the trade is that they may give the first indication that the material being analyzed is propaganda. (See appendix I for more complete coverage of tricks of the trade.)

Language used.

The language and dialects used, the most obvious features of propaganda, are the best indicators of the intended target audience and its characteristics.

Mode (as a reflection of intent or purpose).

A particular manner or style can sometimes be used as a basis for classifying propaganda output. Four possible categories (others may also be used) might be image enhancement, image destruction, persuasive, and threatening.

As in all intelligence analyses, the results must be presented to the users. Normally, a tabular chart indicating totals for each category for each period of time would be used to permit comparison of coverage. These totals can be converted into charts, bar or pie graphs, etc. In the case of pure qualitative content analysis, the results are primarily word pictures based on impressions rather than numbers.

STEP 4

Analysis of results:

The analyst takes the results of his study and examines them in the light of his hypothesis. Using quantitative content analysis techniques, the analyst reviews any charts or graphs depicting the final results of the count and decides whether the hypothesis (original assumption) is supported or not. By this means the analyst determines trends in a time series and relative emphasis in comparative studies, depending upon the hypothesis.

STEP 5

Final inference:

The final step, based on the proof or lack of proof of the hypothesis, is drawing the inference which can be used by the analyst to reach useful conclusions on current conditions or future actions.

Audience analysis. Audience analysis is the study of the total audience that the propaganda reaches or seeks to reach. An audience may include those persons who were not the intended target for propaganda but who have received the message. Audiences may range from a highly general category, such as the Russian people, to a specific category, such as a rifle company. They may be defined as specific groups in terms of income, nationality, geography, ethnic, political, religious, social, economic, classes or castes, etc.

Should propaganda content be classified according to audience, decisions must be made as to whether the apparent or inferred audience (or both) should be considered. In case of inferred audience, stringent specific criteria must be spelled out for making the inference. Tables and matrixes may be constructed to make the analysis more valuable.

Media analysis. The analyst is interested in the specific medium used, why a particular medium was chosen, what media capabilities an adversary has, and how consistent the message content is in the various media.

A minimum requirement for message effectiveness is that it be received and perceived by the intended recipient. The sensory mechanisms required to perceive a message are used as the most fundamental classification of media. Briefly, messages can be perceived visually, aurally, or aurally and visually. The breakdown of receptor mechanisms and corresponding media are as follows:

VISUAL	AUDIO	AUDIOVISUAL
Books Magazines Pamphlets Leaflets Posters Handbills Calendars Novelties Photographs Newspapers Signs (fixed and mobile) Banners	Radio Loudspeakers (carrying live or prerecorded messages)	Sound motion pictures Tape and slide combinations Cassette and filmstrip combinations Television Activities (e.g., military civic actions, show of force, rallies, demonstrations) Interpersonal (face-to-face communications)

Periodicity.

Time or periodical patterns of operation can be used as a basis for classification. Printed media are generally classified according to their periodicity; e.g., daily, weekly, biweekly, monthly, etc. Radio and television programs can be classified on the basis of their broadcast times within a broadcast day or on other time schedules; e.g., a daily feature, a weekly feature, a morning or evening feature, and a feature at 1800 hours, etc.

Placement of content.

The physical position or placement of content within a medium may be used as a basis for classification. Printed material might be classified as lead stories, cover stories, center spreads, front page news, etc.

Place of origin.

Sometimes origin is openly acknowledged, and other times it must be inferred. The origin of radio and television broadcasts may be established by direction-finding techniques. The precise source of material contained in other media may be more difficult to pinpoint.

Technical characteristics.

Radio and television broadcasts can be classified on the basis of the frequencies or channels employed, modulation, and the strength of the signal (the likely power at which the signal was transmitted).

Printed material (also signals) can be classified on the basis of methods used to reproduce the material. The number of pages, quality of paper, and typography might be used as a basis for classification.

Printed media and television may also be classified on the basis of color or black and white.

Media are sometimes linked with delivery systems, which also serve as a basis for classification. For example, loudspeakers can be stationary, hand-carried, truck-mounted, tank-mounted, or aircraft-mounted. Leaflets may be delivered by fixed or rotary-wing aircraft, balloons, sea floats, artillery, bombs, and mines, or they may be disseminated by hand.

Mode of transmission.

Media can be classified as overt or covert. Covert transmission would include surreptitiously delivered leaflets, handbills, posters, and broadcasts from clandestine radio stations.

Acknowledgement by source.

The extent to which a source acknowledges its output may be used as a basis for classifying media (and content). White, gray, and black propaganda fall within this classification category.

Legal status of disseminator.

By international convention, countries broadcast on assigned frequencies and power output. Not all broadcast facilities adhere to this convention. Thus, broadcast stations can be classified on the basis of their registration and the extent to which they adhere to regulations. Some clandestine stations are clandestine only because they do not adhere to international broadcast codes.

Some indicators of problem areas.

Supply shortages may be indicated by poor grades of ink or paper used in the source's printed propaganda. Weak radio signals, interrupted programs, poor program production, or a lack of operating stations suggest a lack of signal equipment, facilities, supplies, and trained personnel.

Effects analysis. In analyzing hostile and friendly propaganda effects, the analyst attempts to determine the effect of the source's propaganda upon the target audience and the reasons why it was effective, partially effective, or totally ineffective. Four general types of evidence help to ascertain if propaganda has or has not been effective. These are responsive action, participant reports, observer commentaries, and indirect indicators.

Responsive action is behavior which can be more plausibly attributed to propaganda than to any other stimuli in the environment of the target audience. In the ideal case, a one-to-one ratio can be established; e.g., immediate surrender of troops precisely as directed by a combat loudspeaker broadcast. Rarely, however, can responsive action be attributed to propaganda appeals alone; often the appeal, at best, has crystalized an existing tendency for action.

Participant reports are accounts received from members of the target audience on how they were affected by the propaganda. These reports may be emotion laden and are less reliable evidence than responsive action; they may not truly reflect the individual's response. In accessible areas, participant reports are valuable because a great variety of participants can be asked how they felt about the propaganda.

Observer commentaries are reports by witnesses to a situation in which they were not involved. Depending upon the perceptiveness of the observer, his assessment of the situation may or may not be accurate. Information from observers may be taken at face value. Observer commentaries may be taken from such persons as agents stationed within the target area, PWs, escapees, defectors, reporters, businessmen temporarily in the area, etc.

Indirect indicators are the events that occur in the area of operations and appear to result from PSYOP although not directly suggested by PSYOP. Indirect indicators fall into four major categories:

Physical actions barring reception. These are actions taken by the enemy to prevent the audience from receiving external communications. Barring of entry of printed material and jamming of radio stations are examples.

Psychological conditioning. A government or military commander might initiate actions which, while not physically preventing reception of external communications, are designed to cause the audience to avoid them. For example, the government or military commander might try to convince the audience that the source cannot be believed, or harsh penalties might be enforced for listening to, viewing, or reading communications from external sources.

Persuasive efforts. If the audience did receive the communication in spite of the efforts of its government or command, a counterpropaganda program might be initiated. Content analysis could reveal this effort.

Apparent related events. Events may occur that can logically be inferred to be associated with the psychological operations or propaganda although they were suggested. Before these events can be accepted as indirect indicators, all causative external factors other than propaganda must be accounted for.

Several techniques are available to analyze the relative effectiveness of US Army propaganda campaigns. These often indicate effective and ineffective themes and the principal concerns of specific audiences.

Public opinion polls, if properly used, present a fairly reliable index of propaganda effectiveness. Do not assume, however, that the results of polls precisely mirror the views of the people.

Prisoner-of-war interrogations and surveys can furnish valuable data regarding US Army propaganda effectiveness. Selected prisoners should be given specific written or oral questions regarding themes, format, color, appropriateness, programing, location where seen or heard, steps taken by recipients, actions taken by local authorities, and other feedback information to be used to improve the overall program.

Prisoner-of-war panels are valuable in determining propaganda effectiveness. A planned message is presented to the panel, and members are questioned as to the credibility or validity of the message. Weak propaganda may be detected and corrected

before it is used. The panel may point out poorly composed propaganda messages caused by a lack of full understanding of enemy psychology, terminology, and customs. This technique may suggest ways to strengthen particular themes into account previously unknown factors.

Other sampling techniques may be employed. One technique involves sampling of opinion leaders; i.e., those persons whose positions enable them to influence public opinion. This technique is particularly useful in occupied areas. Analysis of personal letters and captured personal documents is often rewarding because the writers usually express their true sentiments regarding their immediate environment, conditions at home, enemy propaganda techniques, and other pertinent factors.

Disintegration of enemy groups suggests low morale. An enemy group which was subjected to intensive propaganda attack and which is now disintegrating may provide clues to the effectiveness of propaganda operations. The number of enemy soldiers who surrender is generally not an accurate measure of propaganda effectiveness because of the many factors involved which actually induce surrender.

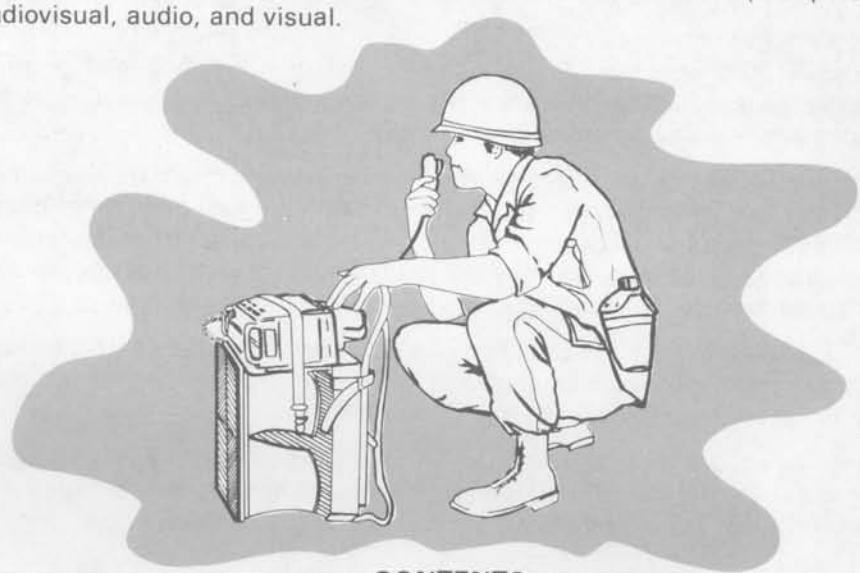
Current information on enemy morale--number of defections, increase in political arrests, strikes, mutiny, etc., as determined from PW reports, monitored radio reports, and other information--should be used by the psychological operator.

Chapter Seventeen

17

FACE-TO-FACE/AUDIOVISUAL/ VISUAL/AUDIO COMMUNICATIONS

Media are categorized by methods of dissemination: face-to-face (interpersonal), audiovisual, audio, and visual.



CONTENTS

	PAGE
Criteria for Selection of Media	17-2
Cataloging	17-3
Face-to-Face Communication	17-3
Advantages	17-3
Disadvantages	17-4
Television	17-4
Advantages	17-5
Disadvantages	17-5
Video Tape	17-6
Advantages	17-6
Disadvantages	17-7
Motion Pictures	17-7
Advantages	17-8
Disadvantages	17-8
Loudspeakers	17-9
Advantages	17-9
Disadvantages	17-9
Planning and Coordination	17-10
Radio	17-11
Advantages	17-11
Disadvantages	17-11
Programing	17-12
Principles	17-12
Classification	17-13
Format	17-13
Program Building	17-14
Scriptwriting	17-14
Techniques	17-14
Monitoring	17-16
Team IC, Mobile Radio Engineer (Radio Transmission)	17-16

Face-to-face (interpersonal) communication is the most effective means of transmitting a persuasive message. It is employed in rallies, rumor campaigns, group discussions, lectures, show-and-tell demonstrations, social organizations, social activities, entertainment, and individual person-to-person contact, all providing a participating experience for the individual or group to recall later.

Audiovisual media such as television, electronic tape recordings, and sound motion pictures are the second most effective means of communication available to the psychological operator. Effectiveness is based on seeing and hearing the persuasive message. These media are an excellent means of transmitting persuasive messages and eliciting a high degree of recall.

Audio media (loudspeakers and radio) lend themselves to the transmission of brief, simple messages and to personalization by use of the human voice. They require little or no effort by the audience, and generally, they have more appeal than visual media. Also, the barrier of illiteracy may be more easily overcome with audio media than with visual media (printed material).

Visual media can transmit long, complex material. Animated or still cartoons may be used to convey themes to illiterate and preliterate target audiences. Visual media generally have the least amount of popular appeal.

Themes are reinforced and the target audience given broad coverage by using several media to deliver the same basic message. For example, radio and television can augment leaflets; face-to-face communication can support newspaper circulation.

CRITERIA FOR SELECTION OF MEDIA

Acceptability and credibility.

A complete target analysis will indicate how acceptable and credible a particular medium is to the target audience.

Availability.

The availability of media, the mechanical capability of message production, and the capability to deliver the message, as well as the ability of the audience to receive and understand it are important.

Timeliness.

Production and dissemination lag for each medium must be considered. For example, a medium requiring a long production or dissemination time would not be suitable for a message exploiting a target of opportunity.

Quantity.

The media selected should be mixed, one medium reinforcing the other, and delivered in sufficient volume to insure that the enire target is exposed to the message. Care, however, is required to prevent counterproductive oversaturation of the target audience. This requires analysis of intensity and timing of propaganda dissemination.

Themes.

The theme to be conveyed will have a bearing on the selection of the best media to transmit the message.

Suitability.

The media selected must be suitable for the target. The language selected, vocabulary,and level are also important factors. For example, it would not be appropriate to use newspapers or other printed text to deliver a message to an illiterate audience. A professional journal might be the most suitable means of reaching a professional audience.

CATALOGING

PSYOP units should prepare catalogs of media material which applies to recurring themes and general audiences. These catalogs should include printed material, loudspeaker and video tapes, motion picture films, and specialty items available to PSYOP.

FACE-TO-FACE COMMUNICATION

Face-to-face communication ranges from two or more individuals in informal conversation to planned persuasion among groups. The credibility of the PSYOP messages delivered by face-to-face (interpersonal) communication is increased when the communicator is known and respected.

Advantages

Relationship	It employs an interpersonal relationship.
Audience selection	The audience can be deliberately selected and the appeal directed and tailored for it.
Assessment of impact	Feedback is immediate. The communicator can immediately assess the impact of his message and adjust his approach to obtain the desired response.
Limited support required	Limited technical and logistical support are required.
More credible	It can be more credible than other methods because the target audience can evaluate the source.

Presentation — Complex material can be presented in detail. Frequent repetition and slight variations can be readily used to influence the audience.

Expeditious — In some instances, particularly in primitive areas, it may be the most expeditious method of disseminating propaganda.

Disadvantages

Limited use in tactical situations — Use is limited in general war due to the inaccessibility of the target individual or group. It has limited use in tactical combat since the psychological operator has little face-to-face communication with opposing forces until they are captured or defect.

Close control necessary — It must be controlled, especially at the lowest levels where each communicator has the responsibility to interpret policy and objectives. The control factor is best illustrated by trying to pass an oral message, one person at a time, throughout a group. By the time the message reaches the end of the group, it does not resemble the original message. Reinforcement by other media is necessary to eliminate this problem.

Limited by insecure areas — Security considerations limit the conduct of face-to-face communications. As the security situation improves and more areas are secure, area coverage can be extended.

Requires able communicators — It requires knowledgeable, orally persuasive individuals who can convince the target audience that the program and policies are irresistible and inevitable.

Normally require indigenous personnel — For effective communications, indigenous personnel are normally required.

Range of voice limited — The range of the human voice and the need for visual contact limit this method to relatively small audiences.

TELEVISION

Television, including video tape recording (VTR), is one of the most effective media for persuasion. It offers many advantages for PSYOP, and its wide application in other fields contributes to its acceptance and use. It is appropriate for use in limited, general, and cold war and is particularly effective in FID and consolidation operations.

In places where television is not a common communication medium, receivers may be distributed to public facilities and selected individuals. A possible limitation in enemy countries, however, is that television receivers may be set to allow reception on only one or two channels under government control.

Television is an all encompassing-mass communication medium. Like radio, it makes use of the sense of hearing to convey an idea. Like printed material, it makes use of the sense of sight, adding the element of motion. And like the motion picture, it combines sight, sound, and motion. Television is immediate; in effect, it places the viewer in two locations simultaneously, creating the illusion of participating in a distant event.

Advantages

Speed — Television programs can reach large segments of the target audience rapidly. The transmission of events can be instantaneous.

Overcomes illiteracy — Illiteracy is not a barrier; an audience need not be able to read.

Unifies — Television brings people in widely separate locations closer together by exposing them visually to the same ideas and concepts.

Aural-visual — Television appeals to two senses, each reinforcing the other. This gives the viewer a sense of involvement.

Disadvantages

Range — Geography and atmospheric conditions affect the strength and range of the signal. The signal may, however, be boosted with relay stations, airborne transmitters, or satellite relay to increase the transmission range. Airborne antenna relay domes extend the range of a central transmitter but at great expense.

Reception — Television sets are unevenly distributed throughout the world. Messages disseminated by television will normally be received only by those within an above-average income range and economic class in many areas of the world, particularly in developing nations. In some developing nations, however, group listening/viewing centers may be available, negating the link between income and access to television. The association should be carefully determined for each target country.

The fact that receivers in the target area may not be compatible with the transmission equipment is another disadvantage.

Power — Most television receivers require an outside source of electric power. Many areas of the world lack this power. The introduction of self-contained power packs partially eliminates this problem. If broadcasts are to be made from areas lacking power facilities, special generators and a fuel supply may be needed.

Vulnerability	Equipment and parts are fragile and extremely vulnerable to damage. Stations are easily identified and make excellent targets. Receivers are difficult to hide.
Program requirements	A substantial production staff and supporting equipment are required to produce daily programs. Each day's operation requires a large amount of film, video tape, and live programing to sustain a program schedule.
Maintenance	Maintenance is highly technical, requiring trained and skilled technicians and engineers; such people are difficult to find.
Personnel	Television is a complicated communication medium, demanding specialized personnel with a wide range of scarce skills.
Audience accessibility	Although TV is excellent in friendly or neutral areas, it will not reach audiences in hostile areas unless a means is found to enter sets in these areas. Incompatibility of receivers, extreme distortions caused by two transmitters on the same wavelength, jamming, and censorship limit the use of TV broadcasts to hostile areas. Community viewing provides an opportunity to present TV programs which help the people identify with the sponsor (generally the established regime). If it is necessary to provide receivers, one technique is to place them initially in urban centers, extending them to rural areas as equipment and power become available; or vehicles equipped with power generators and TV sets may be moved into and out of areas as required.

VIDEO TAPE

Video tape, an offshoot of television, is an excellent means of recording and projecting messages. It can replay a scene from the camera immediately after it is recorded. The tape can be used in either portable or studio recording systems, being processed electronically as it moves through the video tape recorder.

Although most commercial tape is 5 centimeters (2 inches) wide, the US Army primarily uses 1.875-centimeter (3/4-inch) cassette tape. The scenes from each size tape can be readily dubbed on to the other.

Advantages

The results of the "take" can be seen immediately; if editing is necessary prior to release to the audience, it can be done electronically as the material is being produced. There is no time lag as with film which requires chemical processing.

The tape can be reused a number of times, erasing itself as it is run through the recorder, or it can be quickly erased on equipment made for that purpose and then reused.

Video tape is virtually indestructible and can be used in almost any environment in which humans live.

The tape can be placed on readily available video cassette players which feed directly into commercial television receivers. With special equipment, video-taped scenes can be projected onto large motion picture viewing screens. The requirement for special projection equipment is not unique, as special equipment is also required to project filmed scenes on television screens.

Video tape can instantaneously project scenes in black and white or color, with natural or dubbed sound, on open (public) or closed (limited audience) circuits.

With the use of video tape, scenes may be recorded for a permanent record or for future use.

Disadvantages

The disadvantages of video tape are those inherent in the television medium.

MOTION PICTURES

Motion pictures combine many aspects of face-to-face communication and television by creating a visual and aural impact on the target audience. Since US Army PSYOP units are not able to produce motion pictures, appropriate films may be selected from available sources; effects on the target audience must be carefully considered.

Four general types of motion pictures are adaptable for psychological operations:

Entertainment. These are standard commercial productions, including animated cartoons. Entertainment films developed specifically for propaganda purposes can be very effective as the themes may be woven into the plot of the movie. These films can be very effective in gaining attention for other propaganda.

Newsreels. In the developing nations, newsreels are still a major attraction. They are on the scene and show exactly what is happening or, with good editing, give that impression. By careful, skilled editing and arrangement of sequence, news events can be used as propaganda.

Documentary. This type of film--ostensibly an objective presentation of a scene, place, condition of life, or a social or political problem--is a prime

means of propagandizing a target audience. This is done by careful selection and sequencing of scenes and events.

Training films. Themes can be hidden in the presentation. A number of US Government-produced films are available for use by the military psychological operator. They must, however, be selected with care, as many exploit particular situations and viewpoints in a biased manner.

Advantages

Themes and objectives may be dramatized to create realism. The dramatic quality tends to cause the viewer to identify with the characters being portrayed. Thus, skillful application of production and editing techniques, such as having a central character act the behavioral patterns desired, can be very effective. The tendency to identify with the actors aids in developing a high degree of audience involvement in the PSYOP appeal.

Motion pictures gain attention, especially among illiterate groups, as illiteracy is not a barrier to understanding and use.

Most children and a high percentage of adults accept without question presumably factual information presented in films.

Sight, sound, and color reinforced by moving images elicit a high degree of interest and recall.

The motion picture is a universal communications medium, combining audiovisual features, mass distribution, and ease of presentation.

Complicated events or complex ideas can be thoroughly explained. Cartoons and other special effects can be particularly effective.

Scenes can be rehearsed and perfected prior to filming.

Newsreels that show events known to the target audience enhance the credibility of the entire PSYOP program.

Motion pictures can be rerun.

Disadvantages

The production of high-quality motion pictures is extremely expensive and requires skilled technical production personnel.

Relatively lengthy motion picture production time makes it difficult to capitalize on targets of opportunity.

Films are rapidly outdated by events, clothing, vehicles, equipment, location, or dialogue.

Viewing by target audiences may be restricted because of security considerations, local regulations, or equipment capabilities.

Diverse language differences are a major problem; these can, however, be partially overcome by use of subtitles.

Projection equipment requires electric power which may not always be available.

Film is fragile and extremely susceptible to changes in temperature and other climatic conditions.

LOUDSPEAKERS

Microphones and sound amplifying equipment transmit messages up to a distance of 800 meters. In a civilian setting loudspeakers are used to communicate with assembled groups and in localized street broadcasting. They effectively extend the range of face-to-face communications.

Loudspeakers are the most responsive medium that can be used to support tactical operations. Unsophisticated loudspeaker messages can be developed on the spot and delivered live in fast-moving situations. PSYOP loudspeaker broadcasts are usually prerecorded to insure accuracy. Occasionally, standard tapes are developed, mass produced, and distributed from the theater or national level.

Advantages

Targets of opportunity can be exploited.

Persuasive messages can be transmitted to the target as the situation changes.

Loudspeakers can be an extension of face-to-face communication.

The operator can pinpoint his target.

The target audience can be illiterate.

The loudspeaker can be used to undermine enemy morale.

Operators can be easily and readily trained.

PSYOP personnel can move to and operate anywhere a potential target audience is located.

Large, powerful, fixed loudspeakers can broadcast messages considerable distances into enemy territory.

Loudspeakers may be mounted on either wheeled or tracked vehicles.

Loudspeaker systems can be mounted in either fixed or rotary-wing aircraft. This broadens the areas accessible for loudspeaker operations. Since both types of aircraft must operate at low altitudes for the message to be understood on the ground, the sophistication and intensity of the enemy air defense are prime considerations.

Small portable loudspeaker systems may be backpacked by dismounted troops.

Disadvantages

Range is limited by humidity, wind, precipitation, vegetation, terrain, and manmade structures.

The enemy can readily take countermeasures; i.e., concentrate artillery or other weapons on loudspeaker personnel and equipment.

Messages may be forgotten and distorted with the passage of time.

PLANNING AND COORDINATION

Loudspeaker operations are conducted in coordination with and in support of tactical operations. The loudspeaker team leader must advise the commander of the supported unit as to the support the team can give. The team can then obtain essential operational information and coordinate security with the leader of the tactical unit.

For maximum results, loudspeaker messages in support of tactical operations must have shock effect. A tactical broadcast should be no longer than a few seconds, as prolonged broadcasting from a fixed position will draw indirect enemy fire. The message should be carefully prepared, so that each sentence constitutes a single, complete thought that will not be misunderstood. The key sentence should be short and repeated for emphasis.

The size of the target area, the character and loudness of competing sounds, the terrain, and climatic conditions (humidity, wind, temperature, etc.) affect reception of loudspeaker messages. Sound travels better at night in low temperature and humidity. In hilly or mountainous terrain, echoes may interfere with clear reception. Jungle and heavily vegetated areas absorb sound. Sounds projected over water or low-lying coastal plains travel great distances.

The announcer, generally indigenous to the operational area, must have idiomatic language fluency. Defectors may be used. They will know the current slang, topics of interest, and the problems of the enemy soldier. Their messages, however, must always be prerecorded and checked prior to being broadcast. The announcer must have—

An intimate and detailed knowledge of the customs, folklore, and speech habits of the audience.

The ability to adapt script and presentation to the changing situation.

A vigorous, unemotional delivery.

An understanding of the military situation and its implications.

Broadcasting messages from aircraft is an effective way to reach an otherwise inaccessible audience. Some general considerations are:

The PSYOP unit is responsible for the premission briefing of the aircrew. This briefing covers target location, current intelligence, total time required over the target, the length of the message, and the number of repetitions desired.

The loudspeaker message should be no longer than 20 seconds so that the entire message is audible to the audience.

Rotary-wing aircraft use banks of speakers mounted either internally or externally on the aircraft. The most effective altitude for a hovering rotary-wing aircraft is between 900 and 1,200 meters (3,000 and 4,000 feet) above ground level (AGL). The banking or orbiting course is effective at altitudes from 600 to 900 meters (2,000-3,000 feet) AGL. The presence and capabilities of enemy ground fire will determine whether to use these patterns or whether to use aerial loudspeakers at all.

The US Air Force has primary responsibility for aerial loudspeaker operations from fixed-wing aircraft.

An adapter system has been developed that permits the connection of the airborne loudspeaker system with the intercommunications and radio system of the aircraft. This allows a signal received by the aircraft from a ground radio transmitter to be rebroadcast to the target audience. The use of this system permits a language-qualified speaker in a central location to support widely dispersed ground elements. The device can be connected to a tape recorder to record the message for future use.

RADIO

Radio broadcasts can be transmitted to local audiences, or across national boundaries, and behind enemy lines. Political boundaries or tactical situations may hinder radio broadcasts, but they are not complete barriers. Since radio can reach mass target audiences quickly, it is useful for all types of psychological operations. Where radio stations are not common and receivers rare or nonexistent, receivers may be airdropped or otherwise distributed to key communicators, public installations, and selected individuals. Public listener systems may also be set up.

Advantages

Speed — Radio programs can be quickly prepared for broadcast. This is important when attempting to capitalize on targets of opportunity.

Wide coverage — Radio programs can reach members of large and varied audiences simultaneously.

Ease of perception — It requires little or no effort to visualize the radio message. Illiteracy does not prevent the listener from forming his individual image as he listens.

Versatility — Radio is easily adaptable to drama, music, news, and other types of programs.

Emotional power — A skilled radio announcer can exert tremendous influence on the listener simply with pitch, resonance, inflection, or timing.

Availability of receivers — Where availability or ownership of receivers is common, listening to radio is a habit. Ownership of receivers has increased greatly with the invention of transistors.

Disadvantages

Enemy restrictions — The target group may be subjected to severe censorship, thereby reducing the effectiveness of radio broadcasts.

Some countries have only single channel radios with the frequency set to the government-owned station.

	In some areas central receivers are connected to household receivers to control listening.
Jamming	Jamming may prevent the target group from receiving radio broadcasts.
Technical	Signal may be made inaudible or distorted by fading or static due to unfavorable atmospheric conditions.
Lack of receivers	In certain areas, so few receivers are available that radio may not be an effective medium.
Fleeting impressions	Oral media do not have the permanency of written media. Messages may be quickly forgotten or distorted.

PROGRAMING

Radio programing consists of planning the schedule, content, and production of programs during a stated period. Words, music, and sound effects are put together in various ways to produce the different kinds of programs. Some of the major types of radio programs are:

Straight news reports (without commentary).

Musical (popular, folk, classical).

Drama.

Speeches, talks, discussions.

Sports.

Interviews.

Special events; i.e., on-the-spot coverage of an election or the arrival of an important visitor, etc.

Religious.

Variety, a combination including music, skits, comedy, vaudeville, etc.

Announcements.

PRINCIPLES

Regularity	Regularity is an essential element of programing. The radio programer must create habitual program patterns in order to build a regular audience. Content, style, and format should follow an established pattern.
Repetition	Repetition is necessary for oral learning; therefore, key themes, phrases, or slogans should be repeated.
Suitability	The radio program must suit the taste and needs of the audience. Program style and format should follow the patterns to which the audience is accustomed.

Exploitation of censorship	Discussion or presentation of banned books, plays, music, and political topics is readily received by the audience. The same is true for news withheld by censors. In breaking censorship, the psychological operator must be certain that the reason for censoring the items was political and not moral.
Voice	Having announcers with attractive voice features is essential to successful radio operations.
	The emotional tone conveyed by the voice may influence the listener more than the logic of arguments.
	Announcers whose accents are similar to those of unpopular groups should not be used.
	Female voices are used to exploit nostalgia, sex frustration, or to attract female audiences. However, in some parts of the world, due to the status of women, female voices are resented.

CLASSIFICATION

Programs are classified according to content, intent, and origin.

Content	The most common and useful radio program classification is by content. News reporting, commentaries, announcements, educational or informative documentaries, music, interviews, discussions, religious programs, drama, and women's programs are the most common examples.
Intent	Classification by "intent" is useful in planning to obtain a desired response with a particular broadcast(s).
	Programs are produced to induce such emotional reactions as confidence, hope, fear, nostalgia, frustration, etc.
Origin	Classification by "origin" pertains to the source of the message; i.e., official, unofficial, authoritative, high military command, political party, etc.

FORMAT

Format is the arrangement of the various segments of a program. A fundamental principle in preparing scripts for broadcasting is to standardize as much as possible without losing flexibility. A standard or familiar manner of presentation identifies a program for the viewers, helping to gain a regular audience. The format for a series of programs is usually established before the first program is broadcast. Radio station personnel, when establishing the format, should bear in mind that they must adhere to the highest professional standards of scriptwriting.

PROGRAM BUILDING

The essential factors of program building are:

Purpose

The writer's first concern is the purpose of the program. What is it to accomplish? Careful construction of the purpose statement of the program will aid in structuring the program and provide a measuring device to determine if the goals are being met.

A credible program requires extensive research. Thorough research of a subject uncovers and provides hidden color and details which add a note of authority to the narrator.

Testing

The script is not completed when the last page is written; the announcer (or actor) must read it aloud (rehearse it) to determine how it sounds.

SCRIPTWRITING

Principles

Aural medium

The special characteristic of radio is that it is entirely an aural medium. Radio depends entirely on the ear and must work completely on the image inspired by the sound waves coming from the speaker system.

The sound of a voice (or music) in a radio presentation raises a particular image in the listener's mind. Radio scripts must make clear to the listener the scene or idea desired by the psychological operator.

Power of suggestion

The mind of each listener is a vast storehouse of scenery. The radio writer, through speech, music, and other sounds, enables the listener to visualize each scene.

Freedom of movement

The radio scriptwriter can change scenes as frequently as desired. He can rapidly take his listeners from one event or point on earth (or in space) to another--its all in the mind.

Conflict

Conflict is the attention-getter in a radio script, gaining and increasing audience interest. Conflict is the hero against the villain, good versus evil, the struggle for survival, etc., with the psychological operator offering the solution by way of his script(s).

TECHNIQUES

The imaginative application of techniques is a way to success. The writer must be constantly alert for new ideas and be willing to experiment with variations of old established techniques. The techniques discussed below apply equally to the preparation of scripts for television and loudspeaker operations.

Simplicity	Use simple sentences and words commonly used by the target audience. However, sentence length should be varied to avoid a singsong or monotonous effect.
Conversational style	Write news in a popular, informal, relaxed style. The listener should not be aware that the news is being read to him.
Speech speed	The normal rate of speech will vary 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 allotted time.
Initial attention	As the listener may be running the risk of severe punishment for listening to a forbidden broadcast, the broadcast must gain instant attention. The initial part of the script should convince the listener that the program will be of interest to him. Therefore, the essential facts need to be in the first few sentences to gain interest and to insure that nothing of importance is lost if the program is jammed.
Pacing and timing	Pacing refers to the changes in quality, emotion, thought, or feeling written into the program by the scriptwriter. Timing is controlled by the director and is a shift in the speed of message delivery.
Tongue twisters	Avoid words that successively begin with the same sounds, such as "In providing proper provisional procedures . . ." Avoid words ending in "ch," "sh," "th." These sounds generally produce a hissing noise.
Numbers	Round numbers off, unless the specific number is important. For example, 20 thousand may be used instead of 20,158. Large numbers should be written in the manner easiest to read: one billion 200 million 50 thousand instead of 1,200,050,000.
Unfamiliar names	Avoid beginning a news item with a name that is unfamiliar to the target audience. Introduce the names as "The chief of police, Mr. Jones . . ."
Quotes	The listener cannot see quotation marks. By voice inflection, the announcer can make it clear when a quotation begins and ends. Other methods may be used to indicate a quotation: In Smith's own words . . . To quote Smith . . . As Smith states . . .
Punctuation	Ordinary punctuation marks are ignored in scriptwriting. They can, however, be used as a guide for the announcer. For example, parentheses may be used to set off a phrase. Key words should be capitalized for emphasis. Phonetic spelling may be used to help the announcer with difficult words.

Profanity and horror — The announcer, speaking as a representative of his government and in keeping with the image of the serious, sincere spokesman, will not use profanity in his broadcasts. He will not use horrible descriptions of human suffering, although objective reports have a legitimate place in radio.

Abbreviations — Conventional abbreviations are seldom used. In scriptwriting "Mister" is used instead of "Mr." Any abbreviations used must be familiar to the target audience.

MONITORING

Radio monitoring provides information to the PSYOP current intelligence team on:

The enemy's domestic and foreign propaganda programs.

The propaganda the enemy aims at his own military forces in the field.

Propaganda directed at our forces, and the necessary countermeasures which can and should be taken.

Radio monitoring also provides information for evaluating the effectiveness of US and allied PSYOP. The frequency band is scanned on a random basis to intercept other broadcasts of interest to the US and allied forces.

Operational rules require monitoring personnel to:

Be objective when giving the monitoring reports.

Be familiar with the names of persons and places likely to appear in the monitored broadcast.

Monitor only the station(s) to which assigned. Scan the frequency band only when directed.

Record the identity of the monitored station, the date and time, and other relevant information pertaining to the monitored broadcast.

Bring significant information to the attention of superiors immediately. Do not wait to make a scheduled report.

Use phonetic spelling when in doubt as to the spelling of strange names and places.

TEAM IC, MOBILE RADIO ENGINEER (RADIO TRANSMISSION)

Using the AN/TRT-22, with a general broadcast radius of about 100 miles (160 km), the IC team transmits radio programs in support of psychological operations. The team also performs direct support maintenance on organic communications-electronic equipment. It is capable of multishift operations.

The first consideration in placing the radio transmitter is operational effectiveness. In a wartime environment, consideration also must be given to enemy destructive operations, particularly local actions; e.g., placement of satchel charges, bangalore torpedoes, etc. This requires that not only must antennas be placed where they will operate effectively, but they must also be reasonably near transportation, sources of supply, and troops who will assist in affording protective security.

Reasonable nearness to transportation, engineer, and signal units merits priority consideration because:

The IC team is only 40 percent mobile with organic vehicles.

Movement of equipment--e.g., generators--may require use of heavy vehicles and equipment, such as cranes, wreckers, lowboys, or mobilizers, not available in PSYOP units.

Engineer and signal personnel are needed to erect, maintain, and dismantle the 250-foot (76 meters) antenna used with the AN/TRT-22 radio transmitter.

There is a recurring need for generator fuel, spare parts, and maintenance in addition to other recurring requirements.

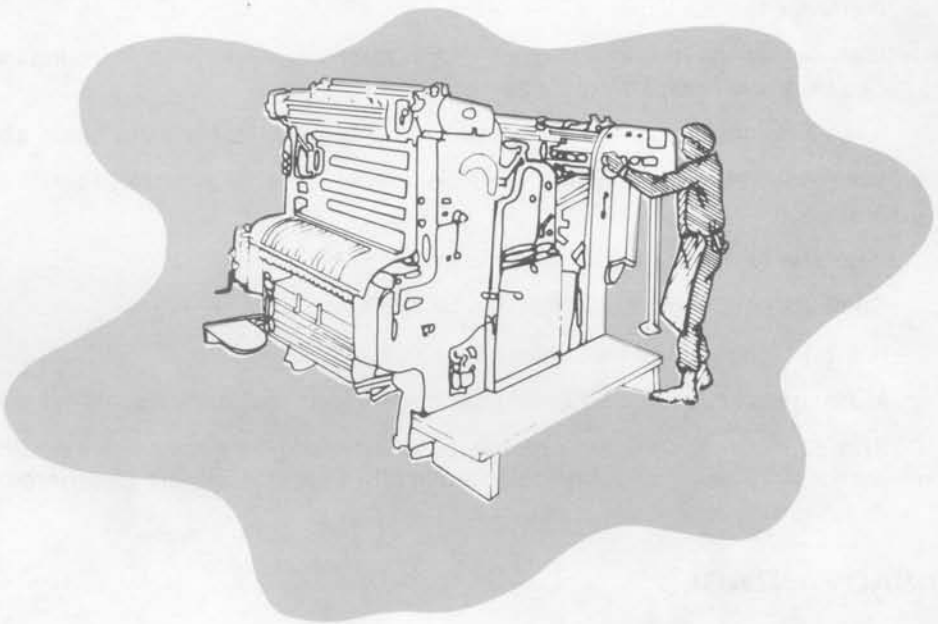
Gaining the attention of a PSYOP target audience, building its interest, and ultimately influencing its emotions, opinions, attitudes, and behavior, is not done quickly. Thus, the transmitter must remain on site for an extended time. In fact, in a conflict environment movement is so infrequent as to pose no burden on units needed to transport equipment.

Chapter Eighteen

PRINTED MATERIAL

18

Printed material, which includes leaflets, newspapers, posters, handbills, books, magazines, and such items as novelties, trinkets, and gifts with messages printed on them, is major means of conveying propaganda. A propaganda message printed on substantial material is a relatively permanent document. Once printed and delivered, it can be retained and readily passed from person to person without distortion.



CONTENTS

PAGE

Advantages 18-2
Disadvantages 18-2
Printed Material Techniques 18-2
Leaflets 18-4
- Categories of Leaflets 18-4
- Leaflet Use 18-4
- Physical Characteristics of Leaflets 18-6
- Format 18-6
- Leaflet Dissemination 18-7

Posters, Magazines, Books, Banners, Gifts, Personal Display Items 18 12
- Posters 18-12
- Magazines, Pamphlets, Reprints 18-15
- Books 18-15
- Banners 18-16
- Personal Display Items 18-16
- Gifts and Novelties 18-17

18

A properly developed and designed message (shape, color, format, texture, and other physical characteristics have been duly considered) can have a deep and lasting effect on the target audience.

ADVANTAGES

The printed word has a high degree of acceptance, credibility, and prestige.

Printed matter is unique in that it can be passed from person to person without distortion.

It allows for the reinforcing use of photographs and graphic illustrations which can be understood by illiterates.

It is permanent and the message will not change unless it is physically altered.

It can be disseminated and read or viewed by a larger, widespread target audience.

It can be reread for reinforcement.

Complex and lengthy material can be explained in detail.

It can be hidden and read in private.

Messages can be printed on almost any surface, including useful items.

Printed material can gain prestige by acknowledging authoritative and expert authors. This is particularly important in those societies where the printed word is authoritative.

DISADVANTAGES

A high illiteracy rate reduces the effectiveness and usefulness of the printed message.
Printing operations require special, extensive, continuing logistical support.
Dissemination is time-consuming and costly, requiring the use of special facilities and complex coordination.
As printed material must be physically delivered to the target audience, the enemy can prevent or interfere with its dissemination.
It is less timely than other means of communication.
It can be collected and destroyed by the enemy.
It can be altered by overprinting.
Where prohibited, it can readily be uncovered by search and stringent penalties imposed for possession.
Development and design of effective printed material requires trained and knowledgeable personnel.

PRINTED MATERIAL TECHNIQUES

Do's

Compile catalogs of printed material and make known their existence.

Use illustrations. They increase the attractiveness of the item, arouse the attention of the target audience, and convey meaningful information in a relatively small space. Illustrations are valuable when they enhance the printed message. The best illustrations are clear and appropriate. Use illustrations that show action.

Use photographs instead of sketches whenever possible (except when a sketch, e.g., a cartoon, a caricature, etc., will best evoke a desired emotion within the target audience). People regard photographs as positive proof of events being depicted. Thus, credibility can be markedly enhanced by using photographs of the actual scene or person rather than an artist's conception. Use sharp photographs; out-of-focus or blurred photographs reduce audience interest and the credibility of the message.

Use letters. Letters obtained from defectors, prisoners of war (always adhere to the Geneva Conventions), and other former enemy personnel can be extremely effective. There are, however, a few rules that should be followed:

> Do not write letters for someone else. A letter that sounds as though it were written by other than the signing party has no credibility.
>
> You may suggest possible themes and specific details, but the letter must be written by the signator.

Among some audiences poetry can be an effective medium for emotional and sentimental appeals. Good poetry elicits highly favorable reactions, but bad poetry elicits unfavorable reactions. In order to assure quality, well-known, popular poets should be employed.

Don'ts

Do not use long text (particularly in leaflets, posters, and handbills). People in enemy-controlled territory may have to read the printed item surreptitiously. A lengthy text increases the possibility of discovery and reduces the likelihood that people will risk reading it. Long texts discourage the average reader, and the poorly educated may not even try to read lengthy items.

Avoid small print; it discourages readers. Size of print must permit the message to be read immediately.

Avoid duplication of material. Issue only the superior product.

Do not distribute obsolete propaganda. Many printed items have a period of maximal impact. If distributed after the time for which they were meant, the impact may be minimal, nil, or adverse. Therefore, carefully watch for and do not reorder obsolete items (leaflets, posters, etc.).

LEAFLETS

A leaflet is a written or pictorial message on a single sheet of paper. It has no standard size, shape, or format. In selecting the size, shape, and weight of the paper, the primary consideration is that the paper accommodate the message and be easy to distribute. The recommended size, provided the message can be accommodated, is a 15.24 centimeters by 7.72 centimeters (6 by 3 inches) on 7.25- or 9.06- kilogram paper (16- or 20-pound). Leaflets of this size and weight have very favorable aerial dissemination characteristics.

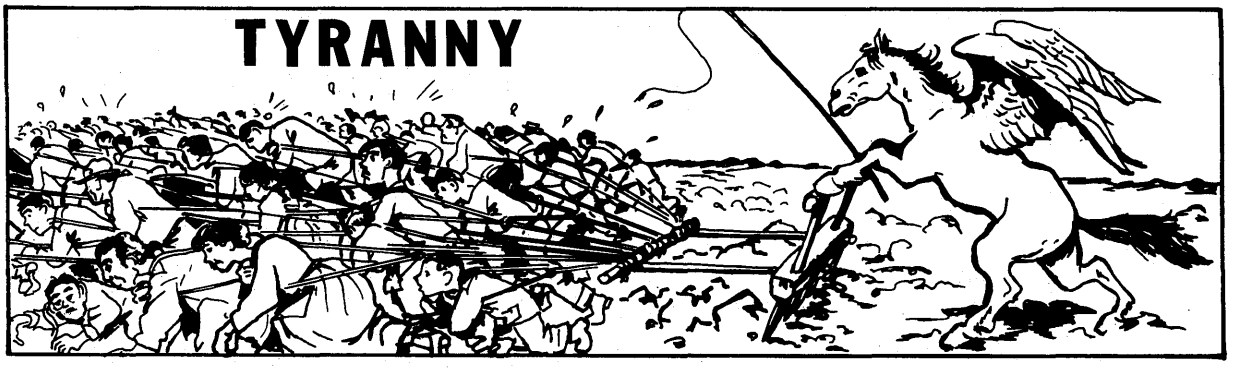


FIGURE 18-1

SAMPLE LEAFLET

Categories of Leaflets

Leaflets may be categorized as persuasive, informative, and directive.

The persuasive leaflet attains its objective through use of reason. Facts are presented so that the audience is convinced that the conclusions reached by the propagandist are valid.

The informative leaflet is factual. In presenting facts previously unknown to the audience, it attracts a reading public by satisfying curiosity.

The directive leaflet directs action when intelligence indicates the target is receptive. It is used to direct and control activities of underground forces. It may be used to disrupt enemy production by giving advance warning of bombing attacks and suggesting that workers in enemy production facilities protect themselves by staying away from work.

During consolidation and foreign internal defense operations, directive leaflets assist in maintaining law and order and in publicizing government programs.

Leaflet Use

Leaflets are developed for specific uses, such as standard, special situation, safe conduct, and news.

Standard leaflets contain general propaganda messages intended for repeated use in all types of psychological operations. They are particularly valuable in fast-moving tactical situations when PSYOP units are unable to prepare leaflets to fit rapidly changing situations. The content of standard leaflets used in support of foreign internal defense, unconventional warfare, and consolidation operations varies widely.

Advantages of Standard Leaflets. Use of standard leaflets:

Permits rapid dissemination of a variety of propaganda messages. Leaflets are prepared in advance, stockpiled in bulk, or loaded in disseminating devices for storage or immediate delivery. This provides flexibility for the use of PSYOP at all levels of command.

Permits standardization of selected propaganda themes or messages, insuring consistency of propaganda content.

Allows cataloging. Standard leaflets are easily cataloged. The availability of catalogs of standard leaflets simplifies the task of integrating selected leaflets into tactical operations.

Permits the most efficient use of large, high-speed presses at theater Army level and maximum use of commercial facilities.

Permits a joint production agency to better control printed propaganda materials.

Allows pretesting well in advance of dissemination.

Insures continuation of the PSYOP effort even though reproduction equipment may be destroyed or temporarily disabled.

Disadvantages of Standard Leaflets:

Standard leaflets are usually less effective than leaflets tailored for a specific action or situation.

They are subject to deterioration.

Circumstances and conditions make them obsolete.

Stockpiles of leaflets become a logistical burden and can be overprinted by the enemy.

They endanger enemy soldiers and civilians seen reading them.

They are instantly identifiable as a PSYOP device; therefore, the leaflet's credibility is suspect.

Contingency leaflets are prepared for an anticipated event.

Special situation leaflets are requested when the standard leaflet message is inadequate to exploit a particular propaganda opportunity, situation, or objective. They are developed when intelligence indicates the existence of a specifically exploitable,

but transient and presumably nonrecurring psychological opportunity. They are intended for use only once because the circumstances which govern their preparation are seldom duplicated.

Use in tactical operations. Tactical PSYOP achieve maximum results when leaflets have specific relevance at the moment of receipt, when psychological pressures are greatest, and when a reasonable course of action is presented. For example, surrender becomes a reasonable course of action only when under current conditions no other alternative action seems plausible.

Use in strategic operations. Strategic PSYOP are made more effective by the use of special situation leaflets that deal with specific problems and discuss them in terms of current facts. The impact is usually cummulative, rather then immediate, extending over weeks, months, or years. These leaflets are used primarily to communicate with special targets, such as foreign workers in enemy or occupied countries, ethnic or religious groups, members of a particular industrial facility or industry, and friendly resistance groups.

Operational considerations. The following operational considerations should determine the use of special situation leaflets:

Serve as a means for timely exploitation of psychological opportunities.

Serve as a means to communicate more intimately with the target audience and permit the message to be more precisely slanted to the immediate and particular needs of the audience.

Physical Characteristics of Leaflets

Leaflet production is affected by the physical characteristics of paper, such as shape, texture, quality, size, and weight. Legibility and color reproduction are noticeably affected by paper quality and texture. A high grade of paper is needed for correct color reproduction. Quality also affects durability. **Safe conduct passes should always be printed on durable, high quality paper.**

The major factors involved in selection of paper weights and leaflet sizes are:

Message length.

Artwork required.

Delivery system to be used.

Press capabilities.

Purpose of the leaflet.

Format

Although leaflets generally are small, they should contain comparatively large print, particularly when directed toward the enemy. However, a small leaflet with large print makes it necessary to use a text that is brief, to the point, and immediately attractive.

Since enemy personnel and civilians in areas under enemy control are prohibited from picking up or reading leaflets from external sources, the large print enables them to read the message without touching the leaflet. In case the reader wishes to hide the leaflet and read it surreptitiously at a later time, a small leaflet is more easily concealed.

Sequence — The order of presentation must be carefully planned and appropriate for the cultural reading habits of the target.

Headline — The headline is important because it summarizes the entire leaflet and is the part of the text that first catches the eye.

Subheadline — Subheadlines are used to introduce separate paragraphs and highlight the significant points of the message.

Text — The text must be simple and to the point, containing only one theme. The first sentence should contain the substance of the message. Credible and verifiable facts should follow.

Photographs and illustrations — Since photographs and illustrations carry a message, they must be arranged and numbered in a culturally logical sequence. For example, in some cultures the sequence of reading is from right to left, in others from top to bottom and right to left. Placing a number in front of the caption which accompanies a photograph or illustration makes it easier for the reader to follow the sequence.

Captions — Caption all photographs and illustrations. If this is not done, the reader may not understand the point the message is trying to make.

LEAFLET DISSEMINATION

Printed material is the one medium that must be physically delivered to a target audience. This presents problems when attempting to disseminate printed propaganda in enemy-held territory. In denied areas, printed propaganda is generally disseminated by air delivery, line-crossers, military patrols, or international mail.

The method of delivery depends upon a variety of factors, such as:

Political conditions.

Military situation.

Target density and population patterns.

Number and size of leaflets to be delivered.

Enemy countermeasures.

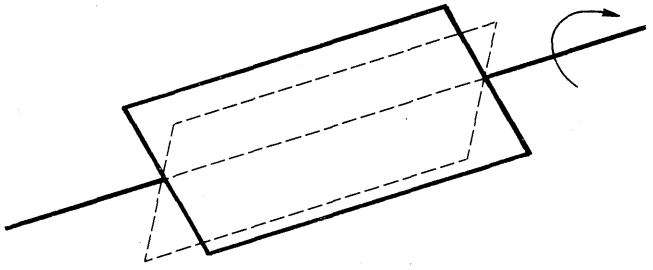
Availability of ordnance and delivery devices.

Weather.

Allocation of air sorties for leaflet missions.

Air-to-Ground Delivery

Paper quality affects the drift of airdropped leaflets. If a leaflet, which offers little or no wind resistance, is dropped from a flying aircraft, it will be blown at about the same speed and direction as the wind. If there are updrafts or downdrafts, the leaflet will still follow the general direction of the wind. In areas of no turbulence the constant pull of gravity acting upon the leaflet will cause it to fall at a fairly constant rate. (See figure 18-3, Leaflet Patterns, and figure 18-4, Detailed View ofLeaflet Patterns.)



AUTOROTATING MOTION

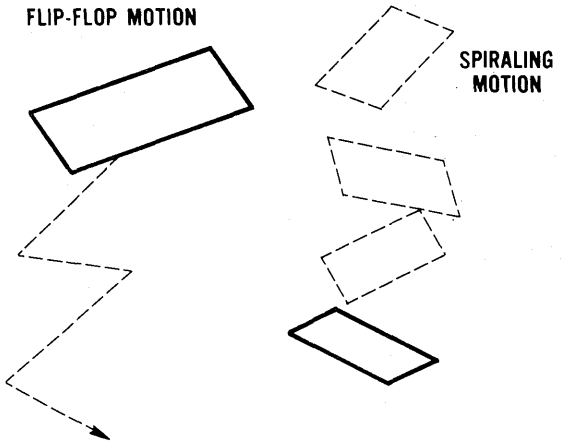


FIGURE 18-2

LEAFLET MOTIONS

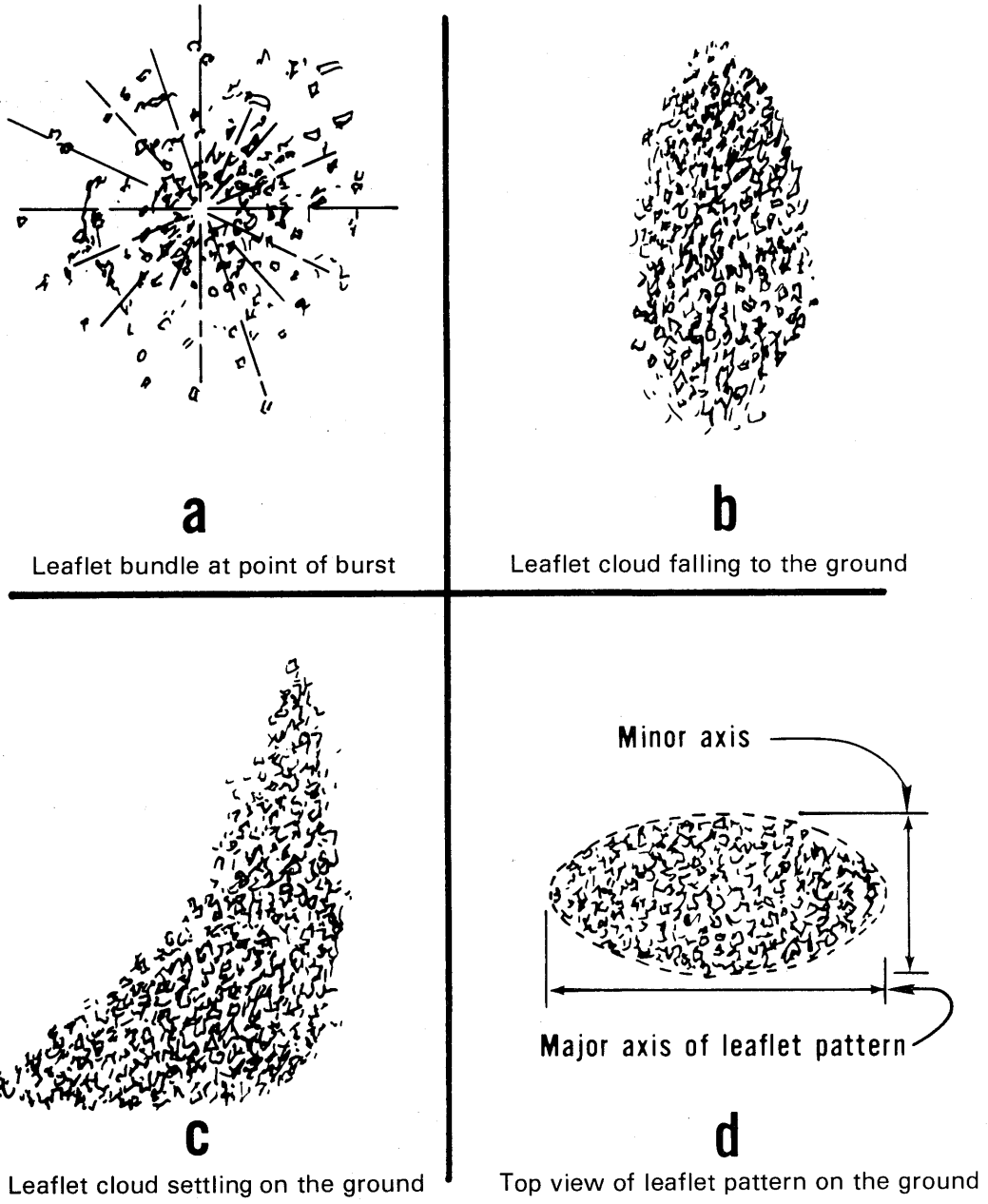


FIGURE 18-3

LEAFLET PATTERNS

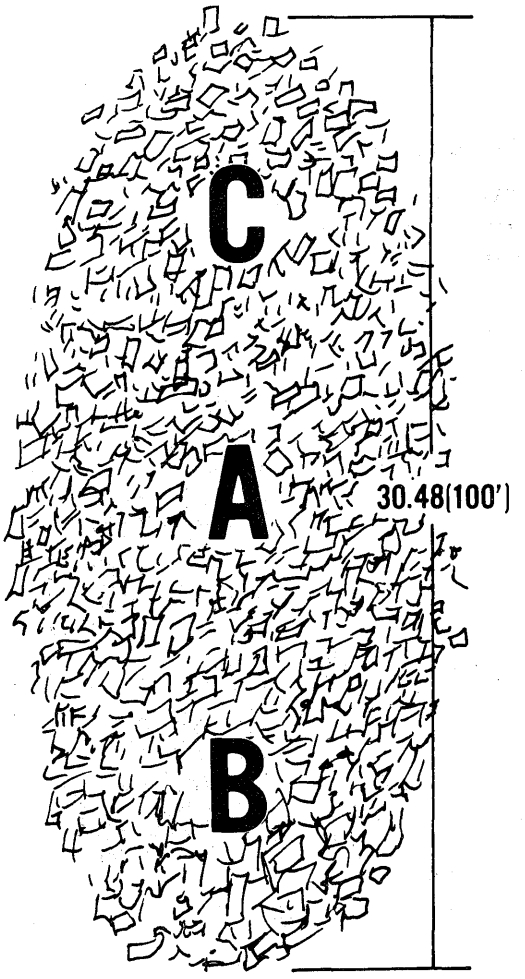


FIGURE 18-4

DETAILED VIEW OF LEAFLET PATTERNS

Leaflet density. The basic objective of leaflet drops is to place sufficient leaflets on the ground to insure that every member of the target audience will see (not necessarily possess) a leaflet. To insure that members of the target audience chance upon leaflets, their location and activities must be considered. Target mobility has a great bearing on the number and density of leaflets dropped and on the area that must be covered.

If the target is a soldier dug in a defensive position, his mobility and the possibility that he will find a leaflet are reduced. This type of target requires more leaflets than one consisting of rear area soldiers with greater mobility.

In mountains or jungle areas, mobility is generally restricted to roads, paths, and trails. Leaflets should be concentrated in these areas to increase the possibility that the target will chance upon them.

An urban population will require more leaflets than the population living and working in open rural terrain. The density of leaflets disseminated over a city should be heavy because a great percentage of leaflets will land on inaccessible rooftops.

As a "rule of thumb," the psychological operator should trade lower densities for greater area coverage. Villages and hamlets should be targeted so leaflets will land not only in the village where people live, but also in the fields where they work. Trails in and out of the area should be targeted.

Airdrop by hand (low altitude)

In areas where low-level delivery is feasible, leaflets can be dropped by hand through aircraft doors, ports, or specially fabricated chutes as the delivery aircraft passes over or circles the target area.



FIGURE 18-5

USE OF CHUTES IN

LOW-ALTITUDE AIRDROP

Leaflets should be dropped in small quantities at very close intervals. This results in an almost continuous release of leaflets evenly distributed downwind and parallel to the flight of the aircraft. Two men can dispense thousands of leaflets per minute using this efficient, inexpensive technique.

Leaflets printed or distributed in areas of high humidity tend to stick together. Ruffling one or both ends of the leaflet stack insures complete dispersion.

High altitude free-fall

Leaflets dispensed from aircraft flying at altitudes up to 50,000 feet (15,000 meters) are carried to their target by prevailing winds. This technique is well suited for leaflet drops directed at large general target areas. It requires long-range planning and preparation to insure prompt reaction to favorable wind conditions. The advice of skilled meteorological personnel is essential throughout the planning and execution of this operation.

The characteristics of different size leaflets must be known to insure that the proper "mix" of leaflets is used to obtain dissemination throughout the target area.

Static line technique

At high altitudes the use of leaflet bundles or boxes opened by static line has proven effective. Through use of rollers on the deck of the aircraft, boxes weighing up to 50 kilograms (110 pounds) can be ejected with minimum exertion. The steps (figure 18-6) in preparing boxes for high-altitude, static line dissemination are:

Step 1. Using a punch, cut four holes about 6 centimeters by 2 centimeters (2 1/2 inches by 3/4 inch) as indicated in figure 18-6.

Step 2. Cut through the box from one hole to another as illustrated.

Step 3. Place a 5-centimeter (2-inch) wide strip of webbing through the holes. The length of webbing depends on the size of the box; it must be long enough to tie after the box has been filled with leaflets.

Step 4. Place a 10-centimeter (3-or 4-inch) strip of masking tape over the 5-centimeter wide strip of webbing.

Step 5. Cut all four corners of the box from the top to about three-fourths of the way down (or less).

Step 6. Again using masking tape, tape one strip up the cut portion and two across, as illustrated.

Step 7. After filling the box with leaflets, tie the two strips of webbing.

Step 8. Attach one end of the static line to the webbing ties. The length of the static line depends upon the type of aircraft, but it is normally about 4 1/2 meters (15 feet) long.

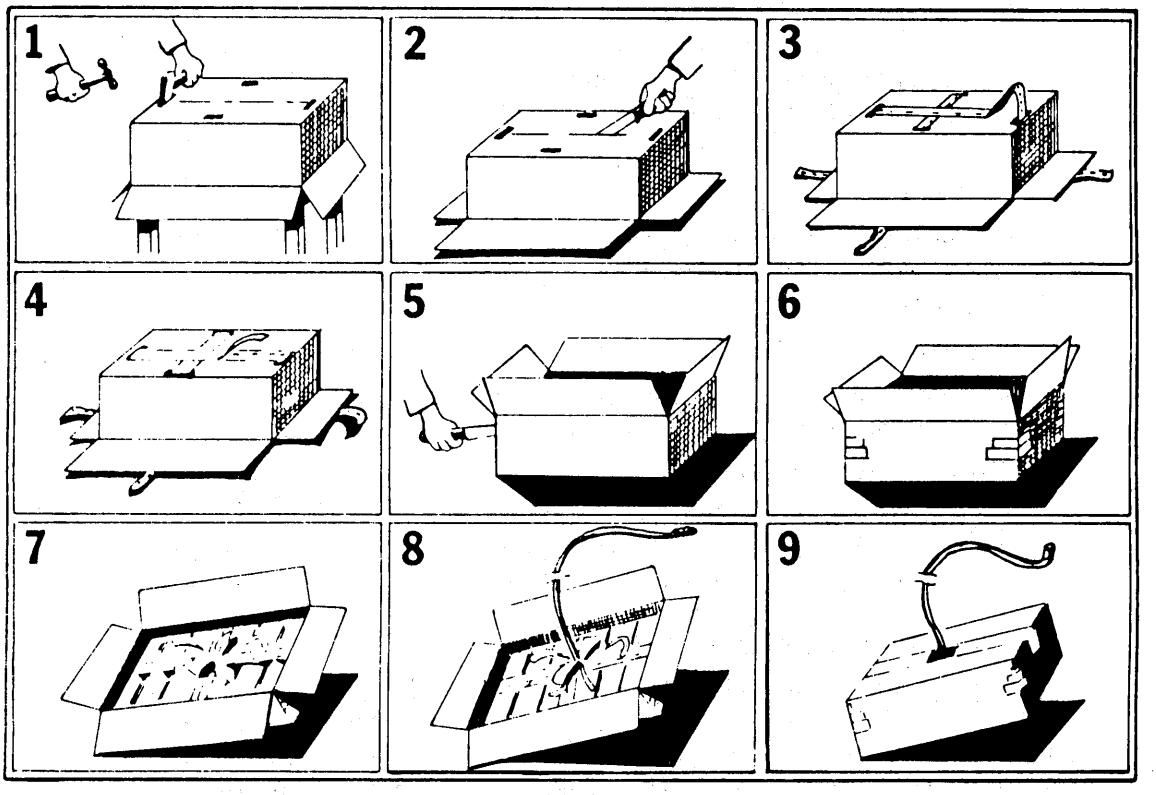


FIGURE 18-6

METHOD OF FABRICATING BOXES FOR HIGH-ALTITUDE STATIC LINE DISSEMINATION

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. In effect, it is turned inside out and the leaflets fall away followed by the empty box.

Balloon Operations

Balloon operations, useful for penetrating denied areas, can be conducted up to a range of 2,400 kilometers (1,500 miles). As the use of balloons for other than random drops requires a knowledge and study of wind patterns and air currents from the proposed launching site to the intended target area, a meteorologist must be available from the planning to the launching stages of the operation.

Types of balloons

Balloons are made of paper, rubber, or polyethylene.

Inflation and launching

Balloons should be inflated in an area protected from the elements and launched in winds of 5-7 knots. For safety, helium is preferred; however, hydrogen, a highly inflammable (explosive) gas, will support a slightly heavier load. **Extreme care is required when hydrogen is used**: The crew must wear protective cotton clothing and goggles; no silk, fur, nylon, or other potentially spark-producing clothing may be worn; all inflation equipment must be electrically grounded; and smoking is prohibited.

Other lighter-than-air gases, such as coal gas, may also be used.

Flight

Flight patterns are determined by the weather, wind, air currents, and gas pressure. Flight pattern tables showing altitude, time, distance, payload, and gross load are easily constructed. However, the slightest leak in the balloon will alter the flight pattern.

Tracking

Balloons can be radar tracked for about 40 kilometers (25 miles) by adding a conventional reflector. This distance is enough to establish wind patterns and trajectory.

Payload

Although the maximum payload is 9 kilograms (about 20 pounds), balloons are an inexpensive means of disseminating leaflets.

Coverage of the target

The actual leaflet impact area may vary from that predicted by as much as 10 percent. This does not mean failure, because the dimensions of the leaflet pattern will be large enough to assure substantial coverage of the chosen target.

Remotely Piloted Vehicles (RPVs)

Remotely piloted vehicles are capable of conducting a variety of combat missions including leaflet delivery, surveillance, reconnaissance, electronic warfare, and strike. The remote pilot is able to detect and identify targets, change the course of the RPV, and make decisions to initiate and terminate operations in the target area. **Pinpoint accuracy is possible.**

Use for leaflet drops

RPVs can be flown into enemy territories where the gun and missile antiaircraft defenses are very intense and the losses of manned aircraft might be unacceptable. RPVs similar to those used by the US Air Force for low altitude operations are readily adaptable to leaflet delivery for psychological operations. The RPVs can fly a preselected course at heights as low as a few hundred feet above gound level. The maximum speed will vary from Mach 0.8 for the clean configuration down to about Mach 0.6 when wing pods are installed. **These RPVs can be fitted with modified wing pods providing a large leaflet capacity per mission.**

Launching

Remotely piloted vehicles can be either ground or air launched, resulting in very flexible mission planning. Recovery of the RPVs is accomplished by a parachute system.

US Army variable speed training target

Smaller target drones, such as the US Army's new variable speed training target (VSTT), can be adapted for leaflet dispensing. Since these drones are smaller than the Air Force RPV, they are more easily adapted for short-range operations with the Army in the field.

Leaflet Bomb

The M129E1 leaflet bomb is an Air Force item, obtained through Air Force ordnance channels. Its empty weight is about 52 kilograms (115 pounds) and when loaded with leaflets, approximately 100 kilograms (225 pounds). It can carry approximately 30,000 13 x 20-centimeter (5 1/4 x 8-inch), 16-pound, machine-rolled leaflets. The maximum inside diameter of the bomb is 39.4 centimeters (15 1/2 inches); the minimum is 34.3 centimeters (13 1/2 inches).

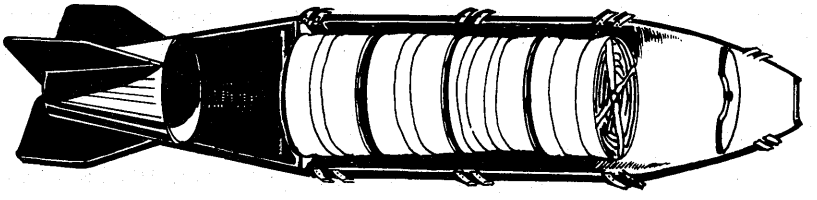


FIGURE 18-7

LEAFLET BOMB

Because of the internal configuration, the method for loading 13 x 20-centimeter (5 1/4 x 8-inch) leaflets is to use six 36-centimeter (14 1/2-inch) diameter rolls and one 32-centimeter (12 1/2-inch) diameter roll. Before the leaflets are placed in the bomb, the detonating cord is placed in the seam between the two halves.

The bomb is fuzed and armed at the launch base by Air Force or Navy personnel. When the bomb is released, the fuze functions at a predetermined time, detonating the primer cord separating the two body sections, detaching the fins, and releasing the leaflets.

Surface Delivery

The ground patrol is a useful element for disseminating small amounts of printed material behind enemy lines. Posters, leaflets, pamphlets, kits, and novelties may be placed or scattered by patrols and reconnaissance elements, usually while on regular missions.

Leaflets, posters, and propaganda items can be left behind during retrograde movements.

Infiltrators, line-crossers, and sympathizers can be used to distribute printed propaganda behind enemy lines. They frequently distribute gray or black propaganda.

Propaganda may be mailed to selected individuals or organizations through enemy or neutral postal systems.

In FID situations all agencies of the supported government and civilian public service organizations (to include the religious community) should be used as outlets and distribution points.

Seaworthy containers are easy and inexpensive to use as sea floats. Propaganda is placed in a waterproof container and dropped at predetermined locations at sea, in rivers, or streams. However, access to reliable hydrographic data (prevailing winds, tide, and currents) is needed in order to plot projected courses accurately. Containers may be made of wood, bamboo, glass, plastic, rubber, or similar material. Inexpensive plastic or cellophane envelopes can be profitably used for large-scale float operations. Large-volume dissemination is necessary because a great number of the containers will never reach the designated target audience.

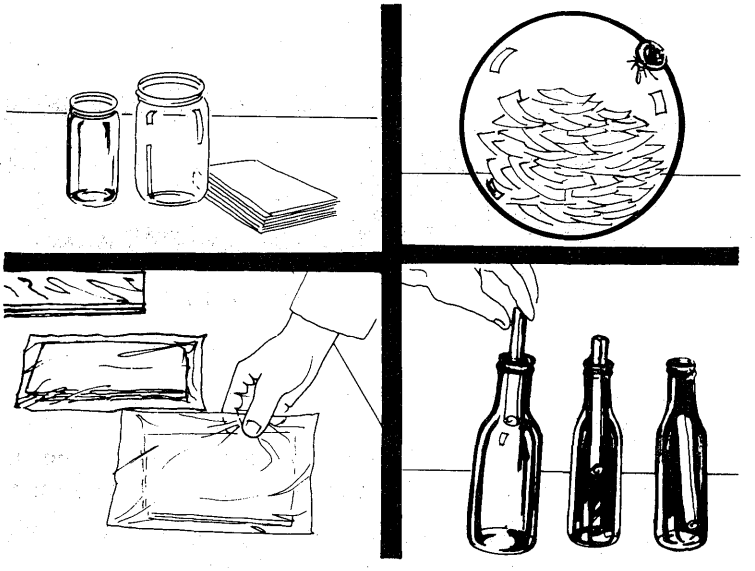


FIGURE 18-8

EXAMPLES OF SEA FLOATS

POSTERS, MAGAZINES, BOOKS, BANNERS, GIFTS, PERSONAL DISPLAY ITEMS

Other types of printed matter known as slow media are also used in psychological operations. These media include posters, pamphlets, books, magazines, reprints, gifts, and other items that contain printed messages. These materials are used primarily in populated and heavily traveled areas.

Posters

Posters include all single-sheet printed and graphic (illustrations, sketches, photographs, and symbols) materials which impart a message by being publicly posted. They are used to inform; their ultimate purpose is to enlist support. The message is generally emotionally colored, intended primarily to influence emotions and gain emotional support.

Posters are a universal medium, easy and inexpensive to produce and place--almost any surface is suitable. Since they present their message pictorially, they have a universal audience that includes illiterates. Properly placed, they cannot be avoided. When placed where people congregate, they stimulate discussion, broadening the impact of the message.

Since the opinions of neutral or other noninvolved foreign audiences may affect the courses of action of the enemy government, its security forces, or its allied and assisting government, posters should be made interesting and appealing to these foreign audiences.

Basic principles

Format.

Use formats, art styles, and forms that are familiar to and appropriate for the target audience. If possible, produce an art form that people want to possess and display.

Graphics.

Give maximum space to simple graphic productions. They attract an audience and significantly increase the impact of the message. Complex graphics, on the other hand, generally confuse the audience and are subject to ambiguous and undesirable interpretations by the audience.

Photographs.

Use photographs or photomontages. People believe them. The less sophisticated the audience, the greater the belief.

Symbols.

Use symbols, inanimate and animate (including human), that are significant to the target audience. Symbols which have positive characteristics (bravery, integrity, leadership, etc.) to the target add prestige and impact to the message.

Color.

As colors have different connotations in different societies, it is important that colors and color combinations used in posters be appropriate to the culture of the target audience. Improper colors may be counterproductive or, at best, nonproductive.

Print for a moving target.

It may be necessary for people to read the unfriendly poster while on the move. Therefore, the poster should be printed in letters of a size that can be read and seen at distances from 10 to 15 meters. For example, an enemy government may impose stringent penalties on any members of its armed forces or civilian population displaying an interest in enemy posters. Or if an enemy shadow government is active and effective, a display of interest in a poster may result in loss of life or limb, injury to family, or destruction of property.

Main point.

The main point, clearly and immediately stated, should occupy the visual center of the poster so it is seen first. In addition, all textual material must relate to the main point of the message.

The appeal.

Make the appeal positive, emotional, simple, and appropriate to the action desired. The poster is too compact to present complex arguments. Do not inflame emotions to the point of violent actions when such actions are neither appropriate nor desired. Overreaction may result in loss of liberty or life and of PSYOP effectiveness.

Slogans.

Slogans reinforce the graphic art and convey emotional appeals that will be long remembered. They are extremely effective in highly authoritative societies and cultures when related to highly emotional issues. In areas of mass illiteracy those who cannot read will hear the slogans spoken frequently, ask the literates to explain them, or have readers available.

Cliches.

Cliches, catchwords, and popular and stereotyped phrases may also be featured with somewhat the same effect as slogans.

Distribution.

Posters must be distributed according to a plan. "Hit-or miss" poster distribution has no part in a poster campaign.

Placement.

Place and display posters where people naturally and habitually gather, and where they have little or nothing to do for brief periods of time; e.g., bus and tram stops, rail stations and depots, parks, outdoor cafes, etc. Posters so displayed are most likely to be exposed to an audience and read.

Viewers tend to associate the poster with the area of placement. This is one reason why posters placed in areas dangerously reached (mountainsides, railroad trestles, water tanks, high walls, etc.) evoke admiration and have a high impact. By the same line of audience reasoning, posters placed in demeaning areas lose their effectiveness.

Vulnerabilities.

Posters are subject to weather conditions. They may be easily removed, destroyed, or defaced. Outdated posters may be used in enemy propaganda. Since a weatherbeaten, obsolete, or defaced poster is a liability, remove it quickly. This requires frequent visits to poster sites.

Magazines, Pamphlets, Reprints

Magazines, pamphlets, and reprints--although differing in length, use of illustrative material, and regularity of distribution--generally have common features as propaganda media:

All are relatively expensive to produce and distribute.

There is no limitation as to the kind of propaganda messages they can carry.

The audience range is unlimited--youth groups, the mass of the population, intellectuals, professionals, etc.

These materials may be dropped from the air, mailed, delivered by messenger, placed in libraries and public areas, or handed out at meetings and rallies or surreptitiously handed out. The contents may be read and discussed on radio and television.

These publications have the basic advantages common to newspapers:

They are relatively permanent.

A wide variety of material may be presented, such as:

Complex and lengthy articles.

Technical and professional information and data.

News, features, and items of popular interest.

Material may be set in a format and edited to appeal to the complete spectrum of audience groups.

Colorful (and colored) graphic presentations may be made.

These publications also have the disadvantages inherent in newspapers:

Production and distribution are time-consuming, complex, and expensive.

They are not suitable for targets of opportunity.

If national policy or situations change, they can be reminders of past policy and situations and used by the enemy.

Magazines and pamphlets require the services of skilled editorial and production personnel.

Books

In consolidation and FID/IDAD operations, books are valuable when available to the audience, where there is an interest in them, and time is available to read them.

Manuscripts offered for publication may indicate popular feeling concerning local conditions, the government, the military, etc.

In the early stages of consolidation of occupied areas, PSYOP units will normally assist in distributing books from US or allied sources. PSYOP personnel may also be called upon to assist in a program to rehabilitate the book publishing industry.

The use of local publishers makes it easier to establish book translation programs by publishing, in the local language and at prices within the reach of the target group, selected books of friendly persuasion. Production shortages are likely to exist; therefore, paper stocks, ink, photographic supplies, and other material must be issued on a priority basis to approved publishers, concentrating on priority subjects.

Censorship may be necessary, even of translations of seemingly harmless literature.

A well-planed book program, including children's books, is of great value, particularly in education (and reeducation) programs. Books on any subject can be provided to all target groups. Popular reading will attract the less educated groups. Other books may help to acquaint the target audience with the achievements, aims, and advantages of the programs, activities, and operations of the United States, allies,or host country. A book written by a member (or ex-member) of the target audience can be most influential.

Banners

A banner is any piece of flag-like cloth, paper, or similar surface on which a message is drawn. A banner may be any size or shape, stationary or mobile.

They generally have a one-time use in intensely emotional situations. The message is short, hard hitting, and emotional with only one theme; it may be a rallying point for adherents to a cause. Banners indicate commitment on the part of those who make or carry them.

The major advantages of banners are their symbolism and ability to rally people to a cause. Other advantages are their high visibility and mobility. Banners are a complementary medium, however, and quickly become obsolete.

Personal Display Items

Personal items such as buttons, vehicular stickers, clothing (e.g., T-shirts), or jewelry which display a belief or cause indicate a relatively high degree of commitment. If seen in public at different times and places, they give the appearance of strength for the cause the propagandist advocates. People like winners, and this appearance of strength gains adherents.

Some of the items are relatively expensive, but if attractive, they will be sold. Purchase of expensive items is an indication of strong attachment to the cause represented by the purchased item.

Gifts and Novelties

Any item of practical use may be used as a message-carrying gift; i.e., soap, matches, lighters, cigarette holders, nail clippers, notebooks, calendars, recipe books, seed packets, grocery bags, salt, or other items for which the target group has a need. Novelties such as simple games, puzzles, wall stickers, playing cards, balloons, greeting cards, and other items of no great practical use may carry messages and be distributed.

The use of novelties must be decided at the highest echelon of command because:

They are expensive.

They require scarce resources.

Distribution must be phased into the overall psychological operation.

Gifts, being useful items, do not serve well for propaganda, for the impulse of the recipient is to use the gift, ignoring the message. Gifts small in size need only be stamped with or contain the known symbol of the donor, a slogan, or a brief message. Gift wrappings or containers are also excellent media for messages, symbols, or slogans.

Normally, action messages should be avoided on gifts. An urgent warning or demand for serious sacrifices should not accompany trivial gifts.

The receipt of a useful or amusing item places the recipient in a receptive frame of mind for an accompanying propaganda message.

The major disadvantage of novelties and gifts is the cumulative expense of mass production and distribution. In addition, such items have only a peripheral, passive effect, seldom if ever moving people to action or changing opinions or emotions. At best, such items complement other media.

APPENDIXES

CONTENTS

PAGE

A-REFERENCES A-1
Army Regulations A-1
Field Manuals A-1
DA Pamphlets A-2
Joint Chiefs of Staff Publications A-2
Tables of Organization and Equipment A-3
Army Training and Evaluation Program A-3
Defense Information Handbooks A-3
Other A-3

B-DETAILED BREAKDOWN OF TEAMS B-1
Headquarters and Administrative Teams B-1
Supply and Maintenance Teams B-2
Operational Teams B-2

C-FORMAT FOR BASIC PSYOP STUDY (BPS) C-1

D-FORMAT FOR PSYOP ESTIMATE OF THE SITUATION D-1

E-FORMAT FOR PSYOP ANNEX/APPENDIX E-1

F-EXPLANATION OF TARGET ANALYSIS WORKSHEET F-1

G-EXPLANATION OF PSYOP CAMPAIGN CONTROL SHEET G-1

H-PSYOP BASIC TERMS H-1

I-PSYOP TECHNIQUES I-1
Self-Evident Technique I-1
Propaganda Techniques Which Are Based on Characteristics of the Content but Which Require Additional Information I-5
Characteristics of Content Which May Become Evident When Numerous Pieces of Output Are Examined I-8
Repetition I-8
Propaganda Techniques Based on the Nature of the Arguments Used I-9
Propaganda Classified on the Basis of the Inferred Intents of the Originator I-9

J-GRAPHICS, MUSIC, AND SOUND EFFECTS REGISTER GUIDES J-1

APPENDIX A

REFERENCES

ARMY REGULATIONS (AR)

10-5	Department of the Army
310-25	Dictionary of United States Army Terms
310-50	Authorized Abbreviations and Brevity Codes
360-61	Community Relations
633-50	Prisoners of War: Administration, Employment, and Compensation
633-51	Civilian Internees: Administration, Employment, and Compensation

FIELD MANUALS (FM)

1-100	Army Aviation Utilization
3-1	Chemical, Biological, and Radiological (CBR) Support
6-20	Fire Support in Combined Arms Operations
11-40	Tactical and Audio-Visual Doctrine
19-4	Military Police Combat Support, Theater of Operations
19-10	Military Police Operations
19-40	Enemy Prisoners of War, Civilian Internees and Detained Persons
21-6	How to Prepare and Conduct Military Training
21-30	Military Symbols
21-76	Survival, Evasion, and Escape
24-1	Combat Communications
27-10	The Law of Land Warfare
29-3-1	Direct Support Supply and Service in Theaters of Operations

30-5	Combat Intelligence
30-10	Military Geographic Intelligence (Terrain)
30-16	Technical Intelligence
30-17	Counterintelligence Operations
31-20	Special Forces Operations (U)
31-85	Rear Area Protection (RAP) Operations
41-10	Civil Affairs Operations
100-5	Operations
101-5	Staff Officers' Field Manual: Staff Organization and Procedure
101-10-1	Staff Officers' Field Manual: Organizational, Technical and Logistical Data Unclassified Data

DA PAMPHLETS (DA PAM)

310-35	Index of International Standardization Agreements
525-7-1	The Art and Science of Psychological Operations: Case Studies of Military Application, Vol 1.
525-7-2	The Art and Science of Psychological Operations: Case Studies of Military Application, Vol 2.

JOINT CHIEFS OF STAFF PUBLICATIONS (JCS PUB)

1	Dictionary of United States Military Terms for Joint Usage (Short Title: JD)
2	Unified Action Armed Forces (UNAAF)

TABLES OF ORGANIZATION AND EQUIPMENT (TOE)

33-500 series	Psychological Operations Organization
41-500 series	Civil Affairs Organization

ARMY TRAINING AND EVALUATION PROGRAM (ARTEP)

33-500	Psychological Operations, Battalions and Subordinate Elements

DEFENSE INFORMATION HANDBOOKS

Applied Journalism

Radio and Television

Research and Oral Communication

UNITED STATES INFORMATION AGENCY

40th - 42d Semiannual Report to the Congress

BOOK

A Psychological Warfare Casebook, ed. William E. Daugherty and Morris Janowitz, 1958.

APPENDIX B

DETAILED BREAKDOWN OF TEAMS

HEADQUARTERS AND ADMINISTRATIVE TEAMS

Team AA, Command and Control (Company).

Capabilities: Command, administrative control, and operational supervision of one to seven platoons or teams. Operates independently as liaison detachment. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One per division, separate brigade, task force, MAAG, mission, or equivalent sized command; one per PSYOP liaison requirement.

Mobility: One hundred percent mobile in organic vehicles.

Team AB, Command and Control (Battalion).

Capabilities: Command, administrative control, and operational supervision of two to five PSYOP companies; logistical and administrative support for assigned and attached units; limited procurement and distribution of nonstandard items of equipment and supplies for subordinate operational elements. Operates independently as a liaison detachment. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One per army component of a subordinate unified command, corps, civil affairs or military police prisoner-of-war command, or equivalent sized command or as required; one per PSYOP liaison requirement.

Mobility: Thirty-two percent mobile in organic vehicles.

Team AC, Command and Control (Group).

Capabilities: Command of two to five PSYOP battalions; coordination and operational supervision of subordinate elements; specified elements parachute qualified when supporting an airborne unit.

Basis of Allocation: One per theater army, army component of a unified command or corps.

Mobility: Thirty-seven percent mobile in organic vehicles.

Team AD, Command Assessment.

Capabilities: To deploy with a corps deployment package into a hostile area, and analyze and evaluate the psychological warfare possibilities. To make recommendations to ground force commander in the area of psychological operations. To determine what psychological functional teams should be deployed into the area. To evaluate the results of any psychological campaign that had been conducted prior to insertion. To plan the use of themes to be used in a PSYOP campaign.

Basis of Allocation: On per corps deployment package.

Mobility: This team has no organic TOE equipment requiring transportation. Non-TOE equipment and supplies constitute approximately 300 pounds (20 cubic feet).

SUPPLY AND MAINTENANCE TEAMS

Team BA, Supply and Maintenance.

Capabilities: Plans and coordinates logistical requirements for PSYOP units and teams; procures and distributes standard and nonstandard items of equipment and supplies; this team has a minimum vehicle maintenance capability to support PSYOP companies and teams.

Basis of Allocation: One per PSYOP company or separate teams as required.

Mobility: Sixty-seven percent mobile in organic vehicles.

OPERATIONAL TEAMS

Team FA, Propaganda.

Capabilities: Supervises the production of, or develops, propaganda; controls propaganda development activity supporting theater army, corps, division, MAAG, or mission. Operates independently as a liaison detachment as required. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One per two to eight Teams FB, FC, FD, or FE, as required; one per major command; one per PSYOP liaison requirement.

Mobility: One hundred percent mobile in organic vehicles.

Team FB, Audio and Television Production.

Capabilities: Prepares audio and television propaganda in the form of sound tapes, scripts, news, commentary, and entertainment programs for dissemination to target audiences by radio, television, and loudspeaker; researches, locates, procures, and records indigenous music and sound effects. Requires augmentation by indigenous linguists. Must be employed with Team ID, Mobile Radio Production, when not operating in a fixed facility.

Basis of Allocation: One or more per propaganda development activity, as required; one or more per Team IA, Mobile Radio Operations, as required; one per ethnic group targeted or geopolitical area of interest.

Mobility: One hundred percent mobile in organic vehicles.

Team FC, Current Intelligence.

Capabilities: Develops intelligence requirements and processes intelligence information to support psychological operations; analyzes current intelligence to determine and verify psychological susceptibilities, vulnerabilities, and opportunities; interrogates prisoners and translates foreign language printed material. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One or more per PSYOP company, battalion, or group as required; one per major enemy unit, ethnic group, targeted, or geopolitical area of interest.

Mobility: One hundred percent mobile in organic vehicles.

Team FD, Research and Analysis.

Capabilities: Performs detailed background study and analysis of specific target groups, prepares PSYOP contingency plans, conducts propaganda analysis of friendly and enemy PSYOP. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One or more per PSYOP group or battalion as required.

Mobility: Fifty percent mobile in organic vehicles.

Team FE, Graphic Production.

Capabilities: Prepares copy and illustrations necessary to produce leaflets, posters, pamphlets, and newssheets. Parachute qualified when supporting an airborne unit. Requires augmentation by indigenous writers and illustrators.

Basis of Allocation: One per PSYOP group or battalion as required; one per PSYOP unit with organic, medium, or heavy printing platoon.

Mobility: Fifty percent mobile in organic vehicles.

Team GA, Light Printing.

Capabilities: Prints propaganda leaflets and newssheets on organic presses. Trims, cuts, packages, rolls, and distributes printed propaganda material for dissemination by aircraft, tube artillery, and other means. Prepares propaganda messages for special situation leaflets and newssheets, as well as reproducing scripts for use by tactical loudspeaker broadcasts. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One or more per PSYOP battalion or company as required.

Mobility: Eighty percent mobile in organic vehicles.

Team GB, Medium Printing (Operations, Camera and Plate).

Capabilities: Plans, controls, and supervises printing operations to produce leaflets, posters, and other propaganda materials. Supervises one to four Teams GC operating at a single location. Executes process photography and prepares photolithographic plates for use by Team GC. Provides electrical equipment maintenance and supply support for itself and attached Teams GC. Capable of multishift operations.

Basis of Allocation: One per mobile medium printing requirement.

Mobility: Fifty percent mobile in organic vehicles.

Team GC, Medium Printing (Press and Processing).

Capabilities: Prints by photolithographic process up to 1,200,000 production units per day of propaganda leaflets, posters, and other printed material to specification. Trims, cuts, rolls, packages, and distributes propaganda material for dissemination by aircraft, artillery, and other means. Provides direct and general support maintenance for organic presses when supported by Teams BA and GB and when welding and machinist support is provided from an outside source. Requires electrical power and administrative transportation support for prolonged operations. Capable of multishift operations.

Basis of Allocation: One to four per Team GB as required.

Mobility: Sixty percent mobile in organic vehicles.

Team GD, Heavy Printing (Operations, Camera and Plate).

Capabilities: Plans, controls, and supervises printing operations to produce leaflets, posters, pamphlets, and other propaganda materials. Supervises one to four Teams GE operating at a single location. Executes process photography and prepares photolithographic plates for use by Team GE. Provides electrical equipment maintenance and supply support for itself and attached Teams GE. Requires a fixed facility and outside source of power for operation. Capable of multishift operations.

Basis of Allocation: One per fixed heavy printing requirement.

Mobility: Five percent mobile in organic vehicles.

Team GE, Heavy Printing (Press and Processing).

Capabilities: Prints by photolithographic process up to 5,000,000 production units per day of leaflets, posters, pamphlets, and other printed propaganda materials. Trims, cuts, folds, stitches, packages, and distributes reproduced material for dissemination. Provides direct and general support maintenance for organic presses when supported by Teams BA and GD and when welding and machinist support is available from an outside source. Requires a fixed facility, external power source, and administrative transportation support for operation. Capable of multishift operations.

Basis of Allocation: One to four per Team GD.

Mobility: Five percent in organic vehicles.

Team HA, Platoon Headquarters (Audio and Visual).

Capabilities: Supervision of two or more Teams GA, HB, and HC, or K-Series Teams. Operates independently as a liaison detachment. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One or more per psychological operations group, battalion, or company as required; one per PSYOP liaison requirement.

Mobility: One hundred percent mobile in organic vehicles.

Team HB, Loudspeaker.

Capabilities: Plans, prepares, records, and conducts live or taped loudspeaker broadcasts in support of psychological operations; produces limited quantity of and distributes leaflets. Loudspeaker with power source may be manpacked or mounted on ground vehicles, boats, or aircraft. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One or more per combat battalion or as required.

Mobility: One hundred percent mobile in organic vehicles.

Team HC, Audio Visual.

Capabilities: Exhibits sound motion pictures, film strips and photographic slides; conducts loudspeaker broadcasts; produces limited quantity of and distributes leaflets; conducts face-to-face propaganda; surveys local population to secure PSYOP intelligence.

Basis of Allocation: One or more per PSYOP battalion or company; one per combat brigade or as required by the tactical or political situation.

Mobility: One hundred percent mobile in organic vehicles.

Team IA, Mobile Radio Operations.

Capabilities: Supervision of Teams IB, IC, ID, and IE when more than one team is deployed to support an operational mission. Provides user level supply support for PSYOP-peculiar communications-electronic equipment organic to subordinate teams. Requires company level administrative support.

Basis of Allocation: One per PSYOP group, battalion, or company as required.

Mobility: Thirty-two percent mobile in organic vehicles.

Team IB, Mobile Radio Monitoring.

Capabilities: Provides news from friendly and enemy radio and teletype sources including CONUS stations and theater headquarters to provide a base for selected propaganda news broadcasts or other propaganda media. Provides tape monitoring of selected broadcasts for subsequent translation and analysis. Performs direct support maintenance on organic communications-electronics equipment. Capable of multishift operations.

Basis of Allocation: One per Team ID or FC as required.

Mobility: One hundred percent mobile in organic vehicles.

Team IC, Mobile Radio Engineer.

Capabilities: Transmits medium or shortwave radio broadcasts in support of propaganda operations. Performs direct support maintenance on organic communications-electronics equipment. Capable of multishift operations.

Basis of Allocation: One per propaganda broadcasting mission.

Mobility: Forty percent mobile in organic vehicles.

Team ID, Mobile Radio Production.

Capabilities: Prepares and produces up to 8 hours of original radio programs per day in support of propaganda operations. Requires augmentation by indigenous announcers and support by Team FB.

Basis of Allocation: One or more per studio production requirement.

Mobility: Sixteen percent mobile in organic vehicles.

Team KA, Fixed Motion Picture.

Capabilities: Provides for the operation of a motion picture installation and/or the operational supervision or advisory assistance for motion picture installations operated by indigenous personnel.

Basis of Allocation: One per motion picture theater when operated by team members. One per three to five motion picture theaters operated by indigenous personnel.

Mobility: One hundred percent mobile in organic vehicles.

Team KB, Fixed Printing.

Capabilities: Provides operational control or advisory assistance for an indigenous newspaper or other type publication plant in a specific geographical area. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One per publications' plant as required.

Mobility: Thirty-three percent mobile in organic vehicles.

Team KC, Fixed Radio.

Capabilities: Provides operational control or advisory assistance for an indigenous fixed radio broadcasting station. Parachute qualified when supporting an airborne unit.

Basis of Allocation: One per fixed radio station as required.

Mobility: Sixty-seven percent mobile in organic vehicles.

Team KD, Display.

Capabilities: Supervises preparation of copy and illustrations; provides control or advisory assistance for the preparation of copy, artwork, displays, bulletin boards, signs, and other graphic media. Requires augmentation by indigenous interpreters, writers,and illustrators.

Basis of Allocation: As required.

Mobility: Thirty-three percent mobile in organic vehicles.

Team KE, Fixed Television.

Capabilities: Provides for the operational supervision and/or the operation of an indigenous television broadcasting station; provides advisory assistance for television networks or stations. Provides limited maintenance and repair of a television broadcasting station.

Basis of Allocation: One per television broadcasting facility or as required.

Mobility: Fifty percent mobile in organic vehicles.

APPENDIX C

FORMAT FOR BASIC PSYOP STUDY (BPS)

CLASSIFICATION

TITLE PAGE

Indicate the target country/area.

MAP OF COUNTRY/AREA

Title of map, map number, map sheet number, and scale.

EXECUTIVE SUMMARY

The executive summary should focus on those PSYOP-exploitable vulnerabilities enumerated in the BPS. It should be written in a clear, brief, accurate, and coherent form. The summary should open with a short resume' of the area with its strategic significance and then state the PSYOP-relevant characteristics and conclusions reached in the BPS.

TABLE OF CONTENTS

See Tab 1.

INTRODUCTION

See Tab 2.

CHAPTER 1. HISTORY AND IDEOLOGY

This chapter gives a general review of the evolution of the state and its people, focusing on those aspects having psychological significance. It is not to be a detailed chronology of the country's development. However, the country's history and those factors which contribute to its formation have a preeminent relationship to the country's historical perspective, its attitudes, and its current world position.

The history chapter must be comprehensive in its "issue" orientation because of its special importance to psychological operations. An analysis of those historical issues which bear directly upon present political, economic, and military policies can provide to the operator a solid foundation for the rest of the study.

CHAPTER 2. GOVERNMENT AND POLITICS

This chapter covers the country's political system, giving a descriptive analysis of the sources of political power, the policymaking process, and the political complexities of the country's government. It should include the system's responsiveness to pressure and the system's influence on the country's politics.

When discussing politics, particular attention must be given to the role of the individuals and special interest groups or political parties in the political system. This should include the political attitudes and values of the population, their view of the political system, and the function of the government within their society.

CHAPTER 3. FOREIGN RELATIONS AND POLICY

This chapter surveys the country's foreign relations, concentrating on its political alinement in world affairs and its relationship with the United States. It describes the foreign policy of the country, but more important, it analyzes and interprets why the country acts as it does in international affairs.

This analysis and interpretation should cover those leaders who make the decisions that determine foreign policy formation and the success of their policy. This study of the foreign relations gives the psychological operator a view of the country's world position and the reasons for this position. The basis for internal support or opposition, as well as the political climate created by these policies, should be examined.

CHAPTER 4. SOCIETY AND CULTURE

This chapter is a descriptive analysis of the subject country's social setting. This analysis provides the operator with the knowledge needed to understand with whom he is to communicate in a possible PSYOP campaign. Every major aspect of the country's social dynamics which can assist in the assessment of its PSYOP potential must be analyzed.

A study of the country's social organization covers all socially transmitted cultural and behavior patterns and characteristics of the people. These include the society's social values and the role of the family. Its culture, social organization, customs, ethnic composition, and the interrelated effects of religion, language, and history should be addressed.

Associated with this structure are those social patterns of religion, culture, and education which determine the character of a society. An important aspect of the country's social condition, the status of the population's health, and those public programs (or the absence thereof) which seek to improve the general welfare may provide key PSYOP indicators. Social problems and intergroup tensions should be covered.

CHAPTER 5. THE ECONOMY

This chapter presents a brief analysis of the characteristics, structure, and dynamics of the national economy. It covers the target country's economic strengths and weaknesses, current economic and labor problems, and potential economic development.

The general description of the economy details the economic base of the country and the importance of agriculture, industry, and trade. This information is used to determine if the individual's needs are being met by the present economic structure. These economic considerations explain many of the sociological conditions of psychological importance. Of particular importance are perceptions within the society of the wisdom of policies, and how citizens individually or by referent groups stand to gain or lose by the policies.

CHAPTER 6. THE MILITARY ESTABLISHMENT

In addition to its primary function of external defense, the military establishment in most countries can be a valuable participant in, or impediment to, the country's programs of political life. Even when the military establishment is not directly involved in competition for political power, its actions and programs can have a major impact on social and political development.

This chapter is not "order-of-battle" oriented, but it should, as a minimum, analyze and provide conclusions on the following topic areas:

Emergence of the modern military establishment.

Military roles in the political, economic, and social spheres, and the effects of these roles.

Issues creating cohesion or conflict within the armed forces.

Internal conflicts within the military establishment.

Extent, quality, and influence of foreign military assistance.

CHAPTER 7. COMMUNICATION PROCESS AND EFFECTS

This chapter contains the information essential to understand communications patterns for the implementation of a psychological campaign. It should cover how and through what social means the people of the country communicate with one another (as distinguished from the technical data in the appendix on communications facilities). Data should include languages and language groups, nonverbal communication, and nonverbal symbols peculiar to the country's culture or cultures. It should identify distinctive styles in rhetoric or the visual arts that are significant to PSYOP, as well as dramatic, poetic, and musical forms, that could be used to inspire attitudes, emotions, and behavior desired by the PSYOP planners.

It should include data on formal and informal leadership positions in the society whose incumbents serve as key communicators and opinion leaders. An analysis of the readership and listenership habits of the society as well as an analysis of media effectiveness should also be presented. Freedom of the press issues, if any, should also be addressed.

CHAPTER 8. PSYOP, POLITICAL WARFARE, AND OFFICIAL INFORMATION

This chapter furnishes information on the propaganda conducted by or directed toward the subject country. Research personnel should examine the information efforts of the country's government and agencies, the kinds of domestic and foreign propaganda being produced for the current situation, and the political and philosophical direction of that information. A careful analysis of the effectiveness of propaganda techniques used by institutions within the society may provide useful insights for future US PSYOP efforts.

Propaganda can also come from other countries directed toward the subject country to achieve certain political aims. This chapter, therefore, should explain these foreign efforts, the media employed, to whom directed, and for what political end. Particular attention should be given to United States efforts and facilities for possible use in a future psychological campaign.

CHAPTER 9. POTENTIAL TARGET GROUPS

This chapter is the most important chapter of the BPS in that it synthesizes the most important information and applies it to the identified target groups. There are categories of information that must be used to define the psychological characteristics of each significant target group. These categories are as follows:

The attitude, past and present, and behavior of the target toward the key issues and conditions.

The **accessibility** of the target to propaganda, including the media to which the target is most responsive.

Susceptibility to persuasion. This requires a thorough analysis of the conditions and attitudes that pertain to the target. This analysis should determine what behavior patterns the target can be persuaded to adopt, what resistance must be overcome, and what the possibilities are of successful target persuasion. It is recognized that some targets may not be susceptible to any line of persuasion. Conditions change and so may the susceptibility of the target.

The **effectiveness** of the target in influencing other targets or the target's ability to take direct action to influence events. In the case of a single individual, this means how effective he is as a communicator. In the case of a group, it means what is the power of the group in relation to other groups in effecting attitude change or in taking direct action in accordance with the behavioral results desired by the psychological operator. Initially, a group's effectiveness may not be what is desired, but as the situation changes, its effectiveness may also change.

Vulnerabilities and **sensitivities**. From the standpoint of identifying motivating themes or themes to be avoided, it should be considered that each target will be vulnerable to certain issues and conditions just as it will be sensitive to its own values.

(U) TABLE OF CONTENTS

(U) Summary ..... v to vi
(U) Table of Contents ..... vii to viii
(U) Introduction ..... ix to x

CHAPTER

1 (U) History and Ideology ..... 1-1 to
(Subchapter headings)
2 (U) Government and Politics ..... 2-1 to
(Subchapter headings)
3 (U) Foreign Policy ..... 3-1 to
(Subchapter headings)
4 (U) Society and Culture ..... 4-1 to
(Subchapter headings)
5 (U) The Economy ..... 5-1 to
(Subchapter headings)
6 (U) The Military Establishment ..... 6-1 to
(Subchapter headings)
7 (U) Communication Process and Effects ..... 7-1 to
(Subchapter headings)
8 (U) PSYOP, Political Warfare, and Official Information ..... 8-1 to
(Subchapter headings)
9 (U) Potential Target Groups ..... 9-1 to
(Subchapter headings)

APPENDIX

A (U) Country Summary ..... A-1 to
B (U) Government Structure ..... B-1 to
C (U) Members of Government and Key Personalities ..... C-1 to
D (U) Communications Facilities ..... D-1 to
E (U) Bibliography ..... E-1 to

INTRODUCTION

() This Basic PSYOP Study (BPS) is intended to provide a summary of those aspects of (country name) that are deemed to have significance to the planning and conduct of psychological operations. The study, therefore, strives to isolate and identify those PSYOP-relevant vulnerabilities, characteristics, insights, and opportunities that are perceived by the authors to exist in (country name). It is prepared specifically as a basic source document for further development of estimates, plans, and annexes. Although this study can assist in developing concepts for contingency planning, its composition has not been tailored to the conduct of any current plan. Rather, it is intentionally a "neutral" document in the sense that its data and insights can be used with a wide variety of possible present and future political and military developments in the region.

() (Here should be inserted a paragraph which references the authority directing the study, research cutoff date, and provisions for update.)

() The format directed for use in this Basic PSYOP Study is designed in all cases to focus on the PSYOP aspects of the many topics addressed. It is intended that this document should not be viewed as a comprehensive and self-contained area study, but should instead be used in conjunction with, and as a complement to, such other standard references as the Department of the Army Area Handbook Series. In addition, the following aspects of the purpose and method of preparation of this BPS are pertinent:

a. It results from research that combines both the standard classified products of the national intelligence community and the findings of the academic social science disciplines.

b. It attempts to be more analytical than descriptive in nature and is, therefore, subject to varying individual perspectives.

c. It should be read, and its conclusions analyzed, in conjunction with other Basic PSYOP Studies prepared on (regional area).

d. It does not presume to be either a definitive statement of US foreign policy or a comprehensive and authoritative analysis of (country name), except in those specialized areas that are of direct PSYOP relevance.

() (Here should be inserted a statement of US Policy objectives toward the country in question. This information should be extracted in order of priority from the appropriate ICA Country Plan, Department of State Policy Memorandum, or similar document.)

() Research has revealed certain areas where gaps exist in material presented in this study. These gaps were occasioned by such limitations as the classification level of the BPS, availability of complete and timely information, or time constraints on the scope of the future research. Their enumeration here will hopefully aid future research and point out further inquiries to be made by users of this document.

() (Insert here those issues or BPS relevant data which could not be addressed or completely answered.)

APPENDIX D

FORMAT FOR PSYOP ESTIMATE OF THE SITUATION

CLASSIFICATION

Issuing Headquarters

Location of CP

Date/Time Group

PSYCHOLOGICAL OPERATIONS ESTIMATE OF THE SITUATION NO.__

Reference: List maps, charts, and source documents necessary for understanding the estimate.

1. MISSION

The restated mission determined by the commander after he completes mission analysis in the sequence of command and staff actions. (See FM 101-5.)

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation.

(1) Characteristics of the area of operations. Analysis of Area of Operations No.__.

(2) Enemy strength and dispositions. Identification of forces opposing the command.

(3) Enemy capabilities.

(a) Affecting tactical mission. Intelligence Estimate No. _____.

(b) Affecting PSYOP activities.

b. Tactical Situation.

(1) Present dispositions. Operation Estimate No. _____.

(2) Possible tactical courses of action.

(a) Course of action one.

(b) Course of action two.

(c) Course of action three.

(3) Projected operations.

c. Personnel Situation.

(1) Personnel Estimate No. _____.

(2) Critical shortages of personnel that will affect PSYOP support of the operation.

(3) Availability of linguistic personnel.

(4) Availability of indigenous personnel for employment with PSYOP.

d. Logistic Situation.

(1) Logistic Estimate No. _____.

(2) Status of PSYOP specific equipment.

(3) Availability of PSYOP related supplies.

e. Civil Affairs Situation.

(1) Civil Affairs Estimate No._____.

(2) Disposition of CA units.

(3) General attitude of population.

(4) Anticipated enemy civilian personnel reactions and possible effects upon our actions.

f. PSYOP Situation.

(1) Disposition of PSYOP elements. (Annex A--Overlay, Disposition of PSYOP Elements.)

(2) PSYOP situation in the area of operations. Include considerations such as areas to be considered occupied and those to be considered liberated. Include any missions, directives, objectives, or guidance received from higher authority.

(3) Requirements for indigenous personnel support.

(4) Peculiarities of operations to be supported that may impact on PSYOP, such as planned use of nuclear weapons, possibility of pursuit or exploitation, planned use of deception measures, previous operations and their effect on enemy morale, etc.

g. Assumptions.

(1) Approximate length of time that area should remain under control of the command.

(2) Probable enemy PSYOP reaction to planned operations.

(3) Other assumptions as required.

h. Special Factors. Other difficulties, difficult patterns, or considerations that may detract from or assist in the accomplishment of PSYOP objectives.

3. ANALYSIS

a. Analyze each course of action to determine its advantages and disadvantages for the conduct of psychological operations. This is done by wargaming the course of action from the current disposition through the objective. (Annex B--Target Analysis of Enemy Forces.)

b. The first part of the analysis is to determine those considerations or enemy capabilities listed in paragraph 2a that will materially assist in choosing the best course of action.

c. The second step is to analyze each contemplated course of action versus the enemy capabilities. Each course of action is analyzed separately against the enemy capabilities to determine the probable psychological impact.

d. There is no attempt to compare courses of action in this paragraph.

e. Identify deficiencies and advantages and disadvantages of each course of action.

4. COMPARISON

a. Compare the courses of action to determine which one offers the best chance of success. In the first paragraph, list the advantages and disadvantages of each course of action that affect PSYOP.

b. Develop and compare methods of overcoming disadvantages in each course of action.

c. In the last subparagraph state a general conclusion as to which course of action offers the best chance of success for PSYOP.

5. CONCLUSIONS

a. PSYOP can support the operation.

b. Tactical course of action number _____ can best be supported from resource viewpoint. Course of action number _____ provides the most exploitable PSYOP situation.

c. Deficiencies requiring the commander's attention.

d. Recommend the adoption of course of action number_____.

XXXX

G5

Annexes: A--Overlay, Disposition of PSYOP Elements (omitted)
B--Target Analysis, Enemy Military Units (omitted)
C--Target Analysis, Civilian Groups in Area of Operations (omitted)
D--Proposed Employment of PSYOP Resources (omitted)

NOTE:

The information contained in the Psychological Operations Estimate of the Situation may be presented in either of two ways. It may be a separate PSYOP estimate as indicated in this appendix, or the considerations may be included in the Civil-Military Operations Estimate as indicated in FM 101-5. This estimate is normally the responsibility of the CMO staff officer, based on input provided by the supporting PSYOP unit.

The PSYOP staff officer in a tactical unit may also make an estimate to determine the best method for accomplishing a PSYOP task. In such a case, he may use the format for the tactical commander's estimate contained in FM 101-5. Similarly, the PSYOP unit commander or staff officer can use the combat service support commander's estimate of the situation.

APPENDIX E

FORMAT FOR PSYOP ANNEX/APPENDIX

CLASSIFICATION

Copy No _____ of _____copies
Issuing Headquarters
Place of Issue
Date/Time Group
Message Reference Number

ANNEX/APPENDIX_____ (Psychological Operations) to OPORD No._____.

References: Maps, charts, documents, reports, and other plans which have a significant bearing on the conduct of PSYOP.

Time Zone Used Throughout the Order:

1. SITUATION

a. Enemy Forces.

(1) Annex A (Intelligence) to OPORD No._____.

(2) Psychological situation.

(a) Enemy military and civilian morale.

(b) Enemy strengths and weaknesses.

(3) Ideological and psychological factors, favorable and unfavorable.

b. Friendly Forces.

(1) OPORD No._____.

(2) PSYOP capabilities and plans of friendly forces and agencies.

(3) Refer to command relationship agreements and to requirements for interagency support.

(4) Periodic PSYOP Report _____.

c. Attachments and Detachments. Task organization OPORD_____.

2. MISSON

A clear, concise, and complete statement of what PSYOP is to accomplish in support of the mission stated in the basic OPORD.

CLASSIFICATION

3. EXECUTION

a. Concept of Operation. Summarize the course of action and state generally the concept for the conduct and control of PSYOP. Where applicable, indicate phasing of the operation and arrangements for the transfer of operational control of PSYOP assets or the transfer of operational control of psychological operations.

b. Tasking. By subparagraph task the major subordinate headquarters to conduct PSYOP in support of specified objectives and tasks.

c. Target Groups. Identify enemy forces and major target groups that the operation is intended to influence or that are affected by PSYOP actions, information, and propaganda activities conducted in support of the operation. Separately identify subgroups of significance to PSYOP. Include an analysis of the vulnerabilities and effectiveness of each target group and each group's susceptibility to PSYOP. This information may be included as an APPENDIX/TAB to the PSYOP ANNEX/APPENDIX.

d. Objectives.

(1) List in separate subparagraphs the officially stated US national policy objectives and the US national psychological objectives within the countries involved.

(2) In separate subparagraphs, state the psychological objectives that are to be achieved from the planned operation or that are to be induced in support of the action.

e. Themes and Actions To Be Stressed or Avoided.

(1) Themes to be stressed.

(2) Themes to be avoided.

(3) Supportive actions.

(4) Prohibited actions.

g. Coordinating Instructions. List details of coordination, control, and instructions applicable to two or more elements of the command. List procedures necessary for approval of PSYOP to be conducted by subordinate units.

4. SERVICE SUPPORT

a. Logistics. Provide a statement of the logistical arrangements applicable to PSYOP but not covered in the basic order. This paragraph may include but is not limited to:

(1) Stocking of propaganda and information materials.

(2) Provisions for the supply and maintenance of PSYOP-peculiar supplies and equipment.

(3) Provisions for control and maintenance of indigenous equipment and materials.

b. Administration. Provide a statement of administrative arrangements applicable to PSYOP not covered in basic plan. The following items may be included:

(1) Requirements for special reports.

(2) Fiscal matters relating to special funds.

(3) Personnel matters relating to indigenous personnel.

c. Annex _____ (Service Support) to OPORD _____.

5. COMMAND AND SIGNAL.

a. Signal. Refer to appropriate annex.

b. Command. Provide command instructions concerning command post locations. May include topics concerning relationship arrangements of nonmilitary assets available for support.

XXXX
MG

OFFICIAL
/s/XXXX
XXXX
G5

Appendixes/Inclosures:

Distribution:

NOTE: The information concerning the conduct of PSYOP may be presented as a separate appendix to the Civil-Military Operations Annex or included in the body of the CMO Annex. This is normally prepared by the CMO staff officer based on input and recommendations from the supporting PSYOP unit.

APPENDIX F

EXPLANATION OF TARGET ANALYSIS WORKSHEET

The target analysis worksheet (figure F-1) is a systematic method of evaluating tentative targets by relating conditions to the psychological objective. It is the basis for the Psychological Operations Campaign Control Sheet. A separate worksheet should be completed for each tentative target surfaced from the study of intelligence. When completed, each target analysis worksheet should be filed in the appropriate PSYOP workbook.

National objective: Obtain from US policy statements and documents. Sources for US objectives relevant to US Army PSYOP might be unified command military plans, ICA Country Program memorandums, Department of State and Defense policy statements, and other related command PSYOP guidances.

Mission: The mission received from the next higher headquarters or that mission which results from an analysis of the unit's general mission and the resultant PSYOP tasks.

Target: Select target based on PSYOP mission.

Conditions: Current events and environmental factors which affect the target group.

Attitude: The known attitudes of the target group relevant to the mission are listed.

Target susceptibility: Information relative to the ability to persuade the target group. Consideration is given to the unfulfilled wants, needs, and feelings of the target group. Susceptibility must not be confused with accessibility.

Psychological objective: The type of behavioral or attitudinal change desired of the target to help accomplish the mission. Psychological objectives should be stated in measurable terms. The psychological objective must be supported by information concerning target susceptibility and effectiveness.

Target effectiveness: The study of power; it deals with the target group's ability to accomplish the psychological objective.

Impact indicators: Those factors which indicate the target audience responded to PSYOP and thus fulfilled the psychological objectives. In devising the psychological objective(s), the analyst must consider questions to be answered which measure its achievement.

NOTE: Those blocks with an asterisk (*) should be cross-referenced to the appropriate section, page, and paragraph of the PSYOP workbook or other reference source. If information to support these blocks is not available, it may be necessary to submit an EEI to intelligence gathering sources.

TARGET ANALYSIS WORKSHEET

NATIONAL OBJECTIVE: To assist oppressed people in self-determination.

MISSION: (PSYCHOLOGICAL OBJECTIVE) Stimulate disaffection against government in power.

TARGET	*CONDITIONS	*ATTITUDE	*TARGET SUSCEPTIBILITY	PSYCHOLOGICAL OBJECTIVE	*TARGET EFFECTIVENESS	IMPACT INDICATORS
Dock workers in _____.	Current intelligence indicates that the shortage of food in _____ has resulted in food rationing which favors government officials and deprives urban workers of all but a subsistence diet. (References:	Increasing resentment and animosity toward local bureaucrats. (References:	It should be relatively simple to communicate with this group because their basic need for food is not being effectively met. Their primary concern centers on obtaining sufficient food. They have demonstrated against the government and as a result some were killed and many imprisoned. Preferred communications are those delivered in person by an emotive orator of high prestige. (References:	Persuade the dock workers to take anti-government actions.	This group is well organized and has positive leadership. It is part of a larger union of longshoremen, a critical labor group in this country, dependent upon seaborne communications. These longshoremen have capable representation in the government. The opinions of these representatives are highly significant and are sought after by national leadership. (References:	30% increase in anti-government demonstrations by dock workers. 25% increase in dock worker absenteeism.

Figure F-1.

APPENDIX G

EXPLANATION OF PSYOP CAMPAIGN CONTROL SHEET

The purpose of the psychological operations campaign control sheet is to provide a planning guide that will assist PSYOP planners in organizing and controlling a campaign after the psychological objective(s) has been selected. The campaign control sheet format (figure G-1) is a guide and can be modified to meet local conditions and echelons of command as appropriate.

National objective: The national objective or other applicable policy guidance. This information and the mission received from the next higher headquarters should be transcribed from the target analysis worksheet.

Psychological objective: The measurable psychological objective which has been developed and which will aid in accomplishing the mission. It is stated in terms of desired action and results.

Conditions: A synopsis of the significant entries in the conditions block of the target analysis worksheet.

Target: A summary of the significant attitudes, susceptibility factors, and effectiveness which were contained in the target analysis worksheet.

Related internal development programs: The various ongoing civic action and related programs which support the achievement of the psychological objective. Planned and ongoing programs by other agencies should be noted.

Themes: The lines of persuasion selected through target analysis to be conveyed to the target audience. Care should be taken not to confuse objectives and themes. The theme is the idea to be communicated that will contribute to the accomplishment of the objective.

Campaign: The media to be used, the frequency, and duration.

Implementation: The schedule for monitoring, recording, and controlling propaganda dissemination as the campaign progresses. It reflects changes in duration, intensity, timing, and susceptibilities, and should be completed in pencil.

Campaign impact indicators: The measurable responses that demonstrate the success of the overall campaign.

CAMPAIGN CONTROL SHEET

NATIONAL OBJECTIVE(S)

MISSION (Psychological Objective):

PSYCHOLOGICAL OBJECTIVE	CONDITIONS	TARGET Attitudes-Susceptibility-Effectiveness	RELATED INTERNAL DEVELOPMENT PROGRAMS	THEMES	CAMPAIGN Media-Intensity-Timing	IMPLEMENTATION	CAMPAIGN IMPACT INDICATORS

Figure G-1.

Psychological Operations Campaign Control Sheet

APPENDIX H

PSYOP BASIC TERMS

Attitudes are positively or negatively learned orientations toward something or someone that have a tendency to motivate an individual or group toward some behavior. Experienced soldiers, for example, have negative attitudes toward slovenliness.

A Basic PSYOP Study (BPS) is a detailed background document which describes the PSYOP-relevant vulnerabilities, characteristics, insights, and opportunities that are known about a specific country susceptible to exploitation.

Culture is a generic term for beliefs, values, and behavior that are learned while symbolically interacting with other individuals or groups. Culture is shared among individuals and groups and transmitted by means of words, symbols, and actions. It is the use of these means that attaches meaning and value to things that make the human animal unique. By learning, sharing, and transmitting certain beliefs and behaviors (i.e., industrialization, democracy) and not others (i.e., agriculture, dictatorship), one culture is distinct from another.

Cultural relativism is the social science principle that no aspect of human life can be judged meaningfully outside the context of a particular society or culture.

Communication is the process of standardizing and exchanging intelligence perceptions and meanings found in the form of value statements, ideas, sentiments, beliefs, etc., using words, symbols, or actions.

Drives (i.e., hunger, thirst, and activity) are unlearned (primary) or physiologically learned (secondary) internal tensions or stimuli which dispose the individual or group to a general behavior that will satisfy a need. Drives may stimulate an individual or group to cooperation, competition, or accommodation in order to insure survival. Hunger, for example, may stimulate the individual or group to cooperate, compete, commit aggression, hoard food, or gather food.

Ethnocentrism denotes the tendency of some people to use their way of life as a standard for judging and, usually, criticizing others. It indicates a belief by individuals that their race, culture, society, etc., are superior to others.

Folkways are types of norms. They are commonly accepted and informally sanctioned rules of behavior. Or, they may be thought of as being popular ways of thinking or acting, which are customary but not insisted upon. Formal punishments (negative sanctions) are not involved for those who deviate from expected behavior, but some form of informal punishment, such as expulsion, avoidance, or ostracism may be applied. Shaking hands as a way of greeting is an example of a folkway.

Frustration is individual or group inner conflict. It is created or increased by preventing or blocking the individual's or group's attainment of a desired goal. For example, the target individual's or group's unsuccessful attempts to visit their families may create frustration. Or, another example: The unrelenting presence of a combat force surrounding them may also create frustration.

Goals are the objectives that guide purposeful behavior to satisfy needs. For example, an individual or group may excel in combat as a goal to satisfy a perceived need for recognition and prestige, or to satisfy their standards of pride.

Group is two or more people recognized by others as a collectivity interacting to achieve common goals.

In-group or we-group is two or more people who have a mutual feeling of belonging together as a group. Each person identifies with the collectivity and is bound by mutual attitudes of cooperation, devotion, comradeship, loyalty, respect, sympathy, group pride, and a belief in their superiority over those outside the group. The attitudes of an in-group tend to motivate the individual or group to be hostile to, contemptuous of, indifferent to, and isolated from other groups. An in-group may also be a prestige group.

Interaction occurs when two or more individuals may come into contact and a change in the behavior and/or attitude of one, some, or all takes place. The psychological operator, using the technique of face-to-face communications, interacts with an individual or group. Through his persuasive message, a behavior and/or attitude change is sought.

Intercultural relations are the interactions between two or more individuals or groups differing in behaviors they have learned, shared, and transmitted by means of words, symbols, and actions.

Key communicator is an individual or group having the economic, social, or political power to persuade the individuals or groups with which he interacts to change or reinforce existing opinions, emotions, attitudes, and behaviors.

Language is the written or spoken word and symbols that denote or connote meanings to an individual or group. The denotational meaning of a word is all of the objects, events, or instances to which a word refers. The connotational meanings carry the emotional impact of language, rather than rational meaning or expression; i.e., feelings and attitudes rather than concrete physical items.

Mores are contemporary, required, and sanctioned rules (norms) of social behavior, similar to folkways, agreed upon by common consent for the welfare of society, whose violation justifies the use of sanctions. For example, in some societies mores exist that prohibit the eating of beef; in others, the eating of pork.

Motives, unlike the generalized predispositions of drives, are learned and goal directed. They are drives plus learning, allowing purposeful behavior to satisfy needs. Through learning, hunger is alleviated by a search for food. This is in contrast to a drive, a generalized disposition that may encompass a search, aggression, or hoarding.

Motivation is the process by which an individual or group initiates conscious, deliberate, and purposeful action. An individual or group may hear a loudspeaker message stating a comrade has defected and received food, clothing, shelter, and a pardon. Consciously and deliberately, an individual or group may lay down their weapons.

Needs may be described as tension-producing deficiencies within an individual or group, deficiencies which create a stimulus or tension. To reduce the tension, the individual or group initiates a need-satisfying behavior. If the need (tension) must be satisfied to sustain life, it is a primary or innate need (i.e., hunger or thirst), inborne, unlearned, and possessed by each individual or group. If the need is acquired by cultural and/or societal interaction, or related to social survival, it is a secondary or learned need.

Norm is the average or standard behavior, attitude, opinion, or perception shared by and expected of individuals and groups. Norms may be considered as rules in the game of life of each respective social group and related to its specific culture. Norms must also be seen as relative to the cultural setting in which they occur.

Opinion is a view, judgment, or appraisal formed in the mind about a particular matter or particular matters. It may also be said to be an intellectually defined judgment of what is true for the individual or group. It may be more influenced by attitudes than facts.

Out-group, other group, or they-group is comprised of all the individuals or groups that are not participants in the in-group/group under study. The group may be subjected to hostility, indifference, isolation, and contempt, behaviors that can be attributed to the in-group's attitudes. It should be noted, however, that not all individuals look at out-groups with hostility or hatred. Another common feeling is one of envy or a strong desire to become a member of the out-group. This is true when the members of the out-group have higher status and prestige, and the individual has the possibility of joining the out-group once he meets certain requirements. For example, businessmen wishing to increase their prestige desire to join increasingly higher status country or tennis clubs, or enlisted persons may desire to become officers.

Perceived needs are those tension-producing deficiencies which are sensed by vision, hearing, smell, taste, and/or touch and consciously evaluted; the aspect of perception is tinted by the individual's or group's culture and society. Tension, for example, could be suggested to the individual by his smelling the aroma of food cooking or by receiving a persuasive message...hunger.

Perception is the process of evaluating information which has been received and classified by the five physical senses (vision, hearing, smell, taste, and touch) and interpreted by criteria of the culture and society.

Politicomilitary activities encompass the complex of military activities which are conducted primarily for their direct, social, economic, political, and psychological impact. The activities, in their purest form, are the interaction of the military with the society-government. The operational concept involves such functions as community relations; civil affairs, to include civic action; psychological operations; certain aspects of informational activities; and coordination with other US Government agencies and friendly foreign governments.

Propaganda is 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.

Psychological objective is a statement of measurable response expected from the target audience as a result of PSYOP. The psychological objective must accurately define the specific behavioral response or attitude change desired which, in turn, must support the PSYOP goals.

Psychological operations include psychological warfare and encompass those political, military, economic, and ideological actions planned and conducted to create in neutral, friendly, and nonhostile foreign groups the emotions, attitudes, or behavior to support the achievement of national objectives.

Psychological warfare is the planned use of propaganda and other psychological actions to influence the opinions, emotions, attitudes, and behavior of hostile foreign groups in such a way as to support the achievement of national objectives.

Society is an enduring and cooperative social group whose members have developed organized patterns of relationships, traditions, institutions, and collective activities and interests. Societies may be considered to be relatively independent human groupings that have their own territory, contain persons of all ages and both sexes, and maintain their unique respective lifestyle (culture). The American people, for instance, have formed lasting and cooperative social groupings which demonstrate organized patterns of behavior such as religious, educational, and political systems.

Stimulus is an action agent or activity that inherently promotes or causes a response, stimulation always implying a response. For example, a persuasive message, airdropped into an industrial area, may warn of an impending air bombardment. The message may act as a stimulus, stimulating a mass evacuation of the area.

Strategic PSYOP are generally designed to further broad or long-term aims in coordination with general strategic planning, with gradual results realizable in the indefinite future. They are directed at enemy troops and civilians behind the combat zones or in enemy, friendly, or neutral countries. See "strategic psychological warfare," JCS Pub 1.

Susceptibility is the degree to which the target audience can be influenced to respond in ways that will assist in the accomplishment of the PSYOP portion of the commander's mission.

Symbols are objects or images whose values or meanings are given by those who use or recognize them; the values are not derived from physical properties. For example, the dove may be a symbol of peace.

Taboo is a prohibition whose violation is expected to produce an automatic penalty such as expulsion, confinement, or death at the hands of someone believed to have supernatural powers.

The complete message is the propaganda message (word) and action (deed) to persuade the individual or group to change or strengthen their opinions, emotions, attitudes, and behavior; the words and deeds are mutually supportive. The deed plus the word equals the message.

Value is the believed ability of someone or something to satisfy a psychological, physical, or social need of an individual or group. For example, an individual or group may defect to satisfy a human need for security, while another individual or group will remain with their fighting unit to satisfy their need for security and/or their pride in self and unit.

Vulnerability is a condition or sensitivity which creates a need within the target audience, rendering it responsive to persuasive appeals.

APPENDIX I

PSYOP TECHNIQUES

Knowledge of propaganda techniques is necessary to improve one's own propaganda and to uncover enemy PSYOP stratagems. Techniques, however, are not substitutes for the procedures in PSYOP planning, development, or dissemination.

Techniques may be categorized as:

Characteristics of the content self-evident. No additional information is required to recognize the characteristics of this type of propaganda. "Name calling" and the use of slogans are techniques of this nature.

Additional information required to be recognized. Additional information is required by the target or analyst for the use of this technique to be recognized. "Lying" is an example of this technique. The audience or analyst must have additional information in order to know whether a lie is being told.

Evident only after extended output. "Change of pace" is an example of this technique. Neither the audience nor the analyst can know that a change of pace has taken place until various amounts of propaganda have been brought into focus.

Repetition. This technique can be noted only after the same word, theme, message, or phrase has been used a number of times.

Nature of the arguments used. An argument is a reason, or a series of reasons, offered as to why the audience should behave, believe, or think in a certain manner. An argument is expressed or implied.

Inferred intent of the originator. This technique refers to the effect the propagandist wishes to achieve on the target audience. "Divisive" and "unifying" propaganda fall within this technique. It might also be classified on the basis of the effect it has on an audience.

SELF-EVIDENT TECHNIQUE

Appeal to Authority. Appeals to authority cite prominent figures to support a position, idea, argument, or course of action.

Assertion. Assertions are positive statements presented as fact. They imply that what is stated is self-evident and needs no further proof. Assertions may or may not be true.

Bandwagon and Inevitable Victory. Bandwagon-and-inevitable-victory appeals attempt to persuade the target audience to take a course of action "everyone else is taking." "Join the crowd." This technique reinforces people's natural desire to be on the winning side. This technique is used to convince the audience that a program is an expression of an irresistible mass movement and that it is in their interest to join. "Inevitable victory" invites those not already on the bandwagon to join those already on the road to certain victory. Those already, or partially, on the bandwagon are reassured that staying aboard is the best course of action.

Obtain Disapproval. This technique is used to get the audience to disapprove an action or idea by suggesting the idea is popular with groups hated, feared, or held in contempt by the target audience. Thus, if a group which supports a policy is led to believe that undesirable, subversive, or contemptible people also support it, the members of the group might decide to change their position.

Glittering Generalities. Glittering generalities are intensely emotionally appealing words so closely associated with highly valued concepts and beliefs that they carry conviction without supporting information or reason. They appeal to such emotions as love of country, home; desire for peace, freedom, glory, honor, etc. They ask for approval without examination of the reason. Though the words and phrases are vague and suggest different things to different people, their connotation is always favorable: "The concepts and programs of the propagandist are always good, desirable, virtuous."

Generalities may gain or lose effectiveness with changes in conditions. They must, therefore, be responsive to current conditions. Phrases which called up pleasant associations at one time may evoke unpleasant or unfavorable connotations at another, particularly if their frame of reference has been altered.

Vagueness. Generalities are deliberately vague so that the audience may supply its own interpretations. The intention is to move the audience by use of undefined phrases, without analyzing their validity or attempting to determine their reasonableness or application.

Rationalization. Individuals or groups may use favorable generalities to rationalize questionable acts or beliefs. Vague and pleasant phrases are often used to justify such actions or beliefs.

Simplification. Favorable generalities are used to provide simple answers to complex social, political, economic, or military problems.

Transfer. This is a technique of projecting positive or negative qualities (praise or blame) of a person, entity, object, or value (an individual, group, organization, nation, patriotism, etc.) to another in order to make the second more acceptable or to discredit it. This technique is generally used to transfer blame from one member of a conflict to another. It evokes an emotional response which stimulates the target to identify with recognized authorities.

Least of Evils. This is a technique of acknowledging that the course of action being taken is perhaps undesirable but that any alternative would result in an outcome far worse. This technique is generally used to explain the need for sacrifices or to justify the seemingly harsh actions that displease the target audience or restrict personal liberties. Projecting blame on the enemy for the unpleasant or restrictive conditions is usually coupled with this technique.

Name Calling or Substitutions of Names or Moral Labels. This technique attempts to arouse prejudices in an audience by labeling the object of the propaganda campaign as something the target audience fears, hates, loathes, or finds undesirable.

Types of name calling:

Direct name calling is used when the audience is sympathetic or neutral. It is a simple, straightforward attack on an opponent or opposing idea.

Indirect name calling is used when direct name calling would antagonize the audience. It is a label for the degree of attack between direct name calling and insinuation. Sarcasm and ridicule are employed with this technique.

Cartoons, illustrations, and photographs are used in name calling, often with deadly effect.

Dangers inherent in name calling: In its extreme form, name calling may indicate that the propagandist has lost his sense of proportion or is unable to conduct a positive campaign. Before using this technique, the propagandist must weigh the benefits against the possible harmful results. It is best to avoid use of this device. The obstacles are formidable, based primarily on the human tendency to close ranks against a stranger. For example, a group may despise, dislike, or even hate one of its leaders, even openly criticize him, but may (and probably will) resent any nongroup member who criticizes and makes disparaging remarks against that leader.

Pinpointing the Enemy: This is a form of simplification in which a complex situation is reduced to the point where the "enemy" is unequivocally identified. For example, the president of country X is forced to declare a state of emergency in order to protect the peaceful people of his country from the brutal, unprovoked aggression by the leaders of country Y.

Plain Folks or Common Man: The "plain folks" or "common man" approach attempts to convince the audience that the propagandist's positions reflect the common sense of the people. It is designed to win the confidence of the audience by communicating in the common manner and style of the audience. Propagandists use ordinary language and mannerisms (and clothes in face-to-face and audiovisual communications) in attempting to identify their point of view with that of the average person. With the plain folks device, the propagandist can win the confidence of persons who resent or distrust foreign sounding, intellectual speech, words, or mannerisms. The audience can be persuaded to identify its interests with those of the propagandist:

Presenting soldiers as plain folks. The propagandist wants to make the enemy feel he is fighting against soldiers who are "decent, everyday folks" much like himself; this helps to counter themes that paint the opponent as a "bloodthirsty" killer.

Presenting civilians as plain folks. The "plain folks" or "common man" device also can help to convince the enemy that the opposing nation is not composed of arrogant, immoral, deceitful, aggressive, warmongering people, but of people like himself, wishing to live at peace.

Humanizing leaders. This technique paints a more human portrait of US and friendly military and civilian leaders. It humanizes them so that the audience looks upon them as similar human beings or, preferably, as kind, wise, fatherly figures.

Categories of Plain Folk Devices:

Vernacular. This is the contemporary language of a specific region or people as it is commonly spoken or written and includes songs, idioms, and jokes. The current vernacular of the specific target audience must be used.

Dialect. Dialect is a variation in pronunciation, grammar, and vocabulary from the norm of a region or nation. When used by the propagandist, perfection is required. This technique is best left to those to whom the dialect is native, because native level speakers are generally the best users of dialects in propaganda appeals.

Errors. Scholastic pronunciation, enunciation, and delivery give the impression of being artificial. To give the impression of spontaneity, deliberately hesitate between phrases, stammer, or mispronounce words. When not overdone, the effect is one of deep sincerity. Errors in written material may be made only when they are commonly made by members of the reading audience. Generally, errors should be restricted to colloquialisms.

Homey words. Homey words are forms of "virtue words" used in the everyday life of the average man. These words are familiar ones, such as "home," "family," "children," "farm," "neighbors," or cultural equivalents. They evoke a favorable emotional response and help transfer the sympathies of the audience to the propagandist. Homey words are widely used to evoke nostalgia. **Care must be taken to assure that homey messages addressed to enemy troops do not also have the same effect on US/friendly forces.**

If the propaganda or the propagandist lacks naturalness, there may be an adverse backlash. The audience may resent what it considers attempts to mock it, its language, and its ways.

Social Disapproval: This is a technique by which the propagandist marshals group acceptance and suggests that attitudes or actions contrary to the one outlined will result in social rejection, disapproval, or outright ostracism. The latter, ostracism, is a control practice widely used within peer groups and traditional societies.

Virtue Words. These are words in the value system of the target audience which tend to produce a positive image when attached to a person or issue. Peace, happiness, security, wise leadership, freedom, etc., are virtue words.

Slogans: A slogan is a brief striking phrase that may include labeling and stereotyping. If ideas can be sloganized, they should be, as good slogans are self-perpetuating.

Testimonials: Testimonials are quotations, in or out of context, especially cited to support or reject a given policy, action, program, or personality. The reputation or the role (expert, respected public figure, etc.) of the individual giving the statement is exploited. The testimonial places the official sanction of a respected person or authority on a propaganda message. This is done in an effort to cause the target audience to identify itself with the authority or to accept the authority's opinions and beliefs as its own. Several types of testimonials are:

Official Sanction. The testimonial authority must have given the indorsement or be clearly on record as having approved the attributed idea, concept, action, or belief. Four factors are involved:

Accomplishment. People have confidence in an authority who has demonstrated outstanding ability and proficiency in his field. This accomplishment should be related to the subject of the testimonial.

Identification with the target. People have greater confidence in an authority with whom they have a common bond. For example, the soldier more readily trusts an officer with whom he has undergone similar arduous experiences than a civilian authority on military subjects.

Position of authority. The official position of authority may instill confidence in the testimony; i.e., head of state, division commander, etc.

Inanimate objects. Inanimate objects may be used in the testimonial device. In such cases, the propagandist seeks to transfer physical attributes of an inanimate object to the message. The Rock of Gibraltar, for example, is a type of inanimate object associated with steadfast strength.

Personal Sources of Testimonial Authority.

Enemy leaders. The enemy target audience will generally place great value on its high level military leaders as a source of information.

Fellow soldiers. Because of their common experiences, soldiers form a bond of comradeship. As a result, those in the armed forces are inclined to pay close attention to what other soldiers have to say.

Opposing leaders. Testimonials of leaders of the opposing nation are of particular value in messages that outline war aims and objectives for administering the enemy nation after it capitulates.

Famous scholars, writers, and other personalities. Frequently, statements of civilians known to the target as authoritative or famous scholars, writers, scientists, commentators, etc., can be effectivly used in propaganda messages.

Nonpersonal Sources of Testimonial Authority.

Institutions, ideologies, national flags, religious, and other nonpersonal sources are often used. The creeds, beliefs, principles, or dogmas of respected authorities or other public figures may make effective propaganda testimonials.

Factors To Be Considered.

Plausibility. The testimonial must be plausible to the target audience. The esteem in which an authority is held by the target audience **will not always** transfer an implausible testimonial into effective propaganda.

False testimonials. Never use false testimonials. Highly selective testimonials? Yes. Lies (fabrications)? Never. Fabricated (false) testimonials are extremely vulnerable because their lack of authenticity makes them easy to challenge and discredit.

PROPAGANDA TECHNIQUES WHICH ARE BASED ON CHARACTERISTICS OF THE CONTENT BUT WHICH REQUIRE ADDITIONAL INFORMATION ON THE PART OF AN ANALYST TO BE RECOGNIZED

Incredible truths. There are times when the unbelievable (incredible) truth not only can but should be used. Among these occasions are:

When the psychological operator is certain that a vitally important event will take place.

A catastrophic event, or one of significant tactical or strategic importance, unfavorable to the enemy has occurred and the news has been hidden from the enemy public or troops.

The enemy government has denied or glossed over an event detrimental to its cause.

A double-cutting edge. This technique has a double-cutting edge: It increases the credibility of the US/friendly psychological operator while decreasing the credibility of the enemy to the enemy's target audience. Advanced security clearance must be obtained before using this technique so that operations or projects will not be jeopardized or compromised. Actually, propagandists using this technique will normally require access to special compartmented information and facilities to avoid compromise of other sensitive operations or projects of agencies of the US Government.

Though such news will be incredible to the enemy public, it should be given full play by the psychological operator. This event and its significance will eventually become known to the enemy public in spite of government efforts to hide it. The public will recall (the psychological operator will "help" the recall process) that the incredible news was received from US/ allied sources. They will also recall the deception of their government. The prime requirement in using this technique is that the disseminated incredible truth must be or be certain to become a reality.

Insinuation. Insinuation is used to create or stir up the suspicions of the target audience against ideas, groups, or individuals in order to divide an enemy. The propagandist **hints, suggests,** and **implies,** allowing the audience to draw its own conclusions. Latent suspicions and cleavages within the enemy camp are exploited in an attempt to structure them into active expressions of disunity which weaken the enemy's war effort.

Exploitable vulnerabilities. Potential cleavages which may be exploited include the following:

Political differences between the enemy nation and its allies or satellites.

Ethnic and regional differences.

Religious, political, economic, or social differences.

History of civilian animosity or unfair treatment toward enemy soldiers.

Comforts available to rear area soldiers and not available to combat soldiers.

People versus the bureaucracy or hierarchy.

Political differences between the ruling elite, between coalitions members, or between rulers and those out of power.

Differences showing a few benefiting at the expense of the general populace.

Unequal or inequitable tax burdens, or the high level of taxes. The audience should be informed of hidden taxes.

The scarcity of consumer goods for the general public and their availability to the various elites and the dishonest.

Costs of present government policies in terms of lost opportunities to accomplish constructive socially desirable goals.

The powerlessness of the individual. (This may be used to split the audience from the policies of its government by disassociating its members from those policies.) This technique could be used in preparing a campaign to gain opposition to those government policies.

Insinuation devices. A number of devices are available to exploit these and similar vulnerabilities:

Leading questions: The propagandist may ask questions which suggest only one possible answer. Thus, the question, "What is there to do now that your unit is surrounded and you are completely cut off?" insinuates that surrender or desertion is the only reasonable alternative to annihilation.

Humor: Humor can be an effective form of insinuation. Jokes and cartoons about the enemy find a ready audience among those persons in the target country or military camp who normally reject straightforward accusations or assertions. Jokes about totalitarian leaders and their subordinates often spread with ease and rapidity. However, the psychological operator must realize that appreciation of humor differs among target groups and so keep humor within the appropriate cultural context.

Pure motives. This technique makes it clear that the side represented by the propagandist is acting in the best interests of the target audience, insinuating that the enemy is acting to the contrary. For example, the propagandist can use the theme that a satellite force fighting on the side of the enemy is insuring the continued subjugation of its country by helping the common enemy.

Guilt by association: Guilt by association links a person, group, or idea to other persons, groups, or ideas repugnant to the target audience. The insinuation is that the connection is not mutual, accidental, or superficial.

Rumor: Malicious rumors are also a potentially effective form of insinuation.

Pictorial and photographic propaganda: A photograph, picture, or cartoon can often insinuate a derogatory charge more effectively than words. The combination of words and photograph, picture, or cartoon can be far more effective. In this content, selected and composite photographs can be extremely effective.

Vocal: Radio propagandists can artfully suggest a derogatory notion, not only with the words they use, but also by the way in which they deliver them. Significant pauses, tonal inflections, sarcastic pronunciation, ridiculing enunciation, can be more subtle than written insinuation.

Card stacking or selective omission: This is the process of choosing from a variety of facts only those which support the propagandist's purpose. In using this technique, facts are selected and presented which most effectively strengthen and authenticate the point of view of the propagandist. It includes the collection of all available material pertaining to a subject and the selection of that material which most effectively supports the propaganda line. Card stacking, case making, and censorship are all forms of selection. Succes or failure depends on how successful the propagandist is in selecting facts or "cards" and presenting or "stacking" them.

Increase prestige: In time of armed conflict, leading personalities, economic and social systems, and other institutions making up a nation are constantly subjected to propaganda attacks. Card stacking is used to counter these attacks by publicizing and reiterating the best qualities of the institutions, concepts, or persons being attacked. Like most propaganda techniques, card stacking is used to supplement other methods.

The technique may also be used to describe a subject as virtuous or evil and to give simple answers to a complicated subject.

An intelligent propagandist makes his case by imaginative selection of facts. The work of the card stacker in using selected facts is divided into two main phases:

First, the propagandist selects only favorable facts and presents them to the target in such a manner as to obtain a desired reaction.

Second, the propagandist uses these facts as a basis for conclusions, trying to lead the audience into accepting the conclusions by accepting the facts presented.

Presenting the other side: Some persons in a target audience believe that neither belligerent is entirely virtuous. To them propaganda solely in terms of right and wrong may not be credible. Agreement with minor aspects of the enemy's point of view may overcome this cynicism. Another use of presenting the other side is to reduce the impact of propaganda that opposing propagandists are likely to be card stacking (selective omission).

Lying and distortion: Lying is stating as truth that which is contrary to fact. For example, assertions may be lies. **This technique will not be used by US personnel.** It is presented for use of the analyst of enemy propaganda.

Simplification: This is a technique in which the many facts of a situation are reduced so the right or wrong, good or evil, of an act or decision is obvious to all. This technique (simplification) provides simple solutions for complex problems. By suggesting apparently

simple solutions for complex problems, this technique offers simplified interpretations of events, ideas, concepts, or personalities. Statements are positive and firm; qualifying words are never used.

Simplification may be used to sway uneducated and educated audiences. This is true because many persons are well educated or highly skilled, trained specialists in a specific field, but the limitations of time and energy often force them to turn to and accept simplifications to understand, relate, and react to other areas of interest.

Simplification has the following characteristics:

It thinks for others: Some people accept information which they cannot verify personally as long as the source is acceptable to them or the authority is considered expert. Others absorb whatever they read, see, or hear with little or no discrimination. Some people are too lazy or unconcerned to think problems through. Others are uneducated and willingly accept convenient simplifications.

It is concise: Simplification gives the impression of going to the heart of the matter in a few words. The average member of the target audience will not even consider that there may be another answer to the problem.

It builds ego: Some people are reluctant to believe that any field of endeavor, except their own, is difficult to understand. For example, a layman is pleased to hear that "law is just common sense dressed up in fancy language," or "modern art is really a hodgepodge of aimless experiment or nonsense." Such statements reinforce the ego of the lay audience. It is what they would like to believe, because they are afraid that law and modern art may actually be beyond their understanding. Simple explanations are given for complex subjects and problems.

Stereotyping is a form of simplification used to fit persons, groups, nations, or events into readymade categories that tend to produce a desired image of good or bad. Stereotyping puts the subject (people, nations, etc.) or event into a simplistic pattern without any distinguishing individual characteristics.

CHARACTERISTICS OF CONTENT WHICH MAY BECOME EVIDENT WHEN NUMEROUS PIECES OF OUTPUT ARE EXAMINED

Change of Pace: Change of pace is a technique of switching from belligerent to peaceful output, from "hot" to "cold," from persuasion to threat, from gloomy prophecy to optimism, from emotion to fact.

Stalling: Stalling is a technique of deliberately withholding information until its timeliness is past, thereby reducing the possibility of undesired impact.

Shift of Scene: With this technique, the propagandist replaces one "field of battle" with another. It is an attempt to take the spotlight off an unfavorable situation or condition by shifting it to another, preferably of the opponent, so as to force the enemy to go on the defense.

REPETITION

An idea or position is repeated in an attempt to elicit an almost automatic response from the audience or to reinforce an audience's opinion or attitude. This technique is extremely valid and useful because the human being is basically a creature of habit and develops skills and values by repetition (like walking, talking, code of ethics, etc.). An idea or position may be repeated many times in one message or in many messages. The intent is the same in both instances, namely, to elicit an immediate response or to reinforce an opinion or attitude.

PROPAGANDA TECHNIQUES BASED ON THE NATURE OF THE ARGUMENTS USED

The two major types of arguments used in propaganda are rational and nonrational. When this category is used, it must be understood that the truth or falsity of the content has nothing to do with the nature of the argument. Thus, an elaborate structure of reasons proposed to a target audience might consist entirely of lies but still qualify as a rational appeal.

The outstanding example of a rational argument is one using the least-of-evils technique. Selection, case making, and card stacking also fall within the category of rational arguments, as might appeals to authority and, possibly, testimonials.

Nonrational arguments sometimes contain numerous virtue words or engage in considerable name calling. But the mere presence of these characterictics is insufficient reason to label an argument nonrational.

PROPAGANDA CLASSIFIED ON THE BASIS OF THE INFERRED INTENTS OF THE ORIGINATOR

Anticipatory or Preparatory: This type of propaganda is disseminated in order to bring the expectancies of the target audience in line with the realities of the situation. This technique which prepares the audience for the "worst" is used to soften the blow of an unfavorable situation or result.

Divisive Propaganda: Divisive propaganda intentionally raises issues to stir up dissent and factions within the target audience.

Hot Potato: Hot potato is a technique in which the propagandist presents a potentially embarrassing event, situation, or issue in order to force the enemy to respond, knowing that the response will put the opponent in a bad light.

Coercive Propaganda: This type of propaganda uses forceful or threatening language in order to intimidate the target audience into supporting a position. It is of limited value and duration.

Fear themes and messages: Fear themes and messages are among the most effective means of influencing target audiences. Fear which binds group members against the outside, such as fear that the enemy (the outsider) will block, erode, or destroy the basic values of the audience, has long been used by individuals and groups having parochial interests. In the realm of politics this is illustrated when factions within a political entity are bitterly split over an important issue and someone from outside the entity enters the conflict with his solution to the divisive problem. The differing parties will immediately unite (close ranks) against the outsider.

Using fear messages: When using fear messages, give specific, simple instructions in offering a solution that minimizes the possibility of danger. The message must state or infer that the action called for can be performed if the target follows precisely the simple and precise instructions given in the message. In giving instructions, the psychological operator wants to affect behavior, not test intelligence.

Effectiveness of fear messages: Fear messages are most effective when:

They arouse fear for the safety and welfare of the individual and close family members.

The source of the message is prestigious and credible to the target audience.

The audience is not familiar with the details of the threat posed. Ignorance of the details can be used to pose a threat and build fear.

Members of the audience are self-centered.

The target can take immediate action to execute simple, specific instructions.

Fear of change. People fear change, particularly sudden, imposed change over which they have no control. They fear it will take from them status, wealth, family, friends, comfort, safety, life, or limb. That's why the man in the foxhole hesitates to leave it. He knows and is accustomed to the safety it affords. He is afraid that moving out of his foxhole will expose him to new and greater danger. That is why the psychological campaign must give him a safe, honorable way out of his predicament or situation.

Terrorism: The United States is absolutely opposed to the use of terror or terror tactics. But the psychological operator can give a boomerang effect to enemy terror, making it reverberate against the practitioner, making him repugnant to his own people, and all others who see the results of his heinous savagery. This can be done by disseminating fully captioned photographs in the populated areas of the terrorist's homeland. Such leaflets will separate civilians from their armed forces; it will give them second thoughts about the decency and honorableness of their cause, make them wonder about the righteousness of their ideology, and make the terrorists repugnant to them. Followup leaflets can "fire the flames" of repugnancy, indignation, and doubt, as most civilizations find terror repugnant.

In third countries: Fully captioned photographs depicting terroristic acts may be widely distributed in third countries (including the nation sponsoring the enemy) where they will instill a deep revulsion in the general populace. Distribution in neutral countries is particularly desirable in order to swing the weight of unbiased humanitarian opinion against the enemy.

The enemy may try to rationalize and excuse its conduct (terroristic), but in so doing, it will compound the adverse effect of its actions, because it can never deny the validity of true photographic representations of its acts. Thus, world opinion will sway to the side of the victimized people.

Friendly territory: Under no circumstances should such leaflets be distributed in friendly territory. To distribute them in the friendly area in which the terrorists' acts took place would only create feelings of insecurity. This would defeat the purpose of the psychological operator, which is to build confidence in the government or agency he represents.

APPENDIX J

GRAPHICS, MUSIC, AND SOUND EFFECTS REGISTER GUIDES

Lists and files of art, music, and sound effects native to the anticipated area or country of operations should be prepared by PSYOP units. The material should be continuously reevaluated and upgraded.

The lists in this appendix are guides to material to support propaganda production or in-country PSYOP campaigns.

GRAPHICS REGISTER GUIDE

Scenery and Scenes:

Scenery

Street scenes, cities, towns, villages, hamlets

Idyllic scenes

People:

Key personalities

Members of target audience ethnic groups

Crowds

Children in ordinary and extraordinary, charming, amusing, sad,or tragic poses or activities

Target audience ethnic groups engaged in their various occupations

Military groups with accurate depiction of uniforms, arms, and equipment

Families at home, work, play

Depictions of all possible emotions by individuals

Clothing of all groups and ages, both sexes (including common denominator infantry clothing)

The Home:

Interiors, exteriors, all types of domiciles, private and public buildings, installations, and factories

Furniture and furnishings

Food, food preparation, eating habits, sources of food

Noneconomic Events and Activities:

Activities involving US, friendly and enemy military personnel, and target civilian population groups

Social activities of all groups and ages

Religious activities

Amusements

Sports

Unusual events and incidents

Economic Activities:

Industrial

Commercial

Financial

Agricultural

Waterborne

Other normal occupations

Unusual occupations of all groups

Means of transportation, from human bearers to aircraft

Equipment-Occupational and Household:

Tools, farm implements

Weapons

Utensils, cutlery

Art Forms:

Music

Dance

Painting, drawing, sculpture

Representations of femininity

Representations of masculinity

Pornography--of areas in which acceptable

Military:

Records (photographic, if possible) of all rehabilitation, MAP, AID, and other similar support, US and foreign

Records (photographic, if possible) of typical pre-MAP or AID conditions, especially of well-known buildings and installations

Records (photographs, if possible) of war damages

Records (photographs, if possible) of friendly PSYOP and audience reactions

Long-range photography (close-up, if possible) of enemy frontline positions and fortifications

Photographs of the activities, comforts, and conditions of prisoners of war and civilian internees. Must not be in violation of Rules of Land Warfare and pertinent conventions.

MUSIC REGISTER GUIDE

A music file should be established. The following outline can be used as a guide for such a file:

Folk tunes: dances, ballads

Classics: operas, traditional music

Popular music: currently popular, perennially popular, jazz

Patriotic music: national anthems, military, special holiday, ceremonial, and historical music

Religious music

Denied music: Each music composition, song, or ditty which has been denied to target audiences should be collected, stored, and prepared for use as occasions warrant

Songs of vendors: Record and collect these as feasible

SOUND EFFECTS REGISTER GUIDE

Musical openings, closing bridges, and other sound effects are of vital importance to the dramatic emphasis which may be integrated into sound programs (radio, loudspeaker, television). Ideally, they should be produced by local musicians from areas of operational interest during nonconflict periods. Suggested types of sound effects which should be stored are-

Musical Effects:

Majestic fanfares to usher in processions of dignitaries

Music connotating massive bustling activity of major proportions and importance

Musical announcements of a gathering of martial forces

Fanfares for important announcements

Heavy dramatic openings, serious (some in minor key)

Light dramatic openings, some comic and gay

Medium dramatic openings, not comic nor heavy

Dramatic martial openings, especially for documentaries

Musical connotations of massive destruction, as of a destroyed city, scorched earth, a deserted village, or a wasteland

Musical suggestions of desperation, strong emotions, or agitation

Comical musical representations

Connotations of a mysterious atmosphere with overtones of menace

Meditations

Suggestions of a whimsical tale to follow; light, frothy

Musical descriptions of a street scene, business activities, many people, shopping, bargaining, traffic tieups

Swirling fogs, musically described

Treachery, musically invoked

Musical descriptions of the emotional reactions to a moral blow

Musical reaction to the worst possible news

Musical connotations of the awakening of anger followed by that which evokes mysterious menace, purposeful revenge

Dangerous action

Tone pictures of early morning, of songbirds, or the morning dew--of an awakening, a beginning

Peasant dances, gatherings

Musical equivalent of a comic or amusing interlude, clowns dancing

Music for nature at work, activities of nature, birds, animals

Man at work, building, creating

Warm feeling of an emotional uplift

Musical description of hope awakening, help coming

Music for the approach of the unknown--its steady approach, closer and closer

A poignant stab

An emotional shock, changing to a mood of mystery

Sharp stabs--strings

Stab and holds, repeated to build up tension (varying lengths)

Light dramatic curtains

Medium dramatic curtains

Heavy dramatic curtains

Documentary curtains

Fear music, reactions to approaching disasters

Martial music, national pride musically expressed

Sadness, music connotating the loss of something dear

Musical contemplation, connotating relaxed moods

Music expressing excitement, hurry, confusion, bustle

Other Sound Effects:

Sounds of military action

Street noises

Airport sounds

Animal sounds

Sounds of the market place

Farm sounds

Train and boat whistles

Sounds of various types of vehicles

Sounds of school, bells, children at play, in class

Sounds of church, mosque, temple, etc; praying, bells, gongs, drums, songs, dances, etc.

Sounds of local people at work, play, at home

Transportation sounds, harbor sounds, truck, rail, and other transport sounds

Additional Sound Effects: Additional sound effects are frequently necessary for the production of radio and television programs. Some are also pertinent to loudspeaker broadcasts.

31 AUGUST 1979

By Order of the Secretary of the Army:

E. C. MEYER
General, United States Army
Chief of Staff

Official:

J. C. PENNINGTON
Major General, United States Army
The Adjutant General

DISTRIBUTION:

Active Army, ARNG, and USAR: To be distributed in accordance with DA Form 12-11B, Requirements for Psychological Operations, US Army Doctrine (Qty rqr block no. 326) and Psychological Operations, Techniques and Procedures (Qty rqr block no. 327).

Additional copies can be requisitioned from the US Army Adjutant General Publications Center, 2800 Eastern Boulevard, Baltimore, MD 21220.

☆ U. S. GOVERNMENT PRINTING OFFICE : 1979 603-028/1200