FM 33-1

PSYCHOLOGICAL OPERATIONS

U. S. ARMY DOCTRINE

HEADQUARTERS, DEPARTMENT OF THE ARMY
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PSYCHOLOGICAL OPERATIONS—U.S. ARMY DOCTRINE

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CHAPTER 1

INTRODUCTION

Section I. GENERAL

1–1. Purpose and Scope

a. This manual provides doctrinal guidance for commanders and staff officers for the conduct of psychological operations (PSYOP), discusses U.S. Army PSYOP objectives, roles, and missions, and serves as the doctrinal basis for development of PSYOP techniques and procedures.

b. This manual is applicable to general, limited, and cold war operations to include stability operations. Consideration is given to the employment of, and protection from, nuclear munitions and chemical, biological, and radiological agents. This manual should be used in conjunction with official dictionaries and other publications which provide guidance for field operations.

c. Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and permit complete evaluation. Comments should be forwarded to the Commanding Officer, U.S. Army Combat Developments Command Special Warfare Agency, Fort Bragg, North Carolina 28307. Originators of proposed changes which constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the Commanding General, U.S. Army Combat Developments Command, Fort Belvoir, Virginia 22060, to facilitate review and followup.

1–2. U.S. Army PSYOP Mission

The U.S. Army PSYOP mission is to assist the commander in the conduct of operations by influencing attitudes and behavior.

1–3. Definitions

a. Psychological Operations. The planned use of propaganda and other measures to influence the opinions, emotions, attitudes, and behavior of hostile, neutral, or friendly groups in such a way as to support the achievement of national objectives.

b. Terminology. Additional terminology related to psychological operations and stability operations is as shown in (1) through (7) below, and in AR 320–5.

(1) *Area oriented.* A term applied to personnel or units whose organization, mission, training, and equipment are based upon projected operational deployment to a specific geographical area.

(2) *Consolidation psychological operations.* A psychological operation conducted toward populations in friendly areas or in territory occupied by friendly military forces with the objective of facilitating operations and promoting maximum cooperation among the civil population.

(3) *Economic warfare.* Intensified government direction of economic means to affect foreign economies.

(4) *Political warfare.* Intensified use of political means to achieve national objectives.

(5) *Populace and resources control.* Actions undertaken by a government to control the populace and its material resources or to deny access to those resources which would further hostile aims and objectives against that government.

(6) *Stability operations.* That type of internal defense and internal development operations and assistance provided by the Armed Forces to maintain, restore, or establish a climate of order within which responsible government can function effectively and without which progress cannot be achieved. (Term preferred for Army usage in reference to "counterinsurgency" when discussing the military portion of counterinsurgency activities.)

(7) *Susceptibility.* Target audience potential for being influenced by PSYOP.

Section II. NATIONAL RESPONSIBILITIES

1–4. General

a. The United States Information Agency (USIA) helps achieve U.S. foreign policy objectives by—

(1) Influencing public attitudes in other nations.

(2) Advising the President, his representatives abroad, and the various departments and agencies on the implications of foreign opinion for present and contemplated U.S. policies, programs, and official statements.

b. USIA offices, known abroad as the United States Information Service (USIS), are headed by a public affairs officer, who is a member of the country team, and who is responsible to the Chief of the U.S. Diplomatic Mission. USIS representatives coordinate with major military commands abroad to provide guidance for PSYOP support of U.S. policies.

1–5. Department of Defense

Each of the military services provides forces to accomplish its assigned PSYOP mission. Although the U.S. Army has the principal U.S. military PSYOP capability, the other services possess resources which can support the overall PSYOP effort. PSYOP may range from the actions of the individual service member to the operation of sophisticated radio or television broadcasting facilities. Personnel of the U.S. Air Force, U.S. Navy, and U.S. Marine Corps are trained to conduct PSYOP, or to serve in PSYOP staff positions. Coordination of PSYOP among all military services and other governmental agencies is necessary to insure unity of effort, uniformity of policy, and adequacy of coverage.

1–6. Department of the Army (DA)

DA develops PSYOP resources to operate in general, limited, and cold war, and to support other military and nonmilitary organizations. At DA level, staff responsibility for PSYOP is assigned to the Deputy Chief of Staff for Military Operations (DCSOPS), who is assisted by the Director, International and Civil Affairs Directorate. U.S. Army PSYOP resources include staff personnel, advisors, units, and associated organizations and equipment. These resources are capable of providing—

a. Advice and recommendations to the commander concerning psychological operations requirements and psychological implications of proposed operations.

b. U.S. PSYOP units provide support for U.S. Military Forces which is executed on a mission assignment basis.

c. Operational advice and support to allied forces in planning and conducting PSYOP.

d. Advice and training support for the development of a PSYOP capability within host country military forces.

Section III. PSYCHOLOGICAL OPERATIONS (PSYOP)

1–7. General

PSYOP include the planned use of *propaganda* and *other measures* to influence people so that they will behave in a desired manner.

a. Propaganda is any form of communica-

tion designed to influence the opinions, emotions, attitudes, or behavior of any group in order to benefit the sponsor, either directly or indirectly.

b. Other measures are actions—military, political, economic, social, or other—which assist in accomplishing the PSYOP objective. They may be employed alone or in conjunction with other PSYOP and may be implemented by any element of the command.

1–8. Propaganda

a. General. Propaganda is used to communicate persuasive messages to selected target audiences and is most effective when used to exploit existing attitudes and opinions which may cause the target audience to respond immediately.

b. Classification. Propaganda is classified according to source as *white, gray,* or *black. White propaganda* is overtly disseminated and acknowledged by its true source. The source of *gray propaganda* is not identified but is left to the imagination of the audience. *Black* propaganda purports to emanate from a source other than its true source. Classification as *white, gray,* and *black* has no relationship to the validity of the content.

c. Propaganda Tasks. Propaganda tasks have several objectives—

(1) To gain and maintain the attention of the target audience. The propagandist presents materials which appeals to the target audience and is consistent with their interest and terms of reference.

(2) To establish credibility with the target audience. This is accomplished by the presentation of factual or believable information.

(3) To influence the emotions, attitudes, or opinions of a target audience to achieve desired behavior at an appropriate time. To do this, the audience must know what actions to take and when, where, and how to take them.

d. Propaganda Development. The end product of propaganda development is the final propaganda text ready for production. Propaganda development is based on—

(1) Requirements stated in PSYOP objectives.

(2) Detailed research and analysis of target audiences.

(3) Availability of production and delivery capabilities.

e. Propaganda Production. Propaganda production is the preparation of propaganda for dissemination. It includes such tasks as recording and packaging tapes for radio and loudspeaker broadcasts, and printing, trimming, and packaging of printed matter.

f. Propaganda Dissemination. Propaganda dissemination is the delivery of propaganda by means of selected communication media such as radio, loudspeaker, and television broadcasts, printed matter, and face-to-face persuasion.

1–9. Other Measures

Other measures include actions which influence the opinions and behavior of people. These actions appear in the form of incidents or happenings. Advantages created by other measures can be amplified and reinforced by selective propaganda. Examples of other measures are demonstrations, rewards, individual conduct, elections, and tactical operations.

1–10. Categories of PSYOP

PSYOP are divided into three major categories consistent with the operations which they support. These categories are strategic, tactical, and consolidation PSYOP which are based on the target audience, scope of objectives, mission, and operation supported.

a. Strategic PSYOP. Strategic PSYOP are directed at large segments of the target nation's population using themes which exploit economic, military psychological, and political vulnerabilities. They are usually designed to reduce the effectiveness and internal control apparatus of the target government, defame the image of its leadership, destroy the military's will to fight, and exploit morale condi-

tions which weaken the unity and strengths of the target country.

b. Tactical PSYOP. Tactical PSYOP are directed at hostile military or paramilitary forces to reduce their combat effectiveness, and at civilians to prevent interference with tactical operations, reduce noncombatant casualties, and elicit support for friendly forces. Tactical PSYOP support the tactical plan and are based on achieving short-range objectives.

c. Consolidation PSYOP. Consolidation PSYOP are directed toward populations in friendly areas or in territory occupied by friendly military forces with the objective of facilitating operations and promoting maximum cooperation among the civil population.

1-11. Application

a. Military PSYOP are a source of power available to the commander which, when applied in conjunction with other elements of power, can substantially aid the accomplishment of the mission. Commanders at all levels of command integrate PSYOP into plans and operations. PSYOP are particularly valuable when restraint of military force is desirable and when friendly forces possess superior combat power.

b. PSYOP are employed in the following types of operations:

(1) Limited and general war (ch 7).

(2) Stability operations (ch 6).

(3) Unconventional warfare (para 7-13 through 7-15).

(4) Prisoners of war and civilian internee programs (para 7-16 through 7-18).

(5) Assistance to civil authorities (when authorized).

1-12. Coordination

PSYOP are coordinated with U.S. agencies, other military services, and allied authorities. PSYOP are also coordinated with other staff activities and operations within the command.

1-13. Capabilities

PSYOP, when properly employed, can reduce the morale and combat efficiency of enemy troops and promote dissidence and defection. PSYOP can develop and promote resistance against a hostile regime, promote the cooperation and support of the local populace, sustain the morale of allies and the population of enemy-occupied territories, counter enemy subversion and propaganda, and support cover and deception operations.

1-14. Evaluation of PSYOP Effectiveness

PSYOP are continuously evaluated for errors, weaknesses, or changes which require adjustment or improvement. PSYOP effectiveness is difficult to measure, especially among hostile audiences. The quantity of propaganda output is a measure of PSYOP *effort* rather than PSYOP *effectiveness.*

a. Pretesting. When possible, PSYOP are pretested before dissemination for probable effectiveness by using—

(1) Prisoners of war, refugees, defectors, or other representatives of the target audience.

(2) Persons who have expert knowledge of the target audience.

(3) Sample surveys when portions of the target audience art accessible.

b. Feedback. After dissemination, PSYOP effectiveness is evaluated by two general types of evidence.

(1) *Direct indicators.*

(*a*) Responsive action by the target audience.

(*b*) Reports by individuals such as prisoners, defectors, agents, or persons who were exposed to a PSYOP program. The reliability of such reports is influenced by the reliability and perception of the source and is judged accordingly.

(*c*) Comments by observers concerning the effects of PSYOP on the target audience. Observer comments are also subject to judgment as to the reliability and perception of the observer.

(*d*) Contents of captured documents or intercepted messages.

(2) *Indirect indicators.* Indirect indicators are acts which indicate enemy countermeasures such as hostile action, counterpropaganda, and restrictive measures. Indirect indicators include—

(*a*) Troop movements.

(*b*) Combat actions.

(*c*) Atrocities.

(*d*) Propaganda employed to counter friendly PSYOP.

(*e*) Censorship.

(*f*) Jamming.

(*g*) Restrictions on possession of radio and television receivers, printed matter, and items distributed for propaganda purposes.

1–15. Defense Against Enemy PSYOP and Employment of Counterpropaganda

a. Enemy forces use every available means to agitate, subvert, and propagandize U.S. Forces to reduce combat effectiveness. The best defense against enemy PSYOP is a properly trained, well informed, highly motivated, and skillfully led unit. Each commander is responsible for establishing and maintaining troop resistance to enemy PSYOP. To accomplish this, friendly forces are conditioned to recognize and resist enemy PSYOP through—

(1) Integration of training in defense against enemy PSYOP into the unit program.

(2) Command information program.

(3) Exposure to hostile PSYOP during field training exercises.

b. PSYOP personnel advise and assist the commander in the development of a defense against enemy PSYOP. PSYOP personnel participation in the command information program is limited to an advisory and liaison role. Denial operations are conducted by the command to increase the defense against enemy PSYOP. During the conduct of denial operations—

(1) Enemy PSYOP personnel and equipment are captured or destroyed.

(2) Enemy broadcasts are jammed to counter enemy propaganda activities.

(3) Sources of hostile information are censored.

c. Counterpropaganda is a command responsibility. It is offensive in character and is conducted with the same emphasis on planning and execution as PSYOP which support offensive military operations. In most cases, the most effective course of action is to ignore enemy PSYOP and continue the PSYOP offensive campaign. Counterpropaganda includes—

(1) Acknowledgment of reversals prior to exploitation to forestall enemy PSYOP.

(2) Direct counterpropaganda in rebuttal to enemy PSYOP. Misuse may increase the credibility of enemy PSYOP and serve as feedback to effectiveness; consequently, this method should be employed with caution.

(3) Indirect counterpropaganda to introduce themes which refute enemy PSYOP by implication or insinuation.

(4) Diversionary counterpropaganda to focus attention on situations advantageous to the originator.

d. Individual soldiers are responsible for recognizing, reporting, and resisting enemy PSYOP. This capability is developed through training programs, participation in the command information program, and development of individual and group motivation. Adherence to the Code of Conduct is an individual responsibility which denies the enemy a source of propaganda.

CHAPTER 2

COMMAND AND STAFF

Section I. RESPONSIBILITIES

2-1. General

PSYOP are developed as an integral part of all operations. To assist the commander, the PSYOP officer provides advice, makes estimates and recommendations, and prepares the PSYOP portion of operations plans and orders.

2-2. Command

Commanders evaluate military operations in terms of their psychological impact. Occasionally, this judgment may require the sacrifice of short-range tactical objectives in order to preserve long-range PSYOP objectives. During analysis of the mission, commanders identify the PSYOP tasks which are essential to the conduct of the mission. The commander's initial planning guidance to the staff may include direction for the development of these PSYOP tasks. After the commander's decision, PSYOP to support the operation are developed and included in the operations order.

2-3. PSYOP Staff Officer

The PSYOP staff officer operates under the Assistant Chief of Staff G3 (J3) (Operations), who has staff responsibility for PSYOP. The PSYOP staff officer—

a. Prepares and coordinates PSYOP plans, directives, orders, and requests for the commander.

b. Coordinates PSYOP intelligence requirements through intelligence channels.

c. Analyzes target audiences.

d. Prepares the PSYOP estimate.

e. Supports PSYOP policies and guidance established by higher headquarters.

f. Recommends allocation of PSYOP units.

g. Analyzes the effectiveness of PSYOP programs and recommends improvements.

h. Provides PSYOP interrogators and checklists to the intelligence officer to interrogate defectors, prisoners, and refugees.

i. Provides advice and assists in prisoner of war and civilian internee education and reorientation programs.

j. Provides advice on the effects of hostile PSYOP and recommends countermeasures for use in command information programs, public information programs, and psychological operations.

k. Prepares the PSYOP portion of training programs.

l. Maintains liaison with other staff sections to coordinate PSYOP employment with other operations.

m. Coordinates with the G1 and provost marshal on the utilization of prisoners of war (PW), defectors, and internees to pretest PSYOP material and to gain intelligence for PSYOP.

2-4. Principal Staff Officers

In addition to normal staff functions, the principal staff officers assist the PSYOP effort as follows:

a. *Responsibilities of the Assistant Chief of Staff, G1 (J1) (Personnel).*

(1) Requisitions trained personnel for PSYOP units within the command, for the PSYOP section of the staff, and additional PSYOP units required by G3 (J3).

(2) Coordinates requests for PSYOP assistance in PW and civilian internee reorientation and education programs.

(3) Coordinates requests from the PSYOP staff officer for utilization of PW and civilian internees to pretest PSYOP material.

(4) Obtains and assists in the administration and control of civilian PSYOP personnel.

(5) Coordinates with the PSYOP staff officer to assess the effectiveness of enemy PSYOP on unit personnel.

(6) Exercises staff supervision over PSYOP financial services when there is no comptroller assigned to the headquarters.

b. Responsibilities of the Assistant Chief of Staff, G2 (J2) (Intelligence).

(1) Provides a channel of communication to receive PSYOP essential elements of information (EEI), other intelligence requirements (OIR), and expeditious dispatch of intelligence to support the PSYOP effort.

(2) Produces intelligence and prepares intelligence estimates from which the PSYOP staff officer—

(*a*) Determines PSYOP target audiences.

(*b*) Identifies opportunities for PSYOP exploitation in support of operations.

(*c*) Determines effectiveness of the command's PSYOP program.

(3) Screens indigenous personnel employed by the PSYOP officer or units.

(4) Provides weather data which enables the PSYOP staff officer to plan aerial propaganda dissemination.

(5) Coordinates interrogation of PW, defectors, and refugees with the PSYOP officer.

(6) Provides counterintelligence measures contributing to an effective counterpropaganda program.

(7) Coordinates with the PSYOP staff officer to exploit captured enemy documents and enemy PSYOP propaganda material.

c. Responsibilities of the Assistant Chief of Staff, G3 (J3) (Operations).

(1) Insures that the PSYOP staff officer is aware of future operations and is included in planning.

(2) Insures that the PSYOP effort of the command is in consonance with guidance and orders from higher authority.

(3) Evaluates advantages and disadvantages of courses of action in terms of the psychological impact.

(4) Approves the PSYOP plans, orders, and annexes for submission to the commander.

(5) Recommends assignment of PSYOP missions to subordinate units.

(6) Exercises staff supervision over, and provides guidance and direction to the PSYOP staff officer.

(7) Recommends task organization and allocation of PSYOP units.

(8) Plans, schedules, and promotes PSYOP training of the command.

d. Responsibilities of the Assistant Chief of Staff, G4 (J4) (Logistics).

(1) Plans, coordinates, and procures PSYOP supplies and equipment for the command.

(2) Plans and provides maintenance, repair parts, and evacuation of standard and nonstandard PSYOP equipment.

(3) Plans and coordinates transportation requirements for PSYOP personnel, units, equipment, and supplies within the command.

(4) Acquires and allocates civilian supplies and facilities required by the PSYOP staff officer and PSYOP units within the command, and constructs approved facilities and installations.

(5) Coordinates with G3 (J3) for allocation of PSYOP assets for employment in support of rear area protection operations.

(6) Determines adequacy of protective measures and employment of PSYOP forces in integrated rear area defense plans.

e. Responsibilities of the Assistant Chief of Staff, G5 (Civil Affairs).

(1) Assists the PSYOP staff officer in evaluating the psychological impact of civil affairs programs and activities.

(2) Insures that civil affairs operations are in consonance with established PSYOP policy and programs.

(3) Coordinates with the PSYOP staff officer on civil affairs programs.

(4) Coordinates with the G3 (J3) on the allocation of PSYOP units to be employed in support of civil affairs operations.

f. Responsibilities of the Assistant Chief of Staff, Comptroller (for applicable staffs).

(1) Advises the commander on the financial requirements in support of the PSYOP program.

(2) Coordinates with other staff sections to insure that the PSYOP plans and/or contingency plans are programmed for and included in the total operating program.

(3) Provides a channel of communication to secure additional funds, makes changes to existing programs, and coordinates financial management of the PSYOP program.

2-5. Special Staff Officers

In addition to normal staff support, special staff elements actively participate in the PSYOP effort within their fields of endeavor and assist PSYOP elements as follows:

a. Adjutant General. Coordinates with the PSYOP elements to advise and procure U.S. Army bands and other special service facilities and activities such as motion picture facilities, entertainment programs, library service, sports activities, and use of special service items of supply and equipment to support PSYOP.

b. Artillery Officer. Coordinates with the PSYOP elements to—

(1) Determine the PSYOP munition required supply rate (RSR).

(2) Determine the adequacy of the PSYOP munition available supply rate (ASR).

(3) Recommend the ASR for subordinate commands.

(4) Prepare that portion of fire support annex which pertains to PSYOP support.

c. Aviation Officer. Coordinates with the PSYOP staff officer or PSYOP unit to—

(1) Provide technical advice on the employment of U.S. Army aircraft for aerial dissemination of propaganda and the installation of propaganda dispensing equipment.

(2) Prepare and supervise aviation training pertinent to PSYOP support.

(3) Provide advice on the deployment of PSYOP units or personnel by aircraft.

d. Chaplain. Establishes and maintains liaison with indigenous churches, civilian religious organizations, and other organizations of a religious nature. He provides religious information on the needs of the populace and the role of a religion in the area of operation, coordinates with indigenous religious leaders, and advises PSYOP personnel on the impact of indigenous religions (FM 16-5.).

e. Chemical Officer. Coordinates with the PSYOP staff officer on the employment of CBR munitions or systems which have significant psychological impact. The impact of CBR munitions on target audiences is considered in the planning and execution of PSYOP.

f. Engineer Officer. Coordinates construction, maintenance, rehabilitation, and repair of PSYOP facilities with the PSYOP staff officer. Engineer contributions to military civic action, mapping, construction, water supply, maintenance, and operation of utilities and other facilities are exploited by PSYOP through close liaison among the engineer officer, G5, PSYOP staff officer, and appropriate PSYOP units.

g. Information Officer. Coordinates the command information, public information, and community relations programs with the PSYOP program. Coordination includes the use of available public information media and indigenous mass communication personnel. Detailed coordination with the PSYOP and civil

affairs officers should result in an effective community relations program. The information officer also coordinates with the PSYOP staff officer to develop a defense against enemy propaganda aimed at U.S. troops.

h. Staff Judge Advocate. Coordinates with the PSYOP staff officer to determine psychological implications of various legal and disciplinary actions. Offenses committed by U.S. personnel, settlement of claims, U.S. offshore procurement, and civilian employment policies are examples of actions which have substantial psychological effects on U.S. Army relationships.

i. Maintenance Officer. Coordinates with PSYOP officer to determine maintenance requirements (includes organizational repair parts supply), maintenance training, and evacuation of PSYOP equipment. Inspects PSYOP equipment as required and advises on all maintenance aspects of PSYOP equipment, including all characteristics, capabilities, limitations, approved methods of operation, and maintenance support.

j. Provost Marshal. Serves as the staff officer to advise the commander on internal security. This responsibility includes maintaining liaison and exchanging intelligence with indigenous police forces. Plans and supervises utilization, reorientation, and education of prisoners of war and civilian internees to include coordination of these programs with the PSYOP staff officer. He also provides for the utilization of prisoners of war in PSYOP activities. Coordinates with PSYOP staff officer for assistance in refugee control and aid to military and civilian authorities in civil disturbances and disasters.

k. Supply Officer. Coordinates with PSYOP staff officer to determine requirements for procurement, distribution, and storage of supplies and materiel needed for support of PSYOP programs.

l. Signal Officer. Provides advice on signal matters with specific attention to the following areas:

(1) Advice on communications security, signal communications, location of headquarters, and location of area signal centers.

(2) Advises on the use of still and motion picture photographic services.

(3) Plans and supervises the installation, operation, and maintenance of special purpose communication systems.

Section II. STAFF ORGANIZATION

2-6. General Responsibilities

Full-time PSYOP staff officers plan and coordinate PSYOP within the command. At theater level, the PSYOP staff officer has staff responsibility for planning and coordinating strategic PSYOP and for developing a theater PSYOP plan which contains policy and plans for the conduct of PSYOP. Below theater level, the PSYOP staff officer has staff responsibility for planning tactical and consolidation PSYOP, insuring that these operations are consistent with theater policies and plans.

2-7. Limited and General War

In order to insure an integrated and coordinated PSYOP program which is responsive to the requirements of the command, full-time PSYOP staff elements are assigned at theater, theater army, field army, and corps level under the staff supervision of the G3 (J3). Appropriate PSYOP staff functions at division, regiment, or brigade levels are performed by designated members of G3/S3 sections as an additional duty.

a. At theater level, the PSYOP staff organization varies according to the type of joint forces involved in the area and the mission. The PSYOP staff officer is assisted by a PSYOP staff which normally contains the following sections:

(1) *Administrative.* This section handles the various administrative duties within the staff section.

(2) *Policy and plans.* This section plans strategic PSYOP for the theater and issues broad plans and PSYOP policies that will guide the planning and production of other PSYOP within the theater. The section insures that PSYOP are consistent with national policy and that of the theater commander. It prepares PSYOP requirements for the theater and may plan specifically for radio, television, and printing support for theater and field army operations.

(3) *Research and analysis.* This section conducts research and analyzes target audiences and areas of operation to establish susceptibilities for exploitation by PSYOP. In addition, they evaluate the effectiveness of friendly and enemy propaganda. This section utilizes all sources of intelligence which are available in the theater.

(4) *Operations.* The operations section implements PSYOP policy and approved plans and develops the PSYOP portion of operations plans and orders.

b. At lower levels of command, the PSYOP staff is organized to develop PSYOP supporting the missions of the respective commands. At each level of command, PSYOP plans and guidance from higher echelons are interpreted in terms of operational requirements. PSYOP annexes to operations plans and orders are then developed.

2–8. Stability Operations

With the closer civil-military relationships and increased emphasis on psychological operations required in stability operations, the PSYOP staff element at corps is augmented with additional personnel, and full-time PSYOP staff officers and sections are assigned to divisions and brigades.

Section III. PSYOP STAFF PLANNING

2–9. General

The basic considerations peculiar to the development of PSYOP are the selection of PSYOP objectives, target audiences, themes, and media. PSYOP staff procedures follow procedures outlined in FM 101–5, and are discussed in detail in FM 33–5.

2–10. Mission Analysis

Analysis of objectives, policy directives and missions is similar to a commander's mission analysis. The mission is analyzed to determine specified and implied PSYOP tasks. These PSYOP tasks are assigned priorities which are subsequently developed in estimates of the situation and operation plans and orders.

2–11. PSYOP Estimate of the Situation

a. The PSYOP estimate is used to determine—

(1) The influence of PSYOP factors on the accomplishment of the mission.

(2) The influence of PSYOP factors on contemplated courses of action and effect on target audiences.

(3) A recommended course of action to support the PSYOP mission.

(4) A recommended course of action for exploiting incidents to gain maximum psychological advantage.

b. The PSYOP estimate is a continuous process which is updated and revised in response to specific requirements such as operations plans and orders. The estimate may be oral, in writing, or a combination of the two, depending on the amount of time available and the level of command at which it is developed.

2–12. PSYOP Plans, Orders, Annexes, and Directives

Based on the estimate of the situation and the commander's decision, PSYOP plans, orders, annexes, and directives follow the forms indicated in FM 101–5. Examples are listed in FM 33–5.

2–13. Target Analysis

a. Friendly, neutral, and hostile target groups are analyzed to select susceptible target

audiences. This target analysis is based on such considerations as—

    (1) PSYOP objectives.

    (2) Target audience value and belief systems.

    (3) Vulnerabilities of the target audience.

    (4) Grievances.

    (5) Current needs and interests.

    (6) Target audience ability to comprehend the message.

    (7) Accessibility of mass communications.

b. Target analysis is a continuous process. It serves to monitor changes in old target audiences and to identify new ones. This process serves to determine the potential of target audiences so that appropriate PSYOP can be selected for exploitation. In addition, key communicators are identified to increase the credibility and expedite the flow of PSYOP to target audiences.

2–14. Psychological Operations Journal

The PSYOP journal is a permanent daily record maintained by the PSYOP staff officer. Formal entries are made immediately upon dispatch or receipt of an action, message, or report. Original entries are not altered but may be supplemented by subsequent entries.

2–15. Psychological Operations Workbook

The workbook maintained by the PSYOP staff officer is a temporary but systematic recording of PSYOP information with items grouped by topic for easy reference or comparison.

2–16. Situation Map

A situation map reflecting the PSYOP situation and current PSYOP intelligence is maintained as a supplement to the workbook and provides a ready reference for PSYOP plans and operations.

2–17. Psychological Operations File

The PSYOP file contains the original or a copy of each message or document in the PSYOP journal. It is organized and indexed for ready reference. Many reports, summaries, estimates, and other documents contained in the file are pertinent to establishing future policy and programs.

2–18. Psychological Operations Summary

The summary is developed and periodically disseminated by the PSYOP staff officer. It contains the latest information concerning incidents, operations, and intelligence essential to PSYOP and serves to inform the command of the current PSYOP situation.

CHAPTER 3

PSYOP UNITS

Section I. IMPLEMENTATION

3-1. General

Theater PSYOP organizations are composed of cellular teams designed to accomplish the various functions involved in PSYOP. This organizational concept provides the flexibility to permit tailoring of PSYOP units at various echelons to accomplish the PSYOP mission. This chapter discusses the PSYOP cycle, functional capabilities, unit structure, and organizational concepts of PSYOP units.

3-2. PSYOP Cycle

The conduct of PSYOP follows a continuous cycle oriented on the mission. Upon receipt of a mission from the supported unit, the PSYOP unit commander develops PSYOP to support the mission. To start the cycle, the PSYOP unit commander requests essential elements of information (EEI) through intelligence channels, and also provides guidance to and levies requirements on organic intelligence teams. The intelligence teams collect and evaluate information for the development of PSYOP programs and production of propaganda. This intelligence enables the development and production elements to formulate finished propaganda. When feasible, PSYOP are evaluated and passed to appropriate teams for dissemination and action. Feedback from the target audience is obtained by the intelligence teams who evaluate the effectiveness of the operation. Additional susceptibilities and target audiences are identified from the analysis of feedback and are passed to the control element. The PSYOP unit commander forwards this information to the supported unit commander in the form of recommendations for future PSYOP. On approval or receipt of a subsequent PSYOP mission, the cycle is repeated.

3-3. Functional Capabilities

The functional elements of PSYOP units operating within the cycle are command and control, operational, and supply and maintenance. The functional capabilities of these elements are as follows:

a. *Command and Control.*

(1) Commands PSYOP units.

(2) Performs detailed planning of PSYOP programs and prepares plans and orders.

(3) Provides administrative and logistical support for organic and attached units.

(4) Recommends appropriate allocation of PSYOP resources within the supported command.

(5) Conduct PSYOP in support of the unit to which assigned or attached.

b. *Operational.*

(1) *Development.*

(a) Conducts research and analysis and develops appropriate plans to support PSYOP.

(b) Develops radio and television scripts, speeches, proclamations, pamphlets, demonstration plans, rumor campaigns, posters, and similar material for production.

(2) *Production.*

(a) Prepares propaganda tapes and video tapes in the appropriate languages.

(*b*) Prints and prepares printed matter for dissemination to include trimming, folding, and packaging.

(*c*) Operates and maintains radio and television transmitters.

(*d*) Produces and directs radio and television broadcasts.

(*e*) Operates a central broadcast studio and dispatches broadcasting teams to field transmitters.

(*f*) Loads leaflet bombs, shells, dispensers, and packages.

(3) *Dissemination.*

(*a*) Disseminates printed propaganda material.

(*b*) Stockpiles propaganda material for delivery and maintains catalogues of types and quantities on hand.

(*c*) Conducts "live" and taped loudspeaker and radio broadcasts.

(*d*) Conducts film and television operations.

(4) *Research and analysis.*

(*a*) Develops detailed background and area study material.

(*b*) Identifies and verifies target audiences and their susceptibilities.

(*c*) Formulates PSYOP intelligence requirements for collection by intelligence sources.

(*d*) Monitors enemy PSYOP for information on propaganda trends.

(*e*) Evaluates the effectiveness of enemy PSYOP.

(*f*) Evaluates the effectiveness of friendly PSYOP.

(*g*) Maintains liaison with other intelligence agencies.

(*h*) Provides guidance and information support to propaganda development and production teams to insure that propaganda output is appropriate.

(*i*) Remains responsive to the guidance and requirements of command and control elements.

(5) *Current intelligence.*

(*a*) Provides essential elements of information to collection agencies.

(*b*) Collects information and develops intelligence.

(*c*) Analyzes intelligence to determine and verify the current vulnerabilities of target audiences.

(*d*) Identifies incidents, situations, and opportunities for exploitation by PSYOP.

(*e*) Interrogates prisoners and translates foreign language printed material.

(6) *Supply and maintenance.*

(*a*) Plans and coordinates logistical requirements for PSYOP units and teams.

(*b*) Procures and distributes standard and nonstandard items of equipment and supplies.

(*c*) Performs field maintenance on reproduction and electrical equipment.

(*d*) Provides minimum vehicle maintenance capability.

Section III.   UNIT ORGANIZATION

3-4.   General

The mission and the capabilities of available units are the dominant considerations in arriving at a proper force structure. The PSYOP staff officer recommends the force structure of PSYOP units to the G3 (J3) based on available PSYOP resources and forces. Personnel and materiel augmentations from indigenous resources are also considered in tailoring PSYOP units. Designated teams are airborne qualified and their organic equipment is capable of parachute delivery. All PSYOP equipment is air transportable. TOE 33–500 (Psychological Operations Organization) lists those PSYOP cellular teams with which PSYOP organizations can be tailored to satisfy requirements.

3-5. Force Structure

a. Command and Control. The number and mix of command and control elements depend on the overall mission, the desires of the commander of the unified command, the geographical area, and the number and mix of operational elements.

b. Operational Teams. The following capabilities are considered in selecting the required number and mix of operational teams to accomplish the overall mission:

(1) *Intelligence.* Intelligence production capability is found in current intelligence and research and analysis teams. They work closely with the propaganda production teams in developing specific propaganda themes and messages.

(2) *Propaganda production.* Propaganda is produced by audio and graphic teams. Propaganda efforts being conducted against specific ethnic groups require a separate audio team for each group.

(3) *Printing.* The use of printed propaganda is directly related to literacy rates. In developing nations where the illiteracy rate is high, greater emphasis is placed on the use of illustrations. In structuring the PSYOP organization, the planner considers the existing indigenous printing capabilities available in the area of operation. PSYOP printing teams in the TOE are classified according to mobility and production capabilities.

(4) *Radio.* In developing nations, the propagandist relies heavily on radio and audiovisual media to communicate with his audience. Mobile radio teams may be employed in these areas; however, the PSYOP planner considers existing indigenous radio facilities when structuring the force.

(5) *Loudspeaker.* Loudspeaker teams are particularly well suited to tactical and consolidation operations.

(6) *Audiovisual.* Audiovisual teams are suited for use in consolidation operations during limited and general war, and in stability operations.

(7) *Consolidation.* Consolidation teams support civil affairs activities primarily, and are capable of advising and supervising the operation of motion picture installations, newspaper and other publication plants, and fixed radio and TV broadcasting stations. Another capability is the control of pictorial displays.

c. Supply and Maintenance. After arriving at the number and mix of operational elements, the planner provides supply and maintenance teams as required.

d. Augmentation. There may be requirements to augment the organization with cellular teams from the TOE 11-500-series (Signal Service Organization), TOE 12-67 (Personnel Service Company), or from TOE 29-500 (Composite Service Organization) for signal, administration, mess, or maintenance support.

3-6. Organizational Concepts

a. Theater. The theater PSYOP organization is structured to accomplish the following:

(1) Support ground force missions based on a realistic appraisal of PSYOP objectives and requirements.

(2) Support theater air and theater naval operations.

(3) Support PSYOP programs of government agencies as directed.

(4) Conduct strategic psychological operations.

b. Theater Army. Theater army PSYOP organizations are structured to—

(1) Provide sufficient command and control elements to support PSYOP programs for the combat zone, communications zone, civil affairs activities, and other requirements.

(2) Employ skilled manpower and communication equipment economically.

(3) Allow flexibility to meet rapid changes in language and area requirements.

(4) Expand production facilities (audio and visual) as required by propaganda programs.

(5) Exploit indigenous equipment and skills within the area of operations.

c. *Field Army*. PSYOP elements assigned to field army may be employed under field army control, in direct support of subordinate units, or attached to corps, division, or separate brigade task forces. The field army PSYOP organization is structured to—

(1) Provide sufficient command and control teams to command PSYOP units.

(2) Use only those teams or elements which are needed to accomplish assigned missions.

(3) Tailor organizations to meet requirements at the lowest echelon where PSYOP support is required.

(4) Minimize reaction time in support of combat operations.

(5) Provide mobility equal to that of units being supported.

(6) Prepare copy and illustrations in support of field army operations and corps operations.

(7) Provide mobile radio support for propaganda dissemination to cover the field army area of responsibility.

(8) Support civil affairs and rear area protection operations.

(9) Conduct audiovisual operations in support of corps and provide backup for divisions.

d. *Corps*. The corps PSYOP organization is developed to—

(1) Prepare printed matter for PSYOP to include leaflets, posters, one-sheet newspapers, and pamphlets; and to provide printing backup support for division operations.

(2) Conduct mobile radio broadcasting.

(3) Provide loudspeaker support for corps operations and division backup.

(4) Conduct consolidation and tactical PSYOP.

e. *Division*. PSYOP teams are attached to the division as required and support division operations using loudspeakers, leaflets, and audiovisual means. Programs are definitive in nature and support specific requirements of tactical units. PSYOP teams are allocated to—

(1) Provide a capability for loudspeaker support.

(2) Prepare leaflets and other printed matter.

(3) Conduct motion picture operations.

f. *Brigade*. Brigades receive PSYOP support, as required, from division resources. When conducting stability operations, PSYOP attachments to brigades may be the same as those provided to a division.

CHAPTER 4

MEDIA

4-1. General

Media are divided into two major categories, personal and mass. The personal category consists of face-to-face communication, while mass media includes printed matter and audio-visual communication. The major considerations to be developed in the selection of media categories are analysis of the target audience, availability of media, and content of the message.

4-2. Face-to-Face Communication

a. General. Face-to-face communication is the most effective medium but is difficult to control. This medium ranges from confrontation of two individuals in informal conversation, to planned, persuasive communication among many individuals. The face-to-face communication technique is appropriate when personal contact with the target audience is frequent. The personal touch inherent in face-to-face communication plays an influential role in conveying the PSYOP message. When the PSYOP communicator is known and respected in the community, the credibility of the PSYOP message is substantially increased. Environments in which this technique is effective include rallies, group meetings, social organizations, social activities, entertainment, and person-to-person contact.

b. Advantages.

(1) *Simple.* Employment of this technique does not require complex technical and logistical support.

(2) *Detailed explanation.* Complex material can be developed in detail.

(3) *Feedback.* Target audience reaction can be observed to evaluate effectiveness.

(4) *Speed in response.* The disseminator can immediately adjust the message in response to target audience reaction.

(5) *Repetition.* Frequent repetition and slight variations are employed to influence more effectively the target audience.

c. Disadvantages.

(1) *Limited audience.* The range of the human voice and visual contact between the disseminator and the target audience limits effectiveness.

(2) *Personal qualifications.* Individual skills such as language fluency, speaking ability, and flexibility in dealing with a fluid situation are required.

(3) *Difficult to insure consistency.* Individual differences in speaking, interpretation of policy, and conflicting statements reduce consistency.

4-3. Printed Matter

a. General. Printed matter is used in all types of operations and types of warfare and contains written and/or pictorial messages. PSYOP employs persuasive, informative, and directive printed matter. Persuasive printed matter presents facts which are arranged to convince the target audience that the conclusions of the message are valid. Informative printed matter permits the facts to speak for themselves, and directive printed matter contains instructions or orders which require action. Normally, PSYOP messages are short and simple, developing a single idea or theme. Properly developed messages are easy to comprehend and are repeated often to increase their effectiveness. Printed matter includes all messages disseminated in printed or graphic form using words or pictures which appear as leaflets, letters, posters, banners, signs,

pamphlets, magazines, newspapers, books, and objects. PSYOP printing teams are capable of producing all types of printed material in large quantities; however, leaflets are the primary printed medium used by U.S. Army PSYOP. Printed matter is prepared by PSYOP printing teams and disseminated by air-to-ground, ground-to-ground, and surface-delivery methods. The quantity of printed matter, particularly airdropped leaflets, should be closely controlled. (See FM 33-5 for further discussion of delivery methods.)

b. Advantages.

(1) *Pictures.* Pictures and illustrations are used to communicate with illiterate target audiences.

(2) *Privacy.* The message can be read in private.

(3) *Permanence.* The original form of the message can be retained and relayed.

(4) *Detailed explanation.* Complex material can be treated in depth.

(5) *Versatile.* Suitable messages can be printed on numerous usable items.

(6) *Authority.* The printed word appears to be authoritative which prompts many people to believe what they read.

c. Disadvantages.

(1) *Logistical problems.* Supply stockage and transportation requirements create logistical problems.

(2) *Illiteracy.* A high illiteracy rate reduces the value of printed messages.

(3) *Less timely.* Dissemination of printed matter is a more time-consuming process than radio and television broadcasting.

(4) *Countermeasures.* Penalties can be imposed for possession of printed messages.

(5) *Delivery.* Dissemination to the target audience is a difficult task requiring special means and coordination of resources; accurate delivery is not assured.

4-4. Loudspeakers

a. General. Loudspeaker broadcasts are the most responsive medium used to support tactical operations. Loudspeakers are employed to transmit propaganda, instructions, proclamations, and information to target audiences. They are a very effective medium for extending face-to-face communication. Loudspeakers are used in all types of operations, but primarily in tactical and consolidation operations. Loudspeakers are used to conduct PSYOP broadcasts which are usually prerecorded to insure accuracy and timeliness. Frequently, tapes are developed at theater or national level and are standardized, mass produced, and distributed to military units and civilian agencies. These tapes are developed after careful research and contain messages that are keyed to the susceptibilities of the target audience. Loudspeaker messages are also developed on the spot and delivered live, taking advantage of opportunities during fast moving situations. These messages are unsophisticated and depend on timeliness and accurate interpretation of the situation to attain the desired results.

b. Advantages.

(1) *Specific.* Direct personal messages can be delivered when accurate intelligence is available.

(2) *Responsive.* The medium is responsive to rapidly changing situations.

(3) *Simplicity.* Simple to operate.

(4) *Illiteracy.* Communication with illiterate target audiences is effective.

c. Disadvantages.

(1) *Limited range.* Range is relatively short.

(2) *Vulnerability.* Enemy countermeasures or weather and terrain effects may reduce effectiveness.

(3) *Fleeting impression.* The message may be forgotten or distorted with the passage of time.

4-5. Radio

a. General. Radio provides for wide coverage and rapid dissemination of the propaganda message. U.S. Army PSYOP units have med-

ium and short wave radio broadcast capabilities, both mobile and fixed, which are employed in support of PSYOP. Strategic radio operations are broad in scope and messages are developed to reach mass target audiences to support national strategy and objectives. Radio stations at lower political subdivisions are used to inform, orient, and educate the local populace. Local stations are ideal facilities for building support for local leaders and their programs. Radio is used to establish listening habits among the populace by operating on a regular schedule and programming in a consistent format. PSYOP personnel should take advantage of opportunities to vary the sequence of presentation within established program formats to maintain maximum listener interest. This medium appears to be an authoritative source and builds credibility rapidly. Radio has great flexibility and offers unlimited opportunities for the conduct of PSYOP.

b. Advantages.

(1) *Speed.* The latest information can be rapidly disseminated to large target audiences.

(2) *Ease of perception.* Radio listening requires little effort on the part of the target audience and the PSYOP message can be understood by illiterates.

(3) *Versatility.* Drama, music, news, and other types of programs may be used to address the target audience.

(4) *Emotional power.* The human voice is capable of eliciting emotion and obtaining a response.

c. Disadvantages.

(1) *Jamming.* Jamming can prevent broadcasts from reaching the target audience.

(2) *Enemy restrictions.* The target audience may be subjected to severe restriction such as prison, fines, and confiscation of receivers which reduces the size of the listening audience.

(3) *Lack of receivers.* A sufficient number of receivers are not available to the target audience in some areas.

(4) *Fleeting impression.* Audio communication does not possess the permanence of printed media. Frequently, the message is forgotten or distorted with the passage of time.

4-6. Television

a. General. Television is one of the most effective media for persuasion. Television offers many advantages for PSYOP, and its wide application in other fields contributes to its acceptance and use. Television is applicable in limited, general, and cold war. It has the potential to educate and influence on a scale never before possible through other media. Television, like radio, can be employed to reach mass audiences. In areas where television stations are not common, television receivers may be distributed to key communicators, public installations, and selected individuals.

b. Advantages.

(1) *Speed.* Dissemination of the PSYOP messages is rapid.

(2) *Versatility.* A variety of programs can be used to disseminate a single idea.

(3) *Dramatic.* The audiovisual capability is used to dramatize PSYOP.

c. Disadvantages.

(1) *Vulnerability.* Enemy countermeasures may be employed to reduce effectiveness.

(2) *Limited range.* Line of sight transmission characteristics limit broadcast range.

(3) *Complexity.* Transmitters, production techniques, and receivers are complex.

(4) *Maintenance.* Highly technical maintenance and a supply of expensive repair parts are required.

(5) *Program requirements.* A substantial production staff and supporting equipment are required for the development of large numbers of programs on film, video tape, and live for daily broadcasts.

(6) *Availability.* The quantity of receivers available to the target audience is critical to receipt of the PSYOP message.

4–7. Motion Pictures

a. General. Motion pictures combine many aspects of face-to-face communication and television by creating a visual and audio impact on target audiences. U.S. Army PSYOP units do not have the capacity to produce motion picture films. Appropriate films are selected from available sources to include indigenous films and films produced by responsible U.S. agencies. Careful consideration is given to film contents and their effects on local target audiences. Motion pictures are used to gain attention, establish credibility, and overcome illiteracy. Many films have limited application because they address areas peculiar to local interest or minority groups.

b. Advantages.

(1) *Dramatic.* Themes and objectives are dramatized to create realism.

(2) *Identification.* The audience tends to identify with the actors in the film.

(3) *Gain attention.* Motion pictures are used to gain attention, especially among illiterate groups.

(4) *Versatile.* Cartoons, film speed, and other special effects are used to explain complicated events or ideas in an understandable manner.

(5) *Rehearse.* Scenes can be rehearsed and perfected prior to filming.

(6) *Permanence.* Film can be retained for subsequent use.

c. Disadvantages.

(1) *Production difficulties.* The production of high quality motion pictures is extremely expensive and requires skilled technical and production personnel.

(2) *Dated content.* Films are usually dated by clothing, vehicles, or dialogue and may not be suitable for current conditions.

(3) *Restrictions.* Target audiences may be restricted because of security, local regulations, or the capabilities of the projection equipment.

(4) *Language.* The language barrier is a major problem in the development of motion pictures.

(5) *Power.* Projection equipment requires a source of electrical power.

(6) *Screens.* Screens are necessary to show films.

CHAPTER 5

INTELLIGENCE

5-1. General

Effective PSYOP are completely dependent on the availability of continuous, timely, accurate, and detailed intelligence at all levels of command. This intelligence is normally derived from strategic and tactical intelligence reports, and from area and background studies which are augmented by available current intelligence information of the area where PSYOP are to be conducted. Systems to collect, process, evaluate, and retrieve intelligence are established to support PSYOP. The PSYOP staff officer and PSYOP units use established intelligence channels to obtain information required to plan and conduct PSYOP. Teams from PSYOP units, however, can produce intelligence and can conduct intelligence research and analysis. The PSYOP staff officer provides PSYOP intelligence requirements to the staff intelligence officer. PSYOP intelligence is divided into two categories. The first is based on area and background studies of countries and the population compiled over a long period of time. The background studies are used to analyze and identify tentative and potential targets. The second category is current data used to analyze and select specific target audiences and their susceptibilities; identify essential elements of information (EEI) and other intelligence requirements (OIR); select themes; and provide a basis for developing specific messages.

5-2. Intelligence Collection and Use

The intelligence needs for PSYOP are integrated into the intelligence effort of the command through the staff intelligence officer. The following measures are taken by the PSYOP officer to obtain the necessary intelligence.

a. Tentative and potential target audiences and their susceptibilities, based on area and background studies, are identified.

b. Specific intelligence requirements are formulated.

c. Elements of information and other intelligence requirements are presented to the intelligence officer for collection.

d. Information and intelligence in response to requests submitted through intelligence channels are processed.

e. Additional PSYOP intelligence by research, interrogation of prisoners of war, and evaluation of information is produced.

f. Information is recorded in the PSYOP journal, workbook, and on the situation map.

g. A file system or data bank for PSYOP reports and intelligence data is maintained.

h. The PSYOP intelligence estimate is prepared based on the information received, to include exploitable strengths and susceptibilities of target audiences.

i. The PSYOP portion of the collection plan is prepared.

j. The PSYOP summary is prepared.

5-3. Area and Background Studies

The information or intelligence obtained from background studies, historical facts, and biographical data may be placed under the major headings of sociological, political, economic, and armed forces. The subheadings shown below are not a complete list, but provide guidance for PSYOP personnel who plan, initiate, and supervise PSYOP programs, area studies, or similar activities.

a. Sociological.

(1) The origins and development of ethnic divisions and characteristics of the people.

(2) Cultural development, to include ethics, mores, folkways.

(3) Education.

(4) Social stratification and mobility.

(5) Religion.

(6) Taboos, prejudices, and sensitivities.

(7) Geographic influence.

(8) Conditions of rural life.

(9) Conditions of urban life.

(10) Forced labor.

(11) Unsolved and/or conflicting issues.

(12) Public welfare and health.

b. Political.

(1) History, development, and structure of present government.

(2) The party infrastructure.

(3) Foreign policies, historical alliances, and animosities.

(4) Relationship between military hierarchy and civil elements.

(5) Law enforcement agencies and procedures.

(6) Intelligence and security.

(7) Propaganda.

(8) Subversion potentialities.

(9) Biographies of key personalities.

c. Economic.

(1) Manpower potential.

(2) Industrial potential.

(3) Agricultural potential.

(4) Economic potential.

(5) Trade unions.

(6) Taxation.

(7) Trade.

(8) Finance.

(9) Availability of consumer goods.

(10) Economic freedoms or restrictions.

(11) Market systems.

d. Armed Forces.

(1) Organization and history.

(2) Strategic mission.

(3) Tactical doctrine.

(4) Political control and indoctrination methods.

(5) Intelligence and security organizations.

(6) Discipline.

(7) Characteristics, training, loyalties, and morale of enlisted personnel.

(8) Characteristics, training, loyalties, and morale of officers.

(9) Equipment, weapons, and logistic capabilities.

(10) Biographies of general officers and other key personnel.

(11) Paramilitary organizations.

(12) Prestige factors among military services or units.

5-4. Current Intelligence

Current PSYOP intelligence requirements are prepared at each level of command. These requirements include the specific intelligence needed for the successful conduct of day-to-day PSYOP. These requirements are not fixed, but change as PSYOP policy changes, or as enemy strengths and susceptibilities are uncovered. In this context, intelligence is required concerning the enemy and hostile civilians to identify susceptible target audiences and their potential psychological vulnerabilities. PSYOP then can be directed. Similarly, current intelligence is required concerning friendly civilians and those whose loyalties are not known to help identify key individuals or groups and those social, ethnic, religious, political, or economic factors which PSYOP can effectively exploit in order to win their support.

5–5. Essential Elements of Information (EEI) and Other Intelligence Requirements (OIR)

The PSYOP staff officer provides the intelligence officer with the EEI and OIR which are included in the intelligence collection plan. PSYOP intelligence requirements are included in operation plans and orders.

5–6. Intelligence Sources

Normally, PSYOP intelligence is obtained through intelligence channels. This intelligence includes information acquired from U.S. governmental and nongovernmental agencies, as well as through friendly military sources. PSYOP units and staffs may accomplish direct coordination with these agencies and sources as directed by the commander or to expedite the accomplishment of the mission.

a. *U.S. Government Agencies.* U.S. Government agencies which provide intelligence input or other assistance to U.S. Army PSYOP include—

(1) Department of State (State).

(2) Defense Intelligence Agency (DIA),

(3) United States Information Agency (USIA).

(4) Department of Agriculture.

(5) Department of Commerce.

(6) Department of Labor.

(7) U.S. Agency for International Development (USAID).

(8) Central Intelligence Agency (CIA).

(9) Department of the Navy.

(10) Department of the Air Force.

b. *U.S. Nongovernment Sources.* There are many nongovernment sources in the Continental United States (CONUS) which have amassed quantities of information on domestic and foreign subjects through research and analysis. Some of these sources include schools, industry, and independent research organizations.

c. *Other Sources.* Foreign governments, private organizations and businesses, governments in exile, refugees, and expatriates often provide useful information for PSYOP. Organizations such as commercial and industrial firms, cultural groups, religious organizations, legal travelers, and U.S. residents in foreign countries are potential sources of information for PSYOP. In addition, close liaison with official organizations of our Western Allies in these countries can often provide useful information.

(1) *Prisoner of war interrogation.* PSYOP intelligence personnel assist in exploiting prisoners of war for intelligence purposes by supplying an interrogation checklist that contains information essential to PSYOP. A suggested checklist format is shown in FM 33–5. When authorized by the appropriate command, PSYOP intelligence personnel may also participate in the interrogations.

(2) *Propaganda analysis.* Analysis of enemy propaganda is a supplementary source of intelligence and one of special significance for PSYOP. PSYOP research and analysis personnel analyze enemy propaganda and develop intelligence for effective PSYOP programs. Propaganda analysis is a recognized method of examining propaganda to determine and evaluate the source, content, audience, media, techniques, and effect. In scope, propaganda analysis attempts to answer the following: *Who* says *what* to *whom, how,* and with what *effect.* Information acquired from this analysis often reveals or suggests exploitable strengths and susceptibilities.

(3) *Opinion analysis.* An additional and somewhat complex technique of PSYOP intelligence is opinion analysis. Opinion analysis is based on carefully prepared and executed interviews with prisoners of war, civilian internees, refugees, or similar groups. This is also performed by PSYOP research and analysis personnel on a systematic basis to determine attitudes and is used as an index of friendly propaganda effectiveness.

CHAPTER 6

STABILITY OPERATIONS

Section I. ROLE OF PSYOP

6-1. General

Stability operations include the entire spectrum of military operations conducted to counter an insurgency. During these operations, the role of PSYOP acquires increased significance because the host country and insurgent forces strive to gain the support of the populace for their respective causes. The populace is caught between opposing forces and is susceptible to well planned and executed PSYOP. PSYOP do not stand alone, but are employed in conjunction with all stability operations tasks from strategic operations at national level to tactical, civil affairs, and intelligence operations at the lowest military and political echelons. All military and non-military actions are prejudged in terms of psychological impact. This consideration may require sacrificing short-range tactical advantages in order to preserve long-range PSYOP objectives which support U.S. policy and programs.

6-2. National PSYOP Country Plan

a. The country team may establish a PSYOP agency at the national level. The agency is composed of representatives from each of the U.S. departments, agencies, and organizations on the country team (fig. 6-1). The chairman will usually be drawn from this membership.

b. The PSYOP Agency formulates the U.S. National PSYOP Country Plan which contains PSYOP objectives, policy, and guidance. When possible, the plan is developed in consonance with the host country PSYOP plan; however, the degree of compatibility of the two plans is dependent on U.S. policy and restrictions

which the host country may impose on PSYOP conducted by U.S. units or agencies. The U.S. National PSYOP Country Plan is designed to—

(1) Gain the support of the populace for the host government.

(2) Exploit susceptibilities of insurgent elements.

(3) Isolate the insurgent from the populace.

(4) Discredit insurgent leadership and objectives.

(5) Provide a basis for accepting and rehabilitating returnees from the insurgent movement.

(6) Provide guidance to influence neutral groups and the world community.

(7) Strengthen friendship and cooperation between host country and the United States.

(8) Establish and maintain proper U.S. image in host country.

c. United States military organizations and civilian agencies at all military and political levels develop PSYOP plans based upon PSYOP plans and guidance of senior commands. The PSYOP agency may send representatives to various military and political echelons to assist leaders with the development and interpretation of PSYOP programs, policies, and directives. The National PSYOP Country Plan is disseminated through the military and civilian chains of command.

d. At lower political subdivisions, the National PSYOP Country Plan is interpreted in
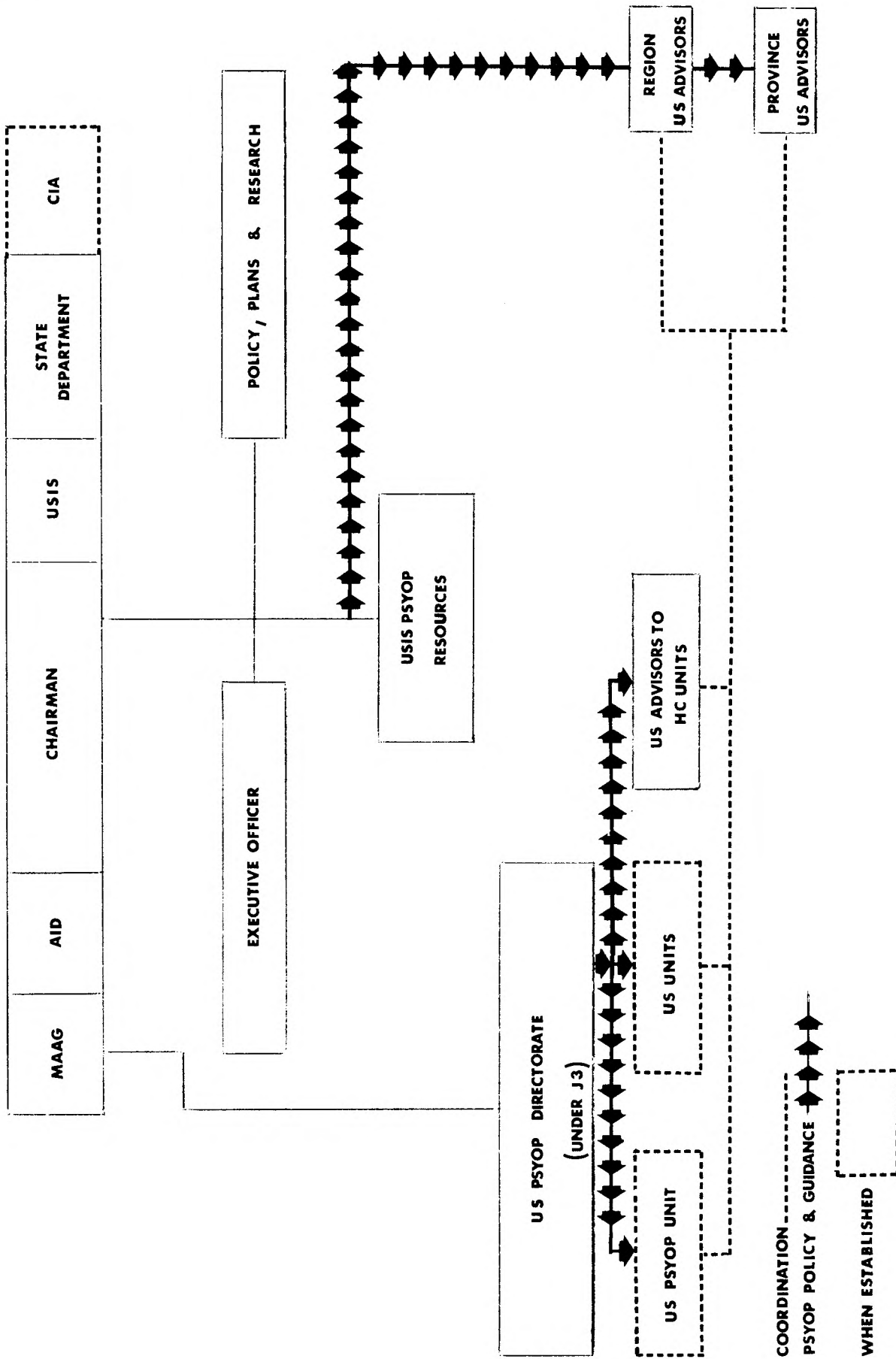
PSYOP AGENCY

Figure 6-1 PSYOP Agency

Figure 6-1. Psychological operations agency.

terms of local requirements and is coordinated between units and agencies, both U.S. and host country. PSYOP at the lower levels are directed toward local target audiences, and take advantage of local opportunities. PSYOP plans are flexible to afford commands maximum opportunity to develop PSYOP which support all missions. The effectiveness of the National PSYOP Country Plan is contingent upon successful PSYOP at lower levels.

Section II. U.S. ARMY PSYOP

6–3. Concept of Employment

Normally, U.S. Army PSYOP participation in stability operations is initiated on request of the host government. Requests for this assistance are likely to occur during the early stages of an insurgency. United States Army PSYOP units may be committed with a Special Action Force (fig. 6–2), or attached di-
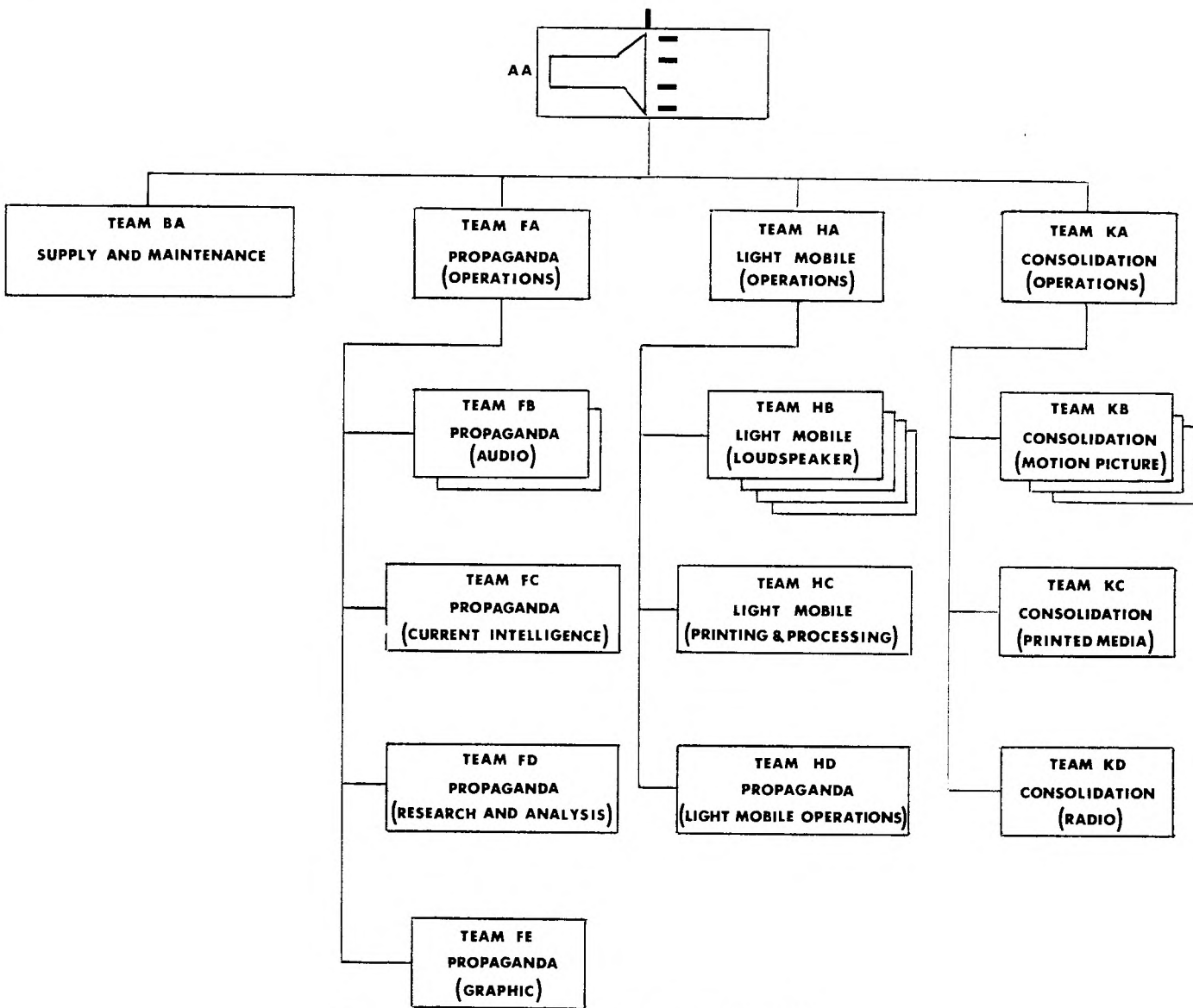
NOTE: Individual PSYOP team composition based on TOE 33–500.

Figure 6–2 Type Psychological Operations Company, Special Action Force.

Figure 6–2. Type psychological operations company, special action force.

rectly to the Military Assistant Advisory Group/Mission to assist in developing host country PSYOP forces to meet or forestall the insurgent threat. If host country and advisory capabilities are overextended, additional PSYOP units may be committed to support the host country and/or U.S. Forces.

6-4. Organization

a. *U.S. Army PSYOP Units.* When U.S. combat units are committed, U.S. PSYOP units are organized to meet mission requirements. The structure of the U.S. Army PSYOP units may be similar to the types reflected in figures 6-1 and 6-3.

b. *Staff Organization.* The Assistant Chief of Staff, G3 (J3), has overall staff responsibility for PSYOP activities of the command to include allocation of resources. The nature of the PSYOP role in stability operations usually requires an increase in PSYOP staff personnel. The type PSYOP staffs required for stability operations are shown in figure 6-3.

6-5. Objectives

In stability operations, PSYOP are designed to support U.S. national objectives and host country programs, and are directed toward selected target audiences. The hostile, friendly, and neutral target groups and their associated PSYOP objectives are discussed below.

a. *Insurgents.* The PSYOP objective is to create dissension, dissatisfaction, and defection among insurgent forces.

b. *Civilian Population.* The PSYOP objectives are to gain, preserve, and strengthen civilian support for the host government and its stability operations objectives. An important additional objective is to establish and maintain a suitable image of the U.S. elements supporting the host country.

c. *Host Country and Allied Forces.* The PSYOP objectives are essentially the same as for the civilian population, and contribute to building and maintaining the morale, loyalty, and fighting spirit of these forces.

d. *Neutral.* The PSYOP objective is to gain the support of host country and external neutrals for the established government.

e. *External Hostile Power.* The PSYOP objectives are to publicize the subversive nature of activities and support rendered by the external hostile power to the insurgent; to discredit and bring international pressure to bear on the sponsoring government; and to demoralize insurgent armed forces.

6-6. Operations

The U.S. Army tasks performed during the conduct of stability operations include: tactical operations, intelligence operations, advisory assistance, civil affairs operations, populace and resources control, and psychological operations. U.S. Army PSYOP are either strategic in nature, or they support the other five Army tasks as follows:

a. *Tactical Operations.* The principal objectives of PSYOP conducted in support of tactical operations are to force the armed insurgent to cease resistance, to prevent civilian interference with military operations, and to win support of the populace for the host government. PSYOP are directed toward the armed insurgent, insurgent support, and the civilian populace. Frequently, PSYOP are conducted before, during, and after tactical operations, either as part of a phased effort to achieve long-range goals or in response to short-range objectives. These PSYOP—

(1) Reiterate the inevitability of victory by the host country.

(2) Indoctrinate military, paramilitary, and police forces on the importance of proper conduct and behavior toward the population while conducting operations.

(3) Inform the population of the purpose and nature of forthcoming tactical operations, when security permits.

(4) Provoke action by insurgent forces under circumstances disadvantageous to the insurgent.

(5) Divide insurgent forces and lower

CORPS

PERSONNEL GRADE	NUMBER	DUTY
O 5	1	PSYOP OFFICER
O 4	1	ASST PSYOP OFFICER
O 3	1	ASST PSYOP OFFICER
E 8	1	OP/INTEL SGT
E 4	1	CLERK/DRIVER
O – 3		EM – 2

DIVISION

PERSONNEL GRADE	NUMBER	DUTY
O 4	1	PSYOP OFFICER
O 3	1	ASST PSYOP OFFICER
E 8	1	INTEL ANALYST
E 4	1	CLERK/DRIVER
O – 2		EM – 2

BRIGADE

PERSONNEL GRADE	NUMBER	DUTY
O 3	1	PSYOP OFFICER
E 6	1	INTEL ANALYST
E 4	1	CLERK/DRIVER
O – 1		EM – 2

Figure 6–3. Type corps, division, and brigade PSYOP staffs.

morale by publicizing the hopelessness of their situation.

(6) Publicize an honorable alternative for the insurgent, such as an amnesty program.

(7) Publicize insurgent defeats on other vulnerabilities.

b. *Intelligence Operations.* In addition to considerations of enemy, weather, and terrain, the populace is included as the fourth major consideration of intelligence. An important PSYOP intelligence objective is to convince the populace to provide information to government or allied forces. Timely and accurate intelligence is essential to successful stability operations and the rate of flow of intelligence from the populace is one index of PSYOP effectiveness. Prior to operations in an area, the PSYOP officer assesses attitudes and behavior of the target audience toward the friendly and insurgent forces. PSYOP endeavor to convince the people that—

(1) Information pertaining to insurgent activities should be reported.

(2) Identification of the insurgent infrastructure is essential to the elimination of the insurgent.

(3) Counterintelligence measures are necessary to protect society from insurgent forces.

(4) The government protects people who provide information.

c. *Advisory Assistance.* PSYOP advisors, assigned or attached to Military Assistance Advisory Groups and Missions, are employed to develop a PSYOP capability within the host country armed forces. The organization of the PSYOP element is affected by the organization of the host country military and political structure. The PSYOP advisory effort may include both individual advisors and units to perform the following functions:

(1) Advise host country leaders and U.S. military advisors on the PSYOP implications of military and nonmilitary courses of action.

(2) Interpret PSYOP policies, plans, and directives for local use.

(3) Augment the capabilities of USIS.

(4) Develop a national PSYOP program compatible with U.S. objectives.

(5) Evaluate in-country PSYOP resources and develop the PSYOP portion of contingency plans.

(6) Prepare PSYOP annexes to operations plans and orders.

(7) Establish PSYOP training programs and schools.

(8) Organize host country military PSYOP units.

(9) Advise host country military and civilian PSYOP units and staffs at various military and political levels.

(10) Provide backup support for host country PSYOP units.

(11) Establish criteria of effectiveness to assess PSYOP results.

d. *Civil Affairs Operations.* Civil affairs includes any military activity which embraces the relationship among the military force, the civil authorities, and people in a friendly or occupied country or area.

(1) The full scope of civil affairs in stability operations is supported by PSYOP and includes—

(a) Prevention of civilian interference with tactical and logistical operations.

(b) Support for the functions of government for a civilian population.

(c) Community relations of the military forces.

(d) Military civic action as part of stability operations.

(e) Civil affairs participation in populace and resources control.

(f) Military support of civil defense.

(2) To some degree, all military units can conduct civil affairs operations, particularly military civic action.

e. *Populace and Resources Control.* Populace and resources control operations often are unpopular because they usually consist of re-

strictions imposed upon the local populace. PSYOP exploit the positive gains realized through populace and resources control measures. These PSYOP—

(1) Relate the importance of controls to the safety and well being of the population.

(2) Emphasize that controls and restrictions are imposed because of insurgent activities.

(3) Advocate the importance of ridding society of the insurgent.

(4) Promote the protection of raw materials, factories, and crops against sabotage, pilferage, and waste.

(5) Promote the support of local programs in secure areas.

(6) Support populace control measures employed along main routes of communication.

(7) Promote defoliation operations which are employed to clear areas for observation, crop production, and fields of fire.

(8) Support curfews which are enforced to control the populace and to separate the insurgent from sources of food, materiel, shelter, and intelligence support.

(9) Support control of refugees and displaced persons.

(10) In secure areas, promote the host country's ability to protect society from violence, lawlessness, and sabotage.

CHAPTER 7

LIMITED AND GENERAL WAR

Section I. INTRODUCTION

7-1. General

PSYOP are conducted in limited and general war to support strategic, tactical, and consolidation operations. These operations are not mutually exclusive but the distinctions between them are more apparent than in stability operations. For clarity, they are discussed separately in this manual; however, these operations are conducted concurrently and are interrelated and coordinated. PSYOP support for unconventional warfare operations and support for the prisoner of war and civilian internee programs conducted by the Provost Marshal General are also included in this chapter.

7-2. Psychological Operations in Limited War

The U.S. Army, with its established PSYOP training base, assigned missions, and land-based operations, has assumed the primary U.S. military role in PSYOP. In limited war, the U.S. Army has responsibility for the conduct of PSYOP in the area of combat operations. PSYOP are based on national PSYOP policy disseminated through Department of Defense (DOD) channels. Continuity of PSYOP is essential during the transition from cold to limited or general war. This requires an understanding of PSYOP objectives and tasks contained in USIA country plans, theater and theater army plans, status of existing and proposed communications media and facilities, and their integration, where appropriate. These factors are developed in contingency plans. The conduct of PSYOP is not limited to the area of military operations. USIS continues its operations in areas outside those of active combat operations concurrently with the military PSYOP effort. Attention is also directed at third party neutral and friendly target audiences who are subjected to hostile propaganda.

7-3. Psychological Operations in General War

The role of U.S. Army PSYOP in general war is established by national interdepartmental agreements. The U.S. Army can expect to play a more prominent role in PSYOP during this period than during limited and cold wars. Provisions for the expansion of military PSYOP capability are established at the national level. The rapid, effective transition from cold or limited war to general war is enhanced by the maintenance of adequately trained active and reserve PSYOP units. During this period, U.S. Army PSYOP elements may be required to increase participation in national PSYOP activities, and provide mass communications media in the event civilian facilities are damaged or destroyed.

Section II. STRATEGIC PSYCHOLOGICAL OPERATIONS

7-4. General

Strategic psychological operations policies are approved at the national level to support national policies. These operations are directed toward enemy, neutral, and friendly foreign civilian and military target groups. PSYOP are an integral and coordinated part of the overall strategic plan for limited or general

Figure 7–1. Type PSYOP battalion (strategic), theater.
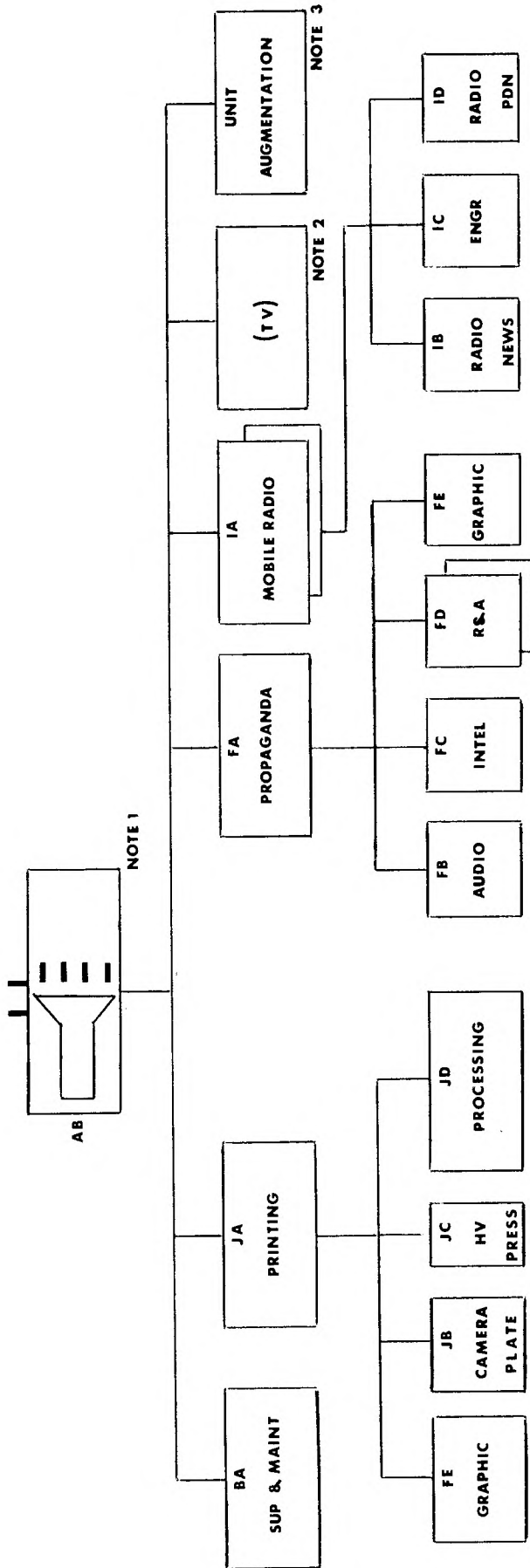
1. Individual PSYOP team composition based on TOE 33–500.

2. TV unit not yet organized.

3. Signal (TOE 11–500), administrative (TOE 12–67), mess and maintenance (TOE 29–500) support.

war. Military strategic PSYOP are conducted at unified and specified command levels and are not limited to any one subordinate commander's area of influence.

7-5. Strategic PSYOP Planning Considerations

Planning for strategic PSYOP, like other types of PSYOP, is a continuous process. Changes in a nation's economy, weapons development, transportation, or communications frequently alter established military plans which also cause changes in PSYOP plans. PSYOP personnel continually evaluate the results of current operations, check present plans, accommodate unforeseen developments, and plan for the future to insure continued support for future operations. PSYOP contingency plans and pretested propaganda are prepared, approved, and held ready for expeditious implementation on order. PSYOP contingency plans cover a variety of situations such as the end of hostilities, third country intervention, or the loss of an ally. The unified command establishes policy consonant with national policy to govern PSYOP in the theater, and issues directives concerning theater policy and guidance to subordinate commanders.

7-6. Conduct of Strategic PSYOP

Strategic PSYOP are conducted by PSYOP units under the command of the theater commander or the commander of a unified command. The Army element is commanded by the theater army commander (fig. 7-1). The theater commander receives PSYOP guidance through established channels. Strategic operations are normally conducted from the theater communications zone (COMMZ). They may be initiated in CONUS or conducted from both locations concurrently. When strategic PSYOP are conducted from CONUS in support of a theater, the theater commander provides input for the development of appropriate programs. Strategic PSYOP in support of subordinate unified commands are conducted at theater level. PSYOP planners, operators, and intelligence personnel require access to all available intelligence which pertains to their mission and areas of operation within the theater. Effective channels are established to insure that the flow of intelligence reaches the PSYOP unit from the national, theater, and subordinate levels in a timely, uninterrupted flow. Radio, television, and high altitude leaflet operations are the most desirable media for strategic operations. Strategic radio operations are normally conducted from fixed installations. The range limitation of television requires that the installation be close to the target. Where this is impractical, airborne or seaborne broadcasting facilities and transmitters can be used to extend the range.

Section III. TACTICAL PSYCHOLOGICAL OPERATIONS

7-7. General

Tactical PSYOP, approved at command levels, are highly selective and are directed against enemy units or civilian elements within a commander's area of influence. Propaganda appeals are more direct and target groups are more narrowly defined than in strategic PSYOP, often addressing specific enemy units or the civilian population of a specific village. These operations are an integral and coordinated part of the overall tactical plan for stability operations as well as for limited or general war. Tactical PSYOP are designed to produce short-term results. The effectiveness of tactical PSYOP is easier to evaluate than that of strategic PSYOP. Tactical PSYOP are integrated into all tactical operations and are conducted at all levels of command. Tactical PSYOP are employed to prevent civilian interference with military operations, to exploit individual susceptibilities and weaken the will to fight, and finally, when warranted by the tactical situation, to induce the enemy to surrender.

7-8. Tactical PSYOP Planning Considerations

Tactical psychological operations are prepared and executed to support specific tactical operations based on long-range PSYOP plans, short-

range plans, and those designed to exploit targets of opportunity. The following considerations are included in the development of tactical PSYOP:

a. *Objectives.*

(1) To lower morale and combat efficiency.

(2) To induce the enemy to surrender.

(3) To increase the effectiveness of heavy ordnance and massed fires.

(4) To facilitate the occupation of enemy towns by delivering ultimatums and giving directions for surrender.

(5) To support strategic PSYOP by furnishing detailed and timely knowledge of local susceptibilities which may be woven into the overall strategic pattern.

(6) To give information and directions to friendly elements operating in the enemy combat zone as appropriate to the PSYOP mission.

(7) To give specific and direct support to tactical commanders on short notice.

(8) To create a favorable image of U.S. and allied soldiers and leaders in the eyes of the enemy soldier and the populace.

(9) To confuse the enemy.

(10) To help control enemy and friendly civilians in the combat area.

(11) To promote civilian support for short-term and long-term goals of the United States.

(12) To counter enemy propaganda and regain the psychological initiative.

(13) To assist in rear area protection.

b. *Susceptibilities.* Some conditions which aid in the attainment of tactical PSYOP objectives are—

(1) Enemy defeats and high casualties.

(2) Precarious enemy military situations.

(3) Insufficient or inferior enemy supplies and equipment.

(4) Inexperienced or unqualified enemy officers.

(5) Unfavorable news about the enemy homefront.

(6) Excessive periods of combat for enemy troops.

(7) Ethnic or political dissident minorities forced into combat.

(8) Inexperienced or untrained troops.

(9) Sickness and lack of adequate medical services.

c. *Limitations.* The development of PSYOP requires consideration of prevailing restrictions. Some of these are—

(1) Insufficient intelligence to develop effective PSYOP on short notice.

(2) Favorable psychological factors may change prior to exploitation.

(3) Static situations and defensive operations are difficult to exploit.

(4) Security requirements often restrain PSYOP.

(5) Time available to develop PSYOP.

(6) Personnel and equipment requirements.

7–9. Conduct of Tactical PSYOP

a. *Forces.*

(1) *Theater army.* The theater army commander, in addition to providing resources to the theater commander for the conduct of strategic PSYOP, provides PSYOP resources to the theater army support command commander to support civil affairs and rear area protection (fig. 7–2). He also provides PSYOP resources to the field army commander to support tactical operations.

(2) *Field army.* Tactical employment of PSYOP units assigned to field armies is a responsibility of the field army commander (fig. 7–3). PSYOP planning and supervisory functions at field army, corps, and division headquarters are conducted within the framework of plans and directives issued by the theater commander. Tactical psychological operations are conducted within the field army by mobile PSYOP units in support of all phases of tactical operations.

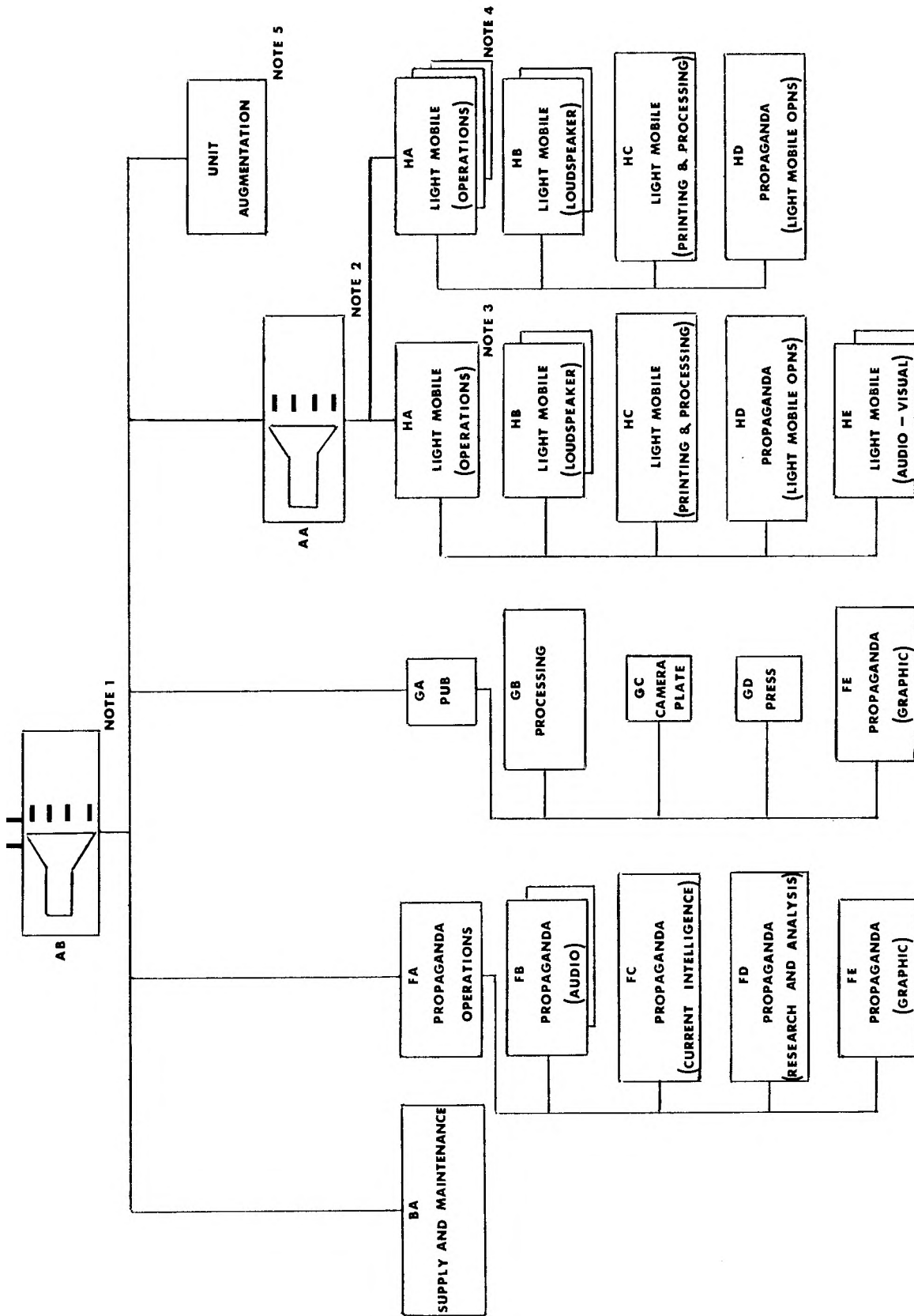Figure 7-2. *Type theater army psychological operations group.*
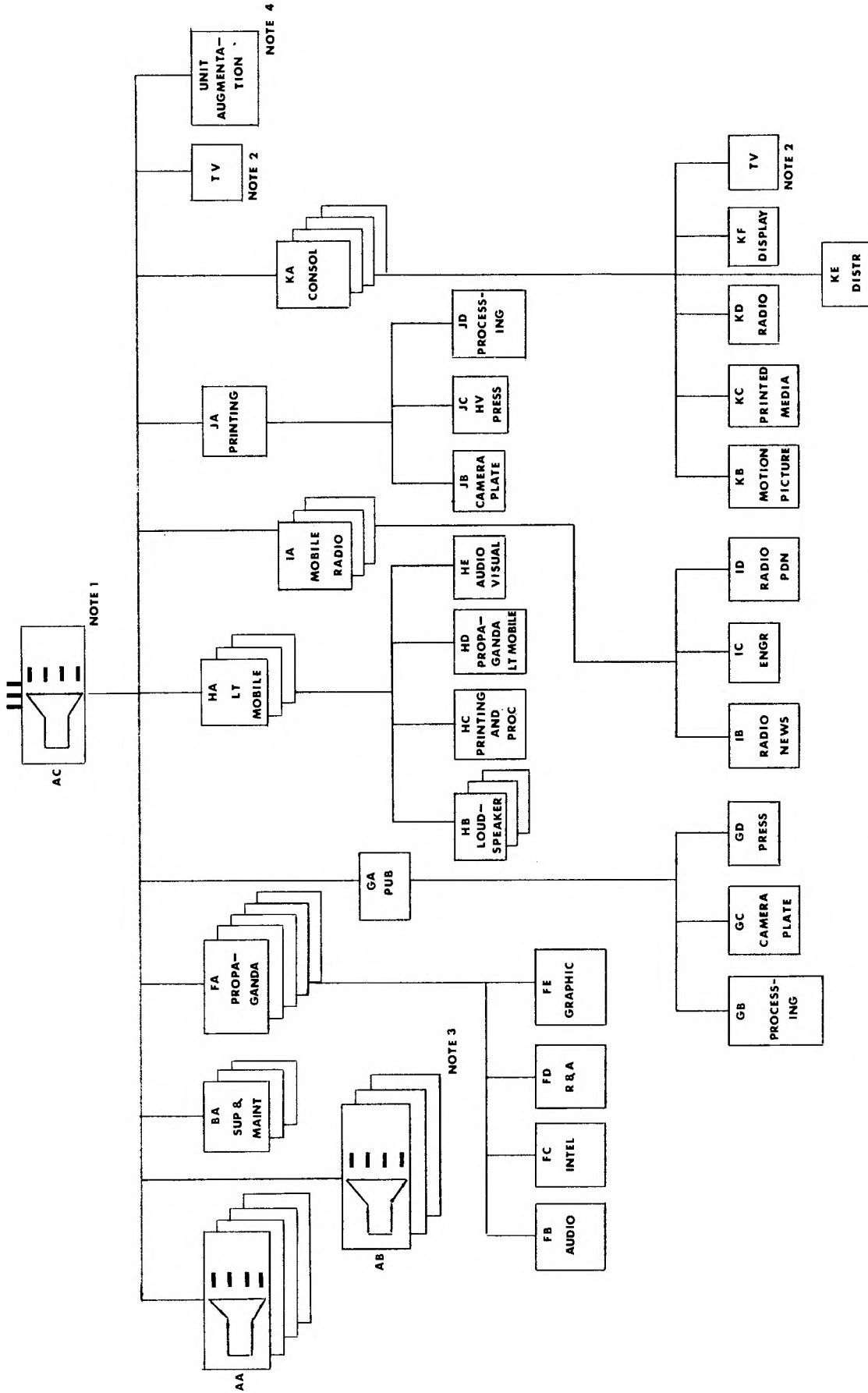
NOTES 1. Individual PSYOP team composition based on TOE 33-500.

2. TV units not yet organized.

3. Includes 1 Bn each for strategic PSYOP (fig 7-1), for support of TASCOM (fig 7-4), and for support of Civil Affairs (fig 7-5).

4. Signal (TOE 11-500), administrative (TOE 11-500), mess and maintenance (TOE 29-500) support.

Notes: 1. Individual PSYOP team composition based on TOE 33-500.

2. One company for each Corps.

3. Support of Corps Hqs and backup for divisions.

4. One for support of each committed Division/Sep Bde/Regt.

5. Signal (TOE 11-500), administrative (TOE 12-67), mess and maintenance (TOE 29-500) support.

Figure 7-3. Type psychological operations battalion, field army.

(3) *Corps.* PSYOP resources at corps include staff officers and units required for the planning, development, and execution of PSYOP. PSYOP guidance is received from field army; however, because of his close association with tactical operations, the corps PSYOP officer may be called upon to provide specific recommendations for the conduct of PSYOP to the PSYOP staff section at field army for inclusion in field army plans.

(4) *Division, separate brigade, and regiment.* Specific PSYOP teams, tailored to the mission, are requested to support division, separate brigade, and regimental tactical operations.

b. Offense. PSYOP are highly effective as an offensive element of combat power. They are employed to support offensive operations.

(1) PSYOP exploit the effects of friendly nuclear fires.

(2) Conventional operations are supported by PSYOP to exploit the effects of the offensive.

(3) Chemical or biological (CB) warfare provides opportunities for the employment of PSYOP to increase the psychological impact of CB weapons.

(4) PSYOP support subordinate units by facilitating exploitation of targets of opportunity.

(5) PSYOP are integrated into operation orders and are coordinated with higher and adjacent units when the effects are expected to influence enemy actions outside the unit's boundaries.

(6) PSYOP missions are coordinated with tactical fire support elements in the operational area.

(7) The mission, enemy, terrain and weather, populace, and troops available influence PSYOP requirements to support the offensive.

c. Defense. PSYOP units that support tactical units in defense continue to maintain a PSYOP offensive. The defense provides an excellent opportunity for research to establish credibility by factual news reporting. The defense includes PSYOP missions to—

(1) Prepare to resume the offense.

(2) Discourage an enemy offensive.

(3) Support security forces to delay the advance of enemy units.

(4) Plan and conduct counterattacks.

(5) Conduct rear area protection.

(6) Conduct offensive operations against bypassed and isolated enemy units in rear areas.

d. Retrograde. Retrograde operations are characterized by offensive, defensive, and delaying tactics. PSYOP are applicable to this type operation in several ways.

(1) PSYOP resources are used to publicize civilian control measures.

(2) PSYOP are used to support tactical deception operations.

(3) PSYOP teams with heavy equipment are located well to the rear to provide uninterrupted support of the operation.

(4) PSYOP are employed to exploit the effects of nuclear and chemical fires used in retrograde operations.

(5) PSYOP support counterattacks which disrupt the enemy attack, inflict casualties, and cause additional delay.

e. Relief. In relief operations—

(1) PSYOP support tactical deception in relief operations.

(2) PSYOP units remain in place to continue to provide support for the incoming unit.

(3) In a forward passage of lines, PSYOP units are attached to the attacking unit.

(4) In a rearward passage of lines, appropriate PSYOP teams are attached to the covering force. Equipment mobility is a factor for consideration.

f. Other Tactical Operations. PSYOP units support tactical units which operate under all conditions. The principles stated elsewhere in this manual are applicable; however, techniques in the application of these principles may

vary. Other operations in which tactical PSYOP provide effective support include—

(1) *Joint amphibious operations.*

(2) *Shore-to-shore operations.*

(3) *Joint airborne operations.*

(4) *Airmobile operations.*

(5) *Linkup operations.*

(6) *Raids, feints, demonstrations, and ruses.*

(7) *Assault of river line.*

(8) *Combat in fortified areas.*

(9) *Combat in built-up areas.*

(10) *Operations in extreme terrain and weather conditions.*

(11) *Riverine operations.*

(12) *Unconventional warfare operations.* Refer to paragraphs 7–13 through 7–15.

Section IV. CONSOLIDATION PSYCHOLOGICAL OPERATIONS

7–10. General

PSYOP support theater consolidation activities during limited and general war. Consolidation operations consist of operations directed toward populations in friendly rear areas or in areas occupied by friendly military forces. The objective of consolidation operations is to facilitate military operations and to promote maximum cooperation among the civilian population. Consolidation PSYOP objectives vary with the area in which employed, the population, and the mission of the supported unit. In liberated or occupied areas, attempts are made to draw upon local resources to further the combat mission and promote goodwill for postwar diplomacy. Normally, the ultimate objective of United States consolidation PSYOP efforts is to establish and bolster indigenous governments which are friendly to the United States.

7–11. Consolidation PSYOP Planning Considerations

a. Organizational Criteria. Consolidation PSYOP teams are organized to—

(1) Conduct PSYOP through mass media and face-to-face communications.

(2) Supervise or advise indigenous personnel on the employment of PSYOP through indigenous communications media.

(3) Operate in an area or command support role.

(4) Assist in rear area protection.

7–12. Conduct of Consolidation PSYOP

a. Organizational Concept. The theater area support command (TASCOM), with PSYOP support, conducts consolidation operations to the rear of the field army (fig. 7–4). If the TASCOM covers a large area, it may be subdivided into area support commands (ASCOM). Field army and corps commanders conduct consolidation operations in their respective areas of responsibility with Civil Affairs (CA) and PSYOP units provided by theater army. Command support CA units are under the operational control of the tactical command to which they are attached (FM 41–10).

b. TACAC. When determined necessary, a theater army civil affairs command (TACAC) may be established to provide CA support for all theater army elements on an area support basis as far forward as the field army rear boundary. PSYOP elements are provided to support TACAC and major subordinate commands of the theater army to assist with consolidation missions (fig. 7–5). CA units operate in a command support role in the field army area and are under the operational control of major tactical commanders when attached. PSYOP support of tactical elements is provided from field army PSYOP resources as required, or is requested from theater army by the field army.

c. Tasks. PSYOP support consolidation operations tasks which are employed to—

(1) Prevent civilian interference with military operations.

Figure 7-4. Type psychological operations battalion, TASCOM.
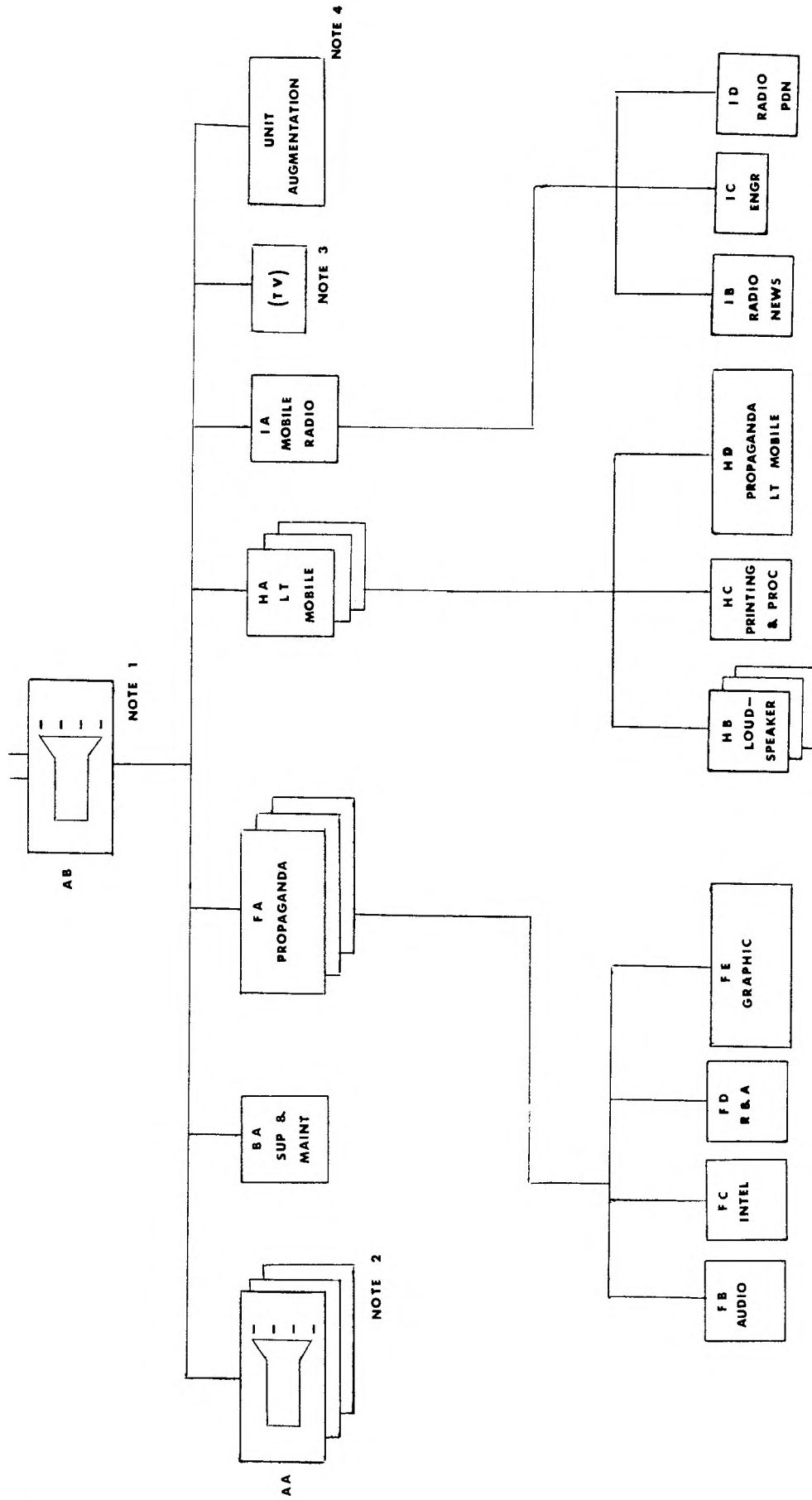
Notes: 1. Individual PSYOP team composition is based on TOE 33-500.

2. One company for TASCOM Hqs and one each TASCOM Area Command.

3. TV unit not yet organized.

4. Signal (TOE 11-500), administrative (TOE 12-67), mess and maintenance (TOE 29-500) support.

Figure 7-5. Type PSYOP battalion for support of civil affairs.
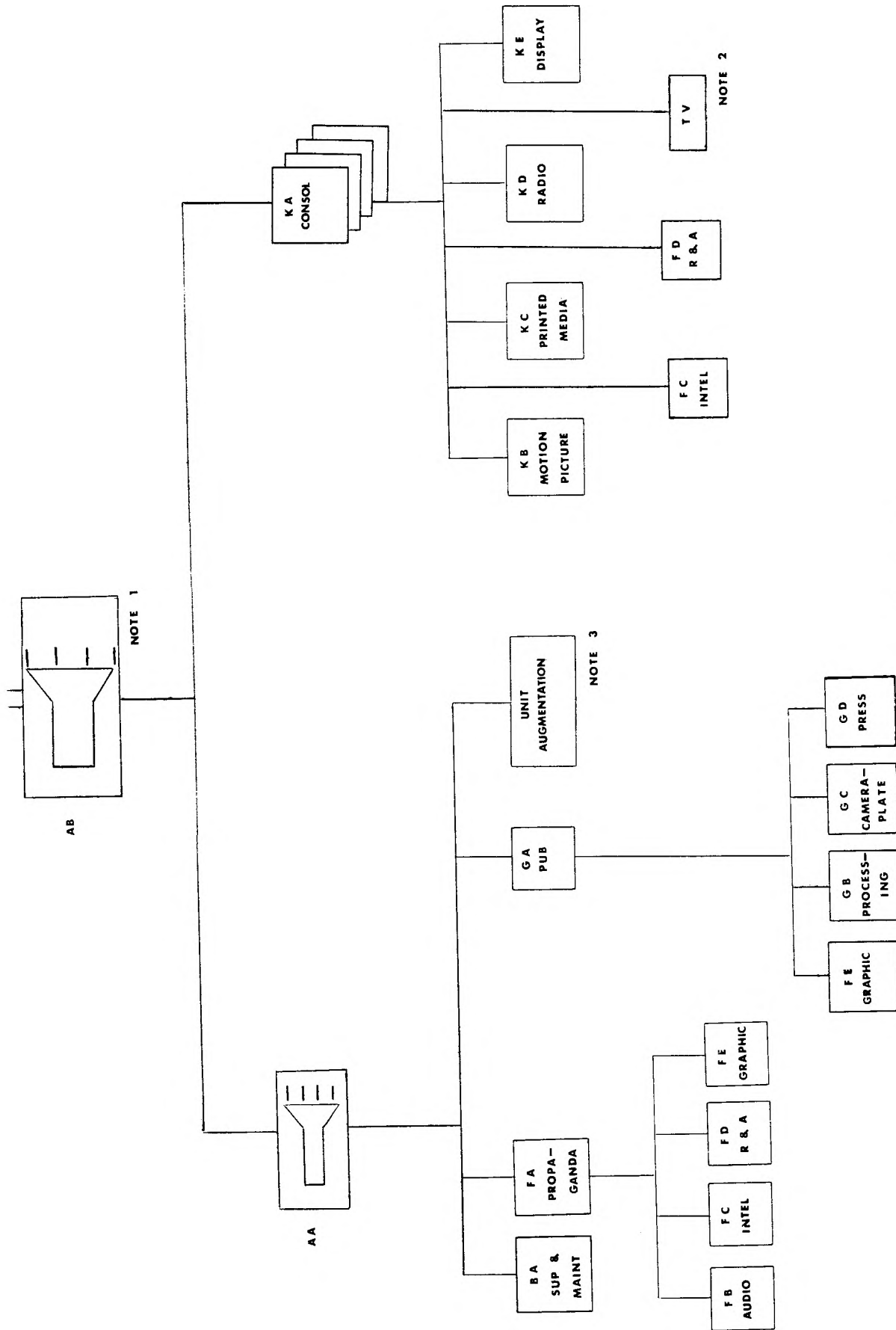
Notes:
1. Attached to TACAC, when formed, for civil affairs operations.
2. TV unit not yet organized.
3. Signal (TOE 11-500), administrative (TOE 12-67), mess and maintenance (TOE 29-500) support.

(2) Provide support for the functions of the established government.

(3) Promote community relations with the military forces.

(4) Support military civic action as part of civil affairs operations.

(5) Promote and support military participation in populace and resources control operations.

(6) Provide military support for civil defense.

Section V. PSYOP SUPPORT OF UNCONVENTIONAL WARFARE

7-13. General

Unconventional warfare (UW) operations influence ideological, religious, psychological, political, economic, and social factors which promote intense, emotional partisanship. United States support and expansion of resistance movements assist the theater commander in the accomplishment of national objectives. Successful UW operations depend upon a favorable attitude of a large segment of the indigenous population so that the populace will provide essential moral and material support. An aggressive PSYOP program is conducted by the theater commander to influence the populace to support the accomplishment of assigned objectives. In UW operations, PSYOP support—

a. *Guerrilla Warfare.*

b. *Evasion and Escape.*

c. *Subversion.*

7-14. UW PSYOP Planning Considerations

a. *Forces.*

(1) *PSYOP.* A portion of theater PSYOP resources are assigned by the theater commander to the theater UW command (TUWC) and further attached to subordinate unified or specified commands (when established).

(2) *UW command headquarters.* The UW command headquarters prepares and supervises UW PSYOP support which uses attached resources, coordinates operations with conventional PSYOP planned by the unified (or subordinate unified) command, and requests additional support from the unified command as required. The commander allocates PSYOP resources to support UW forces and coordinates strategic PSYOP support conducted at the theater level.

(3) *Special Forces Operational Base (SFOB).* The SFOB provides guidance to UW forces for conducting a PSYOP program and for the development of PSYOP which support day-to-day requirements. These PSYOP are usually limited to the unconventional warfare operational area (UWOA). In addition, the SFOB is responsible for requesting strategic PSYOP support to accomplish tasks which are beyond the capabilities of assigned PSYOP units.

(4) *UW forces.* UW forces receive appropriate PSYOP guidance prior to infiltration and are prepared to advise the SFOB commander on psychological opportunities as they develop. Deployed UW forces conduct appropriate tactical and consolidation PSYOP in support of operations. There is a great reliance on face-to-face persuasion, simple printed material, and psychological measures. Strategic radio and TV broadcasts may be conducted from areas outside the unconventional warfare operations area. PSYOP are conducted unilaterally by the UW force or by attached, trained PSYOP specialists.

b. *Application to Interrelated UW Fields.*

(1) *Guerrilla warfare.* The primary area of interest for U.S. Army PSYOP resources in support of UW operations is guerrilla warfare. PSYOP increases the effectiveness of tactical operations and supports all phases of guerrilla warfare. A motivation and indoctrination program is conducted concurrently with training programs to develop dedication, morale, esprit, and other desirable attitudes and behavior within the guerrilla force.

(2) *Subversion.* In PSYOP support of subversion, all types of propaganda (including black propaganda) are applied using means

which range from rumor and slogans chalked on walls to clandestine printed material and radio transmissions. Grievances are emphasized by inflammatory and seditious themes. Attempts are made to discredit, ridicule, and undermine confidence in the ruling or occupying power to create doubt and fear in the minds of government supporters (FM 31-21A).

(3) *Evasion and escape (E&E).* PSYOP supports the E&E aspects of UW operations by generating sympathy and support among the population within the unconventional warfare operational area (UWOA). Theater level PSYOP is directed toward populations adjacent or external to the UWOA, through which the E&E mechanism may pass. Appeals take the form of humanitarian acts, monetary benefits, allied unity, retaliation against enemy domination, or other measures appropriate to the specific target audiences and situation.

c. Target Groups. PSYOP is characterized by centralized planning and decentralized execution due to the nature and operational environment of UW operations. PSYOP planners develop programs to be directed toward five major target groups by theater PSYOP elements or by committed UW elements.

(1) *Enemy military forces.* Conventional enemy forces will suffer much frustration in attempting to deal with a successful UW effort. The elusive hit and run guerrilla can be given a phantom image with capabilities that are far beyond the actual potential. PSYOP programs attempt to create the illusion that the movement has penetrated every level of society and government.

(2) *Civilian populace.* PSYOP programs are developed to create a favorable attitude toward the United States. Specifically, they are designed to—

(a) Prepare the populace in potential or predetermined UWOA's to accept UW forces.

(b) Maintain favorable attitudes after introduction of UW forces.

(c) Emphasize enemy occupation forces' noncompatibility with indigenous ethnic, religious, and social customs,.

(d) Encourage the populace to denounce informers, collaborators, and spies.

(e) Show a harmony of interest between the United States and the target audience.

(f) Create a desire to participate in resistance operations.

(g) Manipulate behavior within enemy or enemy-occupied countries to encourage resistance to the enemy, unfriendly governments, or occupational authorities.

(h) Insure increasingly greater support in the form of local intelligence, basic necessities, and recruiting.

(3) *Guerrillas.* The guerrilla bears the direct brunt of enemy attention and counteractions. Motivation of the guerrilla force is an extremely important factor during the training phase. An aggressive PSYOP indoctrination program is conducted to—

(a) Convert and consolidate personal behavior into group behavior in consonance with guerrilla and U.S. objectives.

(b) Emphasize guerrilla reliance on the civilian populace.

(c) Discourage actions which damage the relationships with civilians, such as vandalism, pilfering, and misconduct.

(d) Exploit the favorable aspects of guerrilla tactical and nontactical activities.

(e) Maintain a favorable behavior pattern and attitude toward U.S. UW forces and assistance.

(4) *Auxiliaries and underground.* PSYOP may be planned to support auxiliaries and underground organizations, however, themes that are appropriate for guerrilla warfare may not be suitable for this group. Extreme caution is exercised to avoid compromise of these organizations by word or action. Auxiliaries and underground organizations are vulnerable to penetration by enemy security forces. The covert activities of these elements are essential to the conduct of UW. PSYOP are developed to—

(a) Support the conduct of the auxiliaries and underground mission.

(b) Maintain morale and recognize the

importance of these activities to the resistance movement.

(c) Encourage continuation of auxiliaries and underground activities.

(d) Support counterintelligence operations at every echelon.

(e) Reinforce actions which disclose or prevent enemy infiltration.

(5) *Neutral or uncommitted nations.* Strategic PSYOP are planned and directed at this group in order to—

(a) Align public and government sympathy with U.S. objectives.

(b) Emphasize ultimate U.S. victory.

(c) Expose the enemy and his ideology as contrary to national and international aspirations.

(d) Convince the target audience that U.S. victory is morally desirable and explain U.S. actions in the most favorable light.

(e) Acquire active support of U.S. objectives by providing sanctuaries, stations for E&E systems, border denial, and general support of UW activities.

(f) Provide a sense of legitimacy for the UW command as being truly representative of the people.

(g) Discourage interference by nations which border UW areas.

7-15. Conduct of UW PSYOP

a. Concept. Psychological operations are directed toward target audiences outside as well as inside the UWOA in support of U.S.- sponsored unconventional warfare.

(1) *Strategic.* Strategic PSYOP are characterized by centralized planning and decentralized execution at the lowest operational level. These operations support long-range national policies and are not limited to any one commander's area of influence or to any specific UWOA. Appeals are directed to target audiences to achieve calculated changes in behavior and attitudes among varied target audiences. In areas where U.S. diplomatic representation is maintained, this function normally may be performed by USIS. In areas where military commanders have been delegated re-

sponsibility for strategic PSYOP, U.S. Army PSYOP resources perform the mission under the operational command of the theater commander, and within the context of national policy guidance. United States Army PSYOP planners receive guidance through the military chain of command. Strategic PSYOP support for UW operations is more localized, and programs are developed to stimulate indigenous acceptance of U.S. actions in a specific area. Caution is exercised in program development in order not to compromise UW forces and operations.

(2) *Tactical.* The psychological effects of UW operations are usually greater than the tactical results. The ability of the UW force to gain indigenous and external support is dependent upon the ability to influence both groups. The presence of a U.S.-sponsored resistance force is a powerful psychological factor that can be used effectively. The strategic PSYOP program is conducted from outside the UWOA, and tactical and consolidation PSYOP are conducted within the assigned UWOA. PSYOP are developed by UW forces to assist all phases of operations within the UWOA. The full range of PSYOP is developed to support operations, particularly during the latter phases of UW prior to linkup with conventional forces. Detailed discussion of UW phases of operations is contained in FM 31-21.

(3) *Consolidation.* When security permits, UW forces conduct consolidation operations in assigned UWOA's, which are supported by PSYOP. Upon linkup with the conventional force, the UW force control may or may not be involved with consolidation operations; however, PSYOP support continues and the main emphasis is on assisting with the demobilization of the guerrilla force. Demobilization is the transfer of guerrilla forces and associated elements from the UW force control to recognized indigenous authority. Rehabilitation programs are conducted for the guerrilla. Operations of this type are consolidation in nature and are conducted in conjunction with CA operations.

b. PSYOP Support Facilities. PSYOP facilities, external to the UWOA, are established

by U.S. Army PSYOP units using organic equipment. These facilities are located in the theater communications zone. Initial facilities within the UWOA are normally austere. Reliance is placed on face-to-face dissemination of propaganda. In the latter phases of operations, PSYOP facilities are established in areas where security conditions permit. Production of printed media also can be accomplished in enemy-controlled areas by auxiliaries and underground using indigenous facilities. Radio and limited TV coverage is achieved within the UWOA by transmissions which originate from adjacent secure areas.

Section VI. PRISONER OF WAR (PW) AND CIVILIAN INTERNEE PROGRAMS

7-16. General

Major commanders are responsible for all matters pertaining to prisoners of war (PW) within the geographical limits of their commands and for training personnel in the administration and operation of PW internment facilities. The theater army commander is responsible for the establishment of PW and civilian internment facilities within the theater. The CG, U.S. Continental Army Command is responsible for the establishment of PW internment facilities in Continental United States. Many PW and civilian internees make a satisfactory adjustment to internment, and occupy their time with useful pursuits to improve their chances for successful readjustment upon repatriation. On the other hand, some PW and civilian internees continue to resist U.S. authority during internment. They attempt to organize and regiment others; subvert guards; embarrass U.S. authorities; and behave in ways which create serious custodial and psychological problems. Selected PSYOP assist in the custodial and rehabilitation aspects of PW and civilian internment programs.

7-17. PW and Civilian Internee PSYOP Program Planning Consideration

a. Responsibility. The Provost Marshal General, under the supervision and control of the Deputy Chief of Staff for Personnel, is responsible for the development of plans, policies, and procedures related to the administration of internees in custody of the U.S. Army. The theater army commander commands the PW camps and civilian internment facilities within his area of responsibility and is responsible for maintenance, operation, and adminis-tration. The theater army commander publishes policy directives to provide guidance and direction in the utilization, treatment, and control of PW and civilian internees. The theater army commander, assisted by his PSYOP staff officer, allocates PSYOP resources to the program and provides guidance for utilization. PSYOP staff elements and units are attached to the PW camp commanders. The PSYOP staff officer at PW and civilian internment camps provides technical advice and assistance in the reorientation and education of internees.

b. Policy Guidance. Specific policy guidance governing the establishment, objectives, and conduct of PW and civilian internee education programs is contained in Department of the Army directives published after the outbreak of hostilities. Appropriate guidance is forwarded through command channels to the PSYOP unit committed to the program.

c. Activities. PSYOP elements assist in the development and conduct of education and reorientation programs for each camp. When more than one nationality is involved, a language problem is created. Teachers from countries associated with the U.S. military effort are used to meet this need. Carefully selected and qualified PW and civilian internees may be used as instructors, under supervision of U.S. camp authorities. Teachers and instructors are major sources of intelligence. They are in a position to report changes in attitudes, orientation, and other significant trends and indications of PW and civilian internee motivation and behavior. Intelligence personnel working closely with PSYOP research and analysis personnel are in an excellent position to probe for susceptibilities, pretest propaganda, and develop propaganda which contributes to

the strategic and tactical PSYOP effort. PSYOP personnel can assist in control of riots and other disturbances in internment camps.

7-18. Conduct of PSYOP PW and Civilian Internee Programs

a. Formal Programs. Subject to security considerations and camp discipline, PW and civilian internees are encouraged to participate in guided intellectual, educational, and recreational activities including formal classroom work and informal instruction. PSYOP personnel advise and assist camp commanders in planning, implementing, and supervising programs. The education program includes basic educational instruction as well as vocational training. Courses which are particularly appropriate from a psychological standpoint include—

(1) A history of the war, especially its causes.

(2) A comparison of the origins and development of a democracy versus totalitarianism.

(3) A comparison of civil liberties and political and economic freedom under democracy and totalitarianism.

(4) Life in the free world.

(5) Reconstruction plans, to include how they affect PW and internees.

(6) Leadership development and skills in group action.

b. Informal Programs. The informal aspects of the reorientation program reach into all phases of PW life. Subject to national and international agreements and conventions, the PW and civilian internees are subjected to an intensive PSYOP program carefully designed and conducted to—

(1) Condition the individual to accept U.S. authority and abide by established regulations during the period of internment.

(2) Condition the individual to accept U.S. objectives as valid and desirable.

(3) Prepare the internee to be receptive to democratic processes after repatriation.

(4) Provide vocational training programs which are beneficial in reorientation.

c. Information. PSYOP personnel participate in the information program, which is an example of a control measure. The purpose is to foster favorable responses on the part of the PW and civilian internees and to create receptiveness toward U.S. institutions, traditions, customs, ways of life, and international leadership capabilities.

d. Control Disturbances. The PSYOP officer participates in contingency planning for control of disturbances in camp compounds. Designated PSYOP units are tasked for the mission and participate in rehearsals. The employment of loudspeakers is particularly suitable for this task.

APPENDIX A

REFERENCES

AR 10-5	Department of the Army (Organization and Functions)
AR 320-5	Dictionary of United States Army Terms
AR 320-50	Authorized Abbreviations and Brevity Codes
AR 350-1	Army Training
AR 360-81	Command Information Program—General Provisions
(C) AR 381-205	Procedures Facilitating Intelligence Exploitation of Captured Enemy Personnel (U)
(C) AR 515-1	Army Cold War Activities (U)
AR 633-50	Apprehension and Confinement: Prisoners of War Administration, Employment, and Compensation
AR 633-51	Apprehension and Confinement: Civilian Internees Administration, Employment, and Compensation
ATP 31-105	Airborne Special Forces Group
(C) ATP 31-105A	Airborne Special Forces Group (U)
ATP 33-500	Psychological Operations Units
ATT 33-500	Psychological Operations Units
DA Pam 310-series	Indices as appropriate
DA Pam 355-18	Defense Against Enemy Propaganda
FM 1-100	Army Aviation Utilization
FM 1-105	Army Aviation Techniques and Procedures
FM 5-1	Engineer Troop Organizations and Operations
FM 11-40	Signal Corps Pictorial Operations
FM 19-1	Military Police Support Army Divisions and Separate Brigades
FM 19-2	Military Police Support in the Field Army
FM 19-3	Military Police Support in the Communications Zone
FM 19-15	Civil Disturbances and Disasters
FM 19-40	Enemy Prisoners of War and Civilian Internees
FM 19-45-1 (Test)	Rear Area Protection
FM 21-5	Military Training Management
FM 21-40	Chemical, Biological, and Nuclear Defense
FM 21-76	Survival
(S) FM 21-77A	Joint Worldwide Evasion and Escape Manual (U)
FM 24-1	Tactical Communications Doctrine
FM 27-10	The Law of Land Warfare
FM 30-5	Combat Intelligence
FM 30-9	Military Intelligence Battalion, Field Army
FM 30-15	Intelligence Interrogation
FM 30-16	Technical Intelligence
(CM) FM 30-31	Stability Operations—Intelligence (U)
(S) FM 30-31A	Stability Operations—Intelligence Collection (U)
FM 31-16	Counterguerrilla Operations

FM 31–20	Special Forces Operational Techniques
(C) FM 31–20A	Special Forces Techniques (U)
FM 31–21	Special Forces Operations
(S) FM 31–21A	Special Forces Operations (U)
FM 31–22	U.S. Army Counterinsurgency Forces
FM 31–23	Stability Operations—U.S. Army Doctrine
FM 31–25	Desert Operations
FM 31–30	Jungle Training and Operations
(C) FM 31–40	Tactical Cover and Deception (U)
FM 31–50	Combat in Fortified and Built-up Areas
FM 31–60	River-Crossing Operations
FM 31–71	Northern Operations
FM 31–72	Mountain Operations
FM 31–73	Advisor Handbook for Stability Operations
FM 33–5	Psychological Operations—Techniques and Procedures
FM 41–5	Joint Manual for Civil Affairs
FM 41–10	Civil Affairs Operations
FM 54–3	The Field Army Support Command
FM 61–100	The Division
FM 100–5	Field Service Regulations—Operations
FM 100–15	Field Service Regulations—Larger Units
(C) FM 100–20	Field Service Regulations—Internal Defense and Development (IDAD) (U)
FM 101–5	Staff Officers' Field Manual: Staff Organization and Procedure
FM 101–10–1	Staff Officers' Field Manual: Organization, Technical, and Logistical Data, Unclassified Data
FM 101–10–2	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data, Extracts of Tables of Organization and Equipment
FM 101–40	Armed Forces Doctrine for Chemical and Biological Weapons Employment and Defense
JCS Pub 1	Dictionary of United States Military Terms For Joint Usage
JCS Pub 2	Unified Action Armed Forces (UNAAF)
TOE 11–500	Signal Service Organization
TOE 19–252	Headquarters and Headquarters Company, Military Police Prisoner of War Command
TOE 19–256	Headquarters and Headquarters Company, Military Police Prisoner of War Camp
TOE 29–500	Composite Service Organization
TOE 33–500	Psychological Operations Organization
TOE 41–500	Civil Affairs Organization

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