A large body of joint doctrine (and its supporting tactics, techniques, and procedures) has been and is being developed by the US Armed Forces through the combined efforts of the Joint Staff, Services, and combatant commands. The following chart displays an overview of the development process for these publications.

All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy. Joint Pub 3-04.1 is located in the operations series of joint publications.

Joint Pub 1-01, "Joint Publication System," provides a detailed list of all joint publications. Joint pubs are also available on CD-ROM through the Joint Electronic Library (JEL). For information, contact: Joint Doctrine Division, J-7, 7000 Joint Staff Pentagon Washington, D.C. 20318-7000.
MEMORANDUM FOR: Distribution List

Subject: Joint Pub 3-53, "Doctrine for Joint Psychological Operations"

1. This publication sets forth doctrine to govern the joint activities and performance of the Armed Forces of the United States. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders and prescribes doctrine for joint operations and training. It provides military guidance for use by the Armed Forces in preparing their appropriate plans.

2. Recommendations for changes to this publication should be submitted to the Director for Operational Plans and Interoperability (J-7), Joint Staff, Washington, D.C. 20318-7000.

3. When a Joint Staff directorate submits a proposal to the Chairman of the Joint Chiefs of Staff that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal.

4. The Military Services and other organizations are requested to notify the Director, J-7, Joint Staff, when changes to source documents reflected in this publication are initiated.

5. Additional copies of this publication can be obtained through Service publication centers.

6. Local reproduction is authorized and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified joint publications must be in accordance with DOD Regulation 5200.1-R.

7. The lead agent for this publication is the United States Special Operations Command.
8. The Joint Staff doctrine sponsor for this publication is J-3.

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1. Purpose. This publication establishes basic doctrine and responsibilities for the conduct of joint psychological operations (PSYOP). The principles, fundamentals, guidelines, and conceptual framework provided herein are for the planning and execution of joint PSYOP. All aspects of this publication are consistent with and complement the basic doctrine established in Joint Pub 3-0, "Doctrine for Joint Operations." PSYOP doctrine is stated broadly in this document to serve a variety of joint operations in the diverse geopolitical regions of the world and affords guidelines for:

   a. Development of Service doctrine.

   b. Training of military PSYOP assets.

   c. Development of PSYOP instructional material for use by the Services in their joint military education programs.

   d. Use by US Government (USG) agencies to understand, plan for, and employ military PSYOP assets and capabilities.

   e. Use by DOD PSYOP organizations to enhance coordination with other USG agencies to maximize effectiveness and employment of international information activities.

   f. Use by allied military Service organizations in developing coordinated PSYOP programs with joint US-allied operations and training programs in support of military operations.

2. Application

   a. Doctrine and guidance established in this publication apply to the commanders of combatant commands, subunified commands, joint task forces and subordinate components of these commands. These principles and guidance may also apply when significant forces of one Service are attached to forces of another Service or when significant forces of one Service support forces of another Service.

   b. In applying the doctrine in this publication, care must be taken to distinguish between distinct but related responsibilities in the two channels of authority to
forces assigned to combatant commands. The Military Departments and Services recruit, organize, train, equip, and provide forces for assignment to combatant commands and administer and support these forces. Commanders of the unified and specified commands exercise Combatant Command (command authority) (COCOM) over these assigned forces. Service component commanders are responsible both to joint force commanders (JFCs) in the operational chain of command and to the Military Departments and Services in the chain of command for matters that the joint force commander has not been assigned authority.

c. This publication is authoritative but not directive. Commanders will exercise judgement in applying the procedures herein to accomplish their missions. This doctrine should be followed, except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence for the activities of joint forces unless the Chairman of the Joint Chiefs of Staff, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance.

3. Scope. This doctrine addresses the use of military PSYOP assets in planning and conducting PSYOP in support of joint operations throughout the operational continuum. Additionally, it:

a. Provides the context for employment of PSYOP.

b. Identifies the sources of policy and authority for the use of military PSYOP assets.

c. Outlines PSYOP responsibilities of principal DOD and other USG agencies.

d. Identifies basic PSYOP principles and objectives.

e. Provides guidance for the development or refinement of DOD PSYOP plans and annexes.

f. Outlines joint PSYOP capabilities.

g. Delineates planning considerations for the employment of PSYOP assets to support strategic, operational, tactical, and consolidation military PSYOP objectives and the requisite coordination among other DOD elements and
USG agencies necessary to execute their respective PSYOP responsibilities.

h. Identifies PSYOP logistic, intelligence, and command, control, communications, and computer (C4) systems support requirements.

4. Basis. The development of this publication is based on the following primary sources:

a. Title 10, United States Code:


NOTE: Other references necessary to aid in the use of this publication are listed in Appendix A.
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CHAPTER I

PSYCHOLOGICAL OPERATIONS: AN OVERVIEW

1. General. PSYOP are operations planned to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning and, ultimately, the behavior of foreign governments, organizations, groups, and individuals. The purpose of PSYOP is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. PSYOP are a vital part of the broad range of US political, military, economic, and informational activities. When properly employed, PSYOP can lower the morale and reduce the efficiency of enemy forces and could create dissidence and disaffection within their ranks.

2. Military PSYOP

   a. PSYOP are an integral part of military operations and, as such, are an inherent responsibility of all military commanders. PSYOP have been used throughout history to influence foreign groups and leaders. Modern PSYOP are enhanced by the expansion of mass communication capabilities. Nations may multiply the effects of their military capabilities by communicating directly to their intended targets: promises or threats of force or retaliation, conditions of surrender, safe passage for deserters, invitations to sabotage, support to resistance groups, and other messages. The effectiveness of this communication depends on the perception of the communicator's credibility and capability to carry out promises or threatened actions. It is important not to confuse psychological impact with PSYOP. Actions such as shows-of-force or limited strikes may have a psychological impact, but they are not PSYOP unless the primary purpose is to influence the emotions, motives, objective reasoning, or behavior of the targeted audience.

   b. Categories of Military PSYOP

      (1) Strategic PSYOP are international information activities conducted by USG agencies to influence foreign attitudes, perceptions, and behavior in favor of US goals and objectives. These programs are conducted predominantly outside the military arena but can utilize DOD assets and be supported by military PSYOP. Military PSYOP with potential strategic impact must be coordinated with national efforts.
(2) Operational PSYOP are conducted prior to, during war or conflict, and at the conclusion of open hostilities in a defined geographic area to promote the effectiveness of the area commander's campaigns and strategies.

(3) Tactical PSYOP are conducted in the area assigned a tactical commander during conflict and war to support the tactical mission against opposing forces.

(4) Consolidation PSYOP are conducted in foreign areas that are inhabited by an enemy or potentially hostile populace and occupied by US forces, or in which US forces are based, to produce behaviors by the foreign populace that support US objectives in the area.

c. The employment of any element of national power projection, particularly the military element, has always had a psychological dimension. Foreign perceptions of US military capabilities are fundamental to strategic deterrence. The effectiveness of deterrence, power projection, and other strategic concepts hinges on US ability to influence the perceptions of others. Military PSYOP constitute a systematic process of conveying messages to selected foreign groups to promote particular themes that result in desired foreign attitudes and behaviors that can augment the national effort. PSYOP are used to establish and reinforce foreign perceptions of US military, political, and economic power and resolve.

3. Basic Joint and Combined PSYOP Doctrine

a. US national policies and strategies to resolve conflicts, deter hostile action, and attain objectives in crises or open hostilities are designed to influence foreign groups and leaders so that their behaviors and actions will promote the attainment of US national goals.

b. Operational-level strategies are designed to strengthen US and allied capabilities to conduct military operations in the theater and accomplish particular missions during crises and open hostilities. Along with other military operations, PSYOP may be used independently or as an integral part of other operations throughout the theater to support joint operations mission accomplishment.

c. Tactical strategies outline how military force will be employed against opposing forces to attain tactical objectives. PSYOP is conducted as an integral part of combined, joint, and single-Service operations.
d. Peacetime US military PSYOP require USG interagency coordination and integration at the national level to be fully effective.

e. When the US Armed Forces are integrated into a multinational alliance or combined command structure, peacetime PSYOP policies and wartime conduct should be coordinated and integrated to the maximum extent possible for the attainment of US and alliance or coalition security objectives.

4. Principles of Joint PSYOP

a. Development Methodology. PSYOP may be either long or short term to influence foreign conclusions and enhance potential US military capabilities. The principles of developing PSYOP apply across the operational continuum. Although the complexity of the methodology varies with the target audiences, basic considerations for development of all PSYOP actions are the same. Actions essential to successful PSYOP are:

(1) The PSYOP mission must be clearly defined in terms that correspond to the supported commander's vision of how the campaign or operation will proceed.

(2) PSYOP themes, activities, and symbols should be based on a thorough analysis of targets, including friendly and adversary PSYOP capabilities, strengths, and weaknesses.

(3) All military actions should be thoroughly evaluated for their psychological implications and, where necessary, supported by deliberate PSYOP actions to offset potentially negative effects or to reinforce positive effects.

(4) The medium or media selected for transmission should be reliable and readily accessible by target audiences.

(5) Rapid exploitation of PSYOP themes is often critical. Planning, pretesting, and approval procedures should be developed to exploit fleeting opportunities.

(6) Where possible, the results of PSYOP should be continually evaluated for relevance to the mission and to national and military goals. As with initial planning actions, decisions to terminate or revise PSYOP
programs must be linked to careful analysis of all-source intelligence.

b. The psychological dimension affects those fighting the battle, their military leaders and staffs, the political leaders, and the civilian population. On the field of battle, US forces want to face an enemy that is both unsure about its cause and capabilities and sure about its impending defeat—an enemy who, even if unwilling to surrender, has little will to engage in combat.

c. Support Requirements for Successful PSYOP

(1) Intelligence. Intelligence support for military PSYOP requires extensive information concerning the target identity, location, vulnerabilities, susceptibilities, and the political, economic, social or cultural, and historic conditions within the target area. Effective PSYOP actions depend upon current and accurate intelligence information provided through application of the intelligence cycle. Collection should be from all available sources and agencies and is based upon thorough mission and requirements planning that serves as a guideline for the PSYOP intelligence collection effort. Development of a well-planned collection management architecture ensures that the requisite PSYOP intelligence is available to support the development of PSYOP actions.

(2) Counterintelligence. Counterintelligence support for military PSYOP consists of detecting, deterring, or neutralizing foreign intelligence service targeting of PSYOP plans, operations, personnel, and equipment, especially at the operational and tactical levels. Upon execution of a PSYOP, counterintelligence and human resource intelligence (HUMINT) operations can provide feedback on its effect.

(3) Command, Control, Communications, and Computers Systems. Military C4 systems facilitate the execution of command and control (C2) and its supporting functions. These systems are vital to planning, mounting, and sustaining successful joint PSYOP. The Services, based on a CINC-validated requirement, must design C4 systems that provide interoperable, rapid, reliable, and secure exchange of information throughout the chain of command.

(4) Logistics. Support of joint PSYOP places unique additional demands on Service and theater logistic
systems. Although the majority of PSYOP sustenance requirements are satisfied by standard Service support systems, PSYOP-peculiar equipment are generally low-density items requiring intensive management. Operating supplies, repair parts, and major end-items for PSYOP-peculiar equipment will require theater logistic planners—working closely with joint operations planners—to bring the logistic items into theater to ensure continuous sustenance and support for the PSYOP plan. Distribution of these assets to PSYOP forces may pose unique transportation requirements that are dictated by the nature of the operation, the existing transportation infrastructure, and rates of consumption. Before any PSYOP plan is executed, all aspects of logistic supportability must be considered and coordinated. Emphasis should also be placed on locating and using equipment and supplies already available in theater; i.e., printing presses and radio and/or television (TV) broadcast transmitters.

5. PSYOP Relationships

a. PSYOP Relationship to Truth Projection and Public Affairs (PA)

(1) The planned use of psychological actions and propaganda influences the attitudes, opinions, and behaviors of opposing or neutral groups in a manner favorable to US objectives. PSYOP techniques are used to plan and execute truth projection activities intended to inform foreign groups and populations persuasively. The purpose of PSYOP techniques is to ensure that targets receive and consider the information being disseminated.

(2) Military PA are the public information and community relations activities directed toward the general US public, including US military and DOD civilian personnel, by the various elements of the Department of Defense. PA provides objective reporting, without intent to propagandize. As open sources to foreign countries and the United States, PA channels can be used to disseminate international information. To maintain the credibility of military PA, care must be taken to protect against slanting or manipulating such PA channels. Within the United States, PA channels can be used to provide facts that will counter foreign propaganda, including disinformation, directed at the United States.
b. PSYOP Relationship to Military Deception and Operations Security (OPSEC). PSYOP actions convey information not only to intended PSYOP target audiences but also to foreign intelligence systems. Therefore, PSYOP messages must be coordinated with counterintelligence planners and operators, with military deception planners, and with OPSEC planners to ensure that essential secrecy is realized, counterintelligence operations are not compromised, and messages reinforce the desired appreciations of counterintelligence and deception as well as PSYOP plans. Additionally, PSYOP actions can be executed to support deception actions or vice versa.

c. C2 Warfare (C2W). Operational PSYOP is used in coordination with OPSEC and military operational deception (OPDEC) to execute C2W strategies during the preparatory phase of opposed operations. Tactical PSYOP is used in coordination with communications jamming and intrusion, command system destruction, OPSEC, and tactical military deception during the execution phase of opposed operations.
CHAPTER II
ORGANIZATIONAL RESPONSIBILITIES FOR PSYOP

1. DOD Responsibilities

a. The Secretary of Defense:

   (1) Participates in the establishment of national security policy and objectives.

   (2) Recommends to the President the mobilization of Reserve component (RC) assets, as necessary.

   (3) Provides strategic PSYOP advice to USG agencies and allies.

b. The Under Secretary of Defense for Policy (USDP) or his designee, the Assistant Secretary of Defense (Special Operations/Low Intensity Conflict) (ASD(SO/LIC)):

   (1) Acts as principal adviser to the Secretary of Defense on PSYOP matters.

   (2) Develops PSYOP policy for the Department of Defense.

   (3) Coordinates PSYOP policies, plans, and programs with the National Security Council and other USG agencies.

   (4) Evaluates the effectiveness of DOD PSYOP programs.

   (5) Reviews and approves all PSYOP programs to be conducted during peace or in conflict.

c. The DOD General Counsel reviews all proposed PSYOP programs conducted during peacetime or conflict.

d. The Chairman of the Joint Chiefs of Staff:

   (1) Advises the Secretary of Defense on the use of military PSYOP to achieve national, strategic, and theater military objectives.

   (2) Prepares strategic plans and issues policy for the use of military PSYOP in peacetime or conflict, and supports the overall conduct of war.
(3) Reviews the PSYOP plans and programs of the combatant commanders during times of conflict or war to determine whether they are adequate and feasible.

(4) Prepares integrated logistic and mobilization guidance for PSYOP capabilities.

(5) Coordinates and directs the preparation of combined PSYOP plans.

(6) In conjunction with Commander in Chief, US Special Operations Command (USCINCSOC), establishes joint doctrine for PSYOP.

(7) In conjunction with USCINCSOC, provides an integrated statement of joint PSYOP training requirements and ensures that these requirements are appropriately addressed.

(8) In conjunction with USCINCSOC, provides a unified, prioritized list of PSYOP intelligence and counterintelligence requirements to meet the needs of the CINC's, Joint Staff, and Services.

(9) Coordinates US participation in allied military PSYOP training programs.

(10) In conjunction with USCINCSOC, provides a joint, prioritized statement of military requirements for PSYOP capabilities to meet the needs of the National Command Authorities (NCA), the Chiefs of the Services, CINC's, and Chairman of the Joint Chiefs of Staff.

(11) Provides the general policy, and establishes production priorities, for the PSYOP Studies Program.

e. Theater combatant commanders have the following responsibilities in addition to those listed in Annex D, Joint Strategic Capabilities Plan (JSCP), and those listed for all military commanders:

(1) Designate specific staff responsibility for maintaining a PSYOP planning element, coordinating PSYOP actions, and ensuring that regional operations plans support national psychological objectives.

(2) Develop intelligence and counterintelligence requirements necessary to perform PSYOP analysis, planning, and execution.
(3) Plan, support, and conduct in peacetime and during conflict an overt peacetime PSYOP program (OP3) in support of US regional objectives, policies, interests, and theater military missions. The OP3 must be coordinated with the chiefs of US diplomatic missions.

(4) Prepare PSYOP plans and conduct theater PSYOP to support the execution of operations on a theater-wide basis during war.

(5) Foster cooperative PSYOP policies among allied military forces and regional security organizations.

(6) Provide for employment of RC PSYOP assets in planning, developing concepts, and participating in joint training exercises and contingency operations.

(7) Ensure advance contingency planning for use of non-DOD informational and related capabilities in DOD PSYOP.

(8) Establish and monitor a PSYOP reporting system.

f. Combatant commanders (less USCINCSOC) have the following responsibilities in addition to those listed for all military commanders:

(1) Ensure staffs and organizations within their commands have sufficient representation and working proficiency in the planning and conduct of joint PSYOP. This includes the requesting of liaison officers from other USG agencies when appropriate.

(2) Develop plans and programs, in coordination with USCINCSOC, to support PSYOP requirements identified by supported commanders of unified commands having geographic responsibility.

(3) Develop and submit to the Chairman of the Joint Chiefs of Staff additional PSYOP requirements necessary to support commanders of unified commands having geographic AORs.

g. JTF commanders have the following responsibilities in addition to those listed for all military commanders:

(1) Coordinate all JTF PSYOP efforts with appropriate US and allied authorities in the area of operations, as appropriate.
(2) Incorporate PSYOP in JTF operations plans.

(3) Maintain up-to-date PSYOP estimates for designated areas of operations.

(4) Monitor and review component PSYOP plans, including coordination of the development of appropriate PSYOP force capability.

h. USCINCSOC's responsibilities for the development of strategy, doctrine, and tactics for joint PSYOP are interrelated with those of the Chiefs of the Services. USCINCSOC has COCOM of all dedicated Army and Air Force PSYOP forces in CONUS. In fulfilling this responsibility, USCINCSOC coordinates with the Chairman of the Joint Chiefs of Staff, Chiefs of the Services, and combatant commanders to ensure that all PSYOP and support requirements are addressed. USCINCSOC has the following responsibilities in addition to those detailed in Annex D, JSCP:

(1) Recommends PSYOP policy guidance to the Chairman of the Joint Chiefs of Staff, Chiefs of the Services, and US military commanders, as required.

(2) Develops PSYOP concepts to support national security objectives, reviews Service PSYOP doctrine development for consistency with joint doctrine, and ensures joint and Service PSYOP training supports national objectives.

(3) Provides visibility of PSYOP issues, activities, missions, and capabilities to the Chairman of the Joint Chief of Staff, Chiefs of the Services, and commanders at other US military command levels.

(4) Prepares and provides assigned PSYOP forces to other combatant commanders, as required.

(5) Within his capabilities, supports other combatant commanders' PSYOP requirements.

(6) Participates with assigned PSYOP forces, as appropriate or required, in CJCS and combatant command exercises to develop joint tactics, techniques, and procedures (JTTP) for PSYOP forces.

(7) Ensures PSYOP forces are trained to plan and conduct PSYOP in regions to which they are apportioned.
(8) Coordinates with the Chiefs of the Services for planning and providing combat support, combat service support, and sustainment of PSYOP forces assigned to other combatant commanders for conduct of PSYOP.

(9) Acts as the lead agent for joint PSYOP doctrine development.

(10) Manages the PSYOP Studies Program and coordinates PSYOP input to the Defense Intelligence Production schedule.

(11) Validates and develops priorities for PSYOP training, intelligence, and military requirements and provides these to the Chairman of the Joint Chiefs of Staff to support Service, combatant command, and Joint Staff responsibilities as they relate to PSYOP.

i. The Military Departments and Services have the following functions:

(1) Provide civilian and military personnel with appropriate PSYOP training and planning skills.

(2) Provide capabilities organic to Service forces to execute PSYOP actions and dedicated PSYOP forces and equipment.

(3) Develop Service PSYOP doctrine relating to the primary functions assigned to the particular Service.

(4) Provide PSYOP forces or detachments, not assigned to USCINCSOC, to combatant commanders for service in foreign countries.

(5) Request additional PSYOP support from the CJCS PSYOP executive agent.

(6) Provide departmental intelligence and counterintelligence assets that are trained, equipped, and organized to support planning and conduct PSYOP.

(7) Train and educate departmental personnel to counter and neutralize the effects of hostile foreign PSYOP.

j. The Chief of Staff, US Army, in addition to responsibilities delineated as Chief of a Service, has the following responsibilities:
(1) Acts as CJCS Executive Agent for the conduct of joint PSYOP training as detailed in Joint Pub 0-2 and the DOD PSYOP Master Plan.

(2) Trains foreign personnel in PSYOP, when required.

k. The Director, Defense Intelligence Agency, has the following responsibilities:

(1) Establishes and implements a plan to satisfy PSYOP intelligence and counterintelligence requirements.

(2) Assists in the preparation of PSYOP intelligence and counterintelligence estimates and appraisals of foreign groups designated by USDP, Chairman of the Joint Chiefs of Staff, Chiefs of the Military Departments, and combatant commanders.

(3) Provides PSYOP training for intelligence analysts to ensure a capability to respond to intelligence production requirements in support of PSYOP programs.

(4) Recommends PSYOP opportunities in support of US policy.

(5) Provides indications of potential vulnerability to hostile PSYOP or foreign intelligence services.

l. The Director, Defense Information Systems Agency, will provide computer systems support of the PSYOP Automated System (POAS).

m. The Director, National Security Agency/Chief, Central Security Service, provides intelligence information to satisfy intelligence collection requirements.

n. Directors of all Defense agencies support commanders of unified commands having geographic AORs by providing agency support to PSYOP planning and actions.

o. All military commanders, when appropriate, have the following responsibilities:

(1) Include PSYOP planning in the preparation of plans for all military actions across the operational continuum.

(2) Consider the psychological effects and implications of all courses of military actions during joint operations planning.
(3) Include PSYOP assets in the planning and conduct of all military exercises.

2. US Forces Commanders Serving in Combined Commands. US forces commanders serving in combined commands have the following responsibilities:

a. Implement combined PSYOP plans to the extent consistent with international law, including the law of armed conflict, and treaty obligations in relations with the government and civilian population of countries where US forces are assigned.

b. Request guidance from the Secretary of Defense on implementation of combined policies and objectives, as appropriate.

c. Coordinate joint PSYOP planning with appropriate combined commanders and national forces of host countries.

3. PSYOP Functions of Other US Government Agencies

a. During peacetime, the Department of State provides overall direction, coordination, and supervision of interdepartmental activities overseas. In peacetime operations or in conflict, the Department of State may restrict PSYOP messages and themes used within countries or areas.

b. The Central Intelligence Agency, the United States Information Agency, the Board for International Broadcasting, Department of Treasury, Justice Department, and other agencies impacted by military PSYOP, including the OP3, review plans to ensure consistency of effort.
CHAPTER III
COMMAND AND CONTROL

1. General. The NCA issues national security policy through directives and statements. During peacetime, the Secretary of Defense, or his designated representatives, translates national security policy into military policy. Because of the nature of the psychological dimension, all policy matters tend to impact upon PSYOP. During war, policy flows directly from the NCA through the Chairman of the Joint Chief of Staff to the combatant commanders. The combatant commander is responsible for the centralized direction and conduct of PSYOP within his operational area. Early and full PSYOP support to the supported commander is critical throughout the crisis action planning process.

2. Statutory Policy. Traditionally, DOD missions and activities have been established in Federal statute or, in the absence of statutory authority, through the broad constitutional powers of the President as Commander in Chief of the Armed Forces. The President, using his constitutional and statutory authority, may issue documents that provide direction to the Executive branch. Several National Security Directives and Executive orders apply to PSYOP. Additionally, regulatory guidance pertaining to the conduct of PSYOP is promulgated by the Department of Defense. Specific Executive and departmental citations are listed in Appendix A.

3. Treaties and Agreements. The Hague and Geneva Conventions place certain restrictions on the use of PSYOP in wartime. Specifically, Hague Convention No. IV of 18 October 1907, "Respecting the Laws and Customs of War on Land," states that ruses of war are legitimate so long as they do not involve treachery or perfidy on the part of the belligerent resorting to them. It would be improper to secure an advantage of the enemy by deliberate lying or misleading conduct that involves a breach of faith or when there is a moral obligation to speak the truth. This prohibition does not include cover and deception activities when they are legitimate military activities directed at confusing or misleading the enemy. Bilateral defense treaties usually have agreements concerning the conduct of PSYOP by the signatories. Use of PSYOP may also be regulated under Status of Forces Agreements. A current list of treaties and other international agreements in force is found in DOS Pub 9433, "Treaties In Force."

4. Command Relationships
a. COCOM is the command authority vested in commanders of unified and specified commands as specified by Title 10, United States Code, section 164. Unless otherwise directed by the NCA, combatant commanders exercise COCOM over all assigned military PSYOP assets. Combatant commanders can:

(1) Give authoritative direction to subordinate commands and PSYOP forces.

(2) Establish the chain of command for PSYOP forces operating within their operational area.

(3) Ascertained PSYOP force requirements.

(4) Exercise or delegate operational control (OPCON) of PSYOP forces.

(5) Task, organize, and employ PSYOP forces to accomplish assigned missions.

b. Because of the strategic and operational importance of the PSYOP contribution to the CINC's Strategic Concept, centralized planning of PSYOP should be focused at the combatant command level. Likewise, when the combatant commander activates a subordinate joint force (subunified command or JTF), the PSYOP planners should be on the JFC's staff. When authorized, combatant commanders may allow allied or combined commanders to exercise OPCON of PSYOP forces. The supported combatant commander may obtain, through the NCA, required PSYOP forces to execute plans in the same manner that other forces are obtained.

c. The combatant commander may place PSYOP forces under OPCON of a subunified or component commander for appropriate mission support. However, it is essential that all PSYOP products, such as leaflets or radio scripts, use the same themes and symbols necessitating a single product development center. PSYOP planners will identify target audiences and PSYOP objectives, themes, activities, and products that support the JFC's psychological objectives. In the special operations (SO) arena, PSYOP take on an added significance in support of JFC objectives involving the need to mobilize the civilian population while at the same time isolating the enemy and taking away its ability to muster popular support. Subordinate commanders will identify requirements for PSYOP assets to support the higher JFC. Depending on mission requirements, PSYOP staff augmentation may be provided to the commander of a subunified, JTF, or component command to enhance planning and coordinating capability.
d. PSYOP units may be integrated into combined operations. When US PSYOP assets are attached to an allied organization, they will usually function the same as when supporting US forces. Appropriate points of coordination and control for PSYOP activities and forces should be established through a combined PSYOP cell.

5. Organization of PSYOP Forces

a. The scale of joint operations will generally dictate the organization of PSYOP forces. This organization will vary with the nature of the mission, availability and qualifications of PSYOP personnel, and the supported commander's assessment of the PSYOP force requirement.

b. As a crisis begins to develop, the first element of the CONUS-based PSYOP force that the combatant commander will place in the TPFDD for transport to theater is the PSYOP Assessment Team (POAT). The POAT provides staff augmentation to the J-3 of the JFC. This team consists of 4 to 12 personnel, communications equipment, and vehicles. The POAT assesses the situation, confers with the commander, develops the PSYOP objectives, and recommends an appropriate combination of personnel, equipment, and Service components to accomplish the mission. If the POAT can accomplish necessary planning and assist tactical commanders executing PSYOP activities, no further PSYOP forces are likely to be required. The POAT also coordinates with other USG agencies with related missions.

c. If the POAT determines that significant PSYOP forces are required to accomplish the JFC PSYOP objectives, a PSYOP Task Force (POTF) may be required.

(1) The decision on whether or not to activate a POTF is determined by the following factors:

(a) CONUS-developed and produced PSYOP products can not be delivered to the AOR in a timely manner.

(b) Geographical size of the AOR requires dispersed operations.

(c) Number and types of supported units exceeds the capability of POAT to advise and assist.

(d) Number and types of PSYOP units/assets to be coordinated exceeds the C2 capability of the POAT.
(2) The regional battalion provides PSYOP C2 assets and product development capability. The regionally oriented battalion is augmented by production assets (audio-visual (AV) studios, printing presses, etc.) and dissemination assets (radio stations and radios, television stations and televisions, loudspeaker teams), including RC enemy prisoner of war and regional and/or tactical units, as required.

(3) Although the POTF could be assigned anywhere in the JFC structure, it ordinarily remains OPCON to the JFC and reports through the J-3 (see figure III-1). Because all products used throughout the joint force must be consistent, they are developed in one product development cell. Retaining OPCON at the joint force headquarters allows the most effective use of scarce PSYOP-trained personnel and linguists while ensuring access of PSYOP products to all subordinate commands.

(4) Tactical dissemination assets, primarily loud-speaker teams and liaison teams may: be attached in CONUS to deploying units, attached in theater based on mission requirements, or deploy with the POTF and remain in support of the entire joint force. Factors that will affect the size and composition of the PSYOP force include, but are not limited to, the following:

(a) Scope and duration of the PSYOP objectives.

(b) Requirements for liaison and coordination with other USG and HN agencies.

(c) Requirements for sustaining and coordinating with supported units.

(d) Policy, funding, and foreign or HN sensitivities and their effect on other combatant command and supporting component objectives.

(e) Foreign intelligence and security service threat emanating from within the host country or from the target country.

d. The senior PSYOP officer in theater normally serves as the joint force PSYOP officer. If the situation can be handled by augmenting the JFC's staff, the joint force PSYOP officer will ensure component staffs are aware of the PSYOP products available. Working through the various component operations staffs, the joint force PSYOP officer will ensure continuity of psychological objectives, themes to stress.
Figure III-1. Command relationships for a JPOTF
and avoid, and target audiences by all components. Tailored PSYOP teams are available to support smaller operations when a POTF is not required.

e. Based on the scarcity of trained PSYOP personnel and the criticality of ensuring all PSYOP messages disseminated by the JFC are consistent, significant PSYOP activity normally requires a POTF to coordinate and deconflict execution of the JFC's plan. When a POTF is established, the following PSYOP command relationships are normally established. Tactical PSYOP forces are placed in direct support of maneuver elements. Dissemination forces operate in general support of the JFC with tactical control by the POTF commander. Multipurpose assets that are primarily PSYOP platforms, such as COMMANDO SOLO, remain OPCON to the Service component or the JSOTF and TACON to the POTF commander.

f. During full mobilization, the entire US military PSYOP capability becomes available for employment by the supported combatant commander. PSYOP units apportioned for theater planning purposes and available for employment are identified in Annex D to the JSCP.

g. Operations at any state of the operational continuum may require use of RC PSYOP forces. Early identification of PSYOP requirements is necessary to facilitate RC activation, processing, and training. Required RC PSYOP forces must be included in the TPFDD, along with AC PSYOP forces; otherwise, data essential for Joint Operation Planning and Execution System (JOPES) planners will not be available and deployment of forces required for the operations may be delayed.
CHAPTER IV

PSYOP PLANNING

1. General. PSYOP in joint operations will be planned, developed, and executed in accordance with JOPES (see Joint Pubs 5-03.1 and 5-03.2). The provisions of this chapter apply equally to the processes of deliberate and crisis action planning. Military PSYOP are components of US international information activities. Accordingly, planned military PSYOP may affect not only military targets but political, economic, or social structures within the target area.

2. General Objectives of Joint PSYOP
   a. Reduce efficiency of opposing forces.
   b. Further the US and or allied war effort by modifying or manipulating attitudes and behavior of selected audiences.
   c. Facilitate reorganization and control of occupied or liberated areas in conjunction with civil-military operations.
   d. Obtain the cooperation of allies and neutrals in any PSYOP effort.
   e. Support and enhance humanitarian assistance, FID, and/or foreign nation-assistance military operations.

3. Planning Skills. To employ PSYOP effectively, joint military planners must have:
   a. A thorough knowledge of national security policy and objectives, as well as national and theater military objectives.
   b. Joint operations planning skills with a knowledge of PSYOP doctrine, tactics, techniques, procedures, and force structure.
   c. A thorough understanding of the customs, mores, and values of the target audience.

4. PSYOP Concepts for Planners. The more effective the use of PSYOP, the greater the potential for operational success. As plans are developed the following concepts must be kept in mind.
   a. Persuasive Communications. All communications systematically convey information and impressions directly
to all involved. Personal conclusions that result will interact with individual perceptions to change or reinforce attitudes and behaviors. Operationally, international information activities and military PSYOP can communicate persuasively.

b. Command Disruption. Disruption of C4 not only directly interferes with the capabilities of an opponent to succeed in combat but also can have serious impact upon the opponent's morale, cohesion, discipline, and public support essential to efficient operations.

c. Information Denial. Competing parties can systematically deny opponents information they require to formulate decisions. The Information Security Program establishes procedures to protect classified information and the OPSEC program establishes measures to deny unclassified but sensitive indicators of friendly activities, capabilities, and intentions during peace, conflict, and war.

d. Intelligence Shaping. It is possible to systematically convey and deny data to opposing intelligence systems with the objective of causing opposing analysts to derive selected judgments. These judgments interact with the perceptions of opposing planners and decisionmakers to influence estimates upon which capabilities, intentions, and actions are based.

5. PSYOP Plan Development. The following guidance is provided for the development of the PSYOP appendix to the Operations annex.

a. Research and Analysis. Research must be conducted and requisite data must be collected to plan PSYOP. The data must be analyzed to determine competing and complementary US and other-party goals, and possible strategies and courses of action to achieve these goals. The planner should also make a determination of key questions about friendly intentions, capabilities, and current activities that an adversary would need to act effectively under competitive circumstances. Such key questions are termed essential elements of friendly information.

b. Development. The perceptions, knowledge, and factors that influence particular targets must be evaluated. Both the sources upon which particular targets rely and US ability to influence those sources must be determined. Target information-gathering interests and activities need to be identified. Information and indicators that should be conveyed and denied to targets to reinforce desired
appreciations and preserve essential secrecy must be ascertained. Execution means to convey or deny information and indicators have to be selected. A plan for a general phasing of those means has to be developed. Tasks required to prepare and execute implementing actions and to supervise overall execution need to be identified. Themes and actions to be stressed or avoided must be developed to support the attainment of specific psychological objectives. Success or failure of PSYOP can hinge on analysis of culturally sensitive themes or actions that may be viewed as offensive to the target audience. Various courses of action must be developed and submitted in the PSYOP appendix to the Operations annex of the operations plan for coordination and approval. Planners should identify the assets necessary to execute the plan and list them in OPLAN TPFDDs; otherwise, it may become difficult to obtain these assets in time to execute the plan. A dissemination or PSYOP activity timeline must also be developed and be listed in OPLANs submitted for approval.

c. Production Requirements. The forces, assets, and capabilities needed to produce PSYOP products must be analyzed. These factors must be compared to the forces assigned or available for planning and organizations (US and allied). Tasks for available PSYOP resources, including specific requirements, must also be provided. Requirements for PSYOP resources in excess of those available to the unified command will be reported to the Joint Staff.

d. Dissemination Plan. The dissemination plan must take into account the type of PSYOP product (i.e., leaflets, radio broadcasts, TV broadcasts) and the means to deliver the product. Coordination among the commands planning and executing PSYOP actions are necessary for effective joint use of capabilities. A joint communications plan should be prepared to ensure that communications systems are compatible and adequate. Regardless of the means used to disseminate PSYOP products, the messages and actions must be carefully evaluated for intent and impact. The effects of PSYOP actions on targets, deceptions in use or planned, OPSEC posture and vulnerabilities, and policy consistency, demand close scrutiny and coordination among all planners.

6. Planning Considerations

a. Means. The most numerous and generally useful means to conduct PSYOP are open sources of information. These sources should be accessible to, or activities observable by, target groups. When appropriate, deception means can be used to convey messages to foreign groups having access to
foreign intelligence. Planners must understand both the possibilities and limitations of each means and the factors to consider in their use.

b. Personnel. Dedicated personnel with adequate language and area expertise and resources are needed during conflict and war to conduct theater, operational, and tactical PSYOP. Specific requirements must be determined by commanders based on anticipated operations.

c. Inter-Service, Interagency. The formation of an Office of the Secretary of Defense (OSD) level inter-Service and, in some cases interagency level, committee may be necessary to facilitate coordination and monitor the development and execution of joint or coalition PSYOP plans or actions.

7. Planning Guidance. Specific joint PSYOP planning guidance and considerations for planners will:

a. Convey to the target audience an awareness of US determination and ability to attain national security objectives.

b. Consider and plan for the early conduct of military PSYOP and, if required, use of HN resources and non-PSYOP military assets for media production and dissemination; e.g., use of naval ship printing facilities for production of PSYOP products.

c. Ensure PSYOP support to US conventional and special operations forces (SOF).

d. Plan the movement of major end-items.

e. Integrate PSYOP measures into counter C2 plans.

f. Assist allied military service organizations in developing coordinated PSYOP programs in support of FID/counterinsurgency.

g. Use HN and US Country Teams to gain local support.

h. Deter and discourage would-be aggressors from threatening vital US interests.

i. Include the use of automated information management systems that support PSYOP.
j. Maintain the capability to accomplish US-only objectives when PSYOP forces and capabilities are provided to allied or coalition commands.

k. Consider the effects of terrain, weather, and a nuclear, biological, and chemical environment on forces, equipment, and the planned method for dissemination of PSYOP products.

l. Ensure comprehensive coordination of plans with emphasis on those staff elements or agencies that generate information, such as the PA officer, so all information activities are concordant.

m. Integrate tactical exploitation of national capabilities and assets before and during mission execution.

n. Establish a PSYOP reporting system to provide relevant information to the supported unit S3/G3/J3 and other PSYOP planners about:

   (1) Enemy PSYOP activity.

   (2) The apparent impact of friendly PSYOP activities.

   (3) Any anticipated changes to ongoing activities.

o. Consider preparation of PSYOP to counter the effects of an adversary's psychological warfare effort before, during, and after US military combat operations.

8. Approval of PSYOP Plans. Planners should understand the difference between planning for joint operations and planning for overt peacetime PSYOP programs. Peacetime programs are planned in consonance with the respective US Ambassador's country plan and support national objectives and policy. Plans for conflict and war also support national objectives and policy but generally have a different focus for PSYOP than peacetime programs.

   a. Overt Peacetime Psychological Operations Programs. The guiding policy for OP3 is DOD Directive S-3321.1. Annual OP3 programs will be submitted to the Joint Staff for coordination and transmittal to USDPO or his designee, ASD(SO/LIC), for staffing and interagency coordination. Annual programs approved by the USDPO, or the ASD(SO/LIC), will be returned through the Joint Staff to the theater combatant commanders. Approval of an overall annual program is required before the conduct of specific operations. Previously approved annual programs may continue while the
following year's proposed program is in the staffing and approval process.

b. Joint Operations Planning

(1) Military PSYOP span the operational continuum. Specific planning options and sequencing of events guide PSYOP activities during each operation. Changes in political objectives or constraints may cause operational characteristics to change rapidly and significantly. Experience has repeatedly demonstrated that it is essential to involve PSYOP planners at the beginning and that those who will execute the mission must be involved in the planning process.

(2) The planning process is detailed in JOPES, Volume I (Joint Pub 5-03.1). Planning and execution formats and guidance are contained in JOPES Volume II (Joint Pub 5-03.2).

(a) OPLANs require all applicable annexes and appendixes, including PSYOP, be produced and submitted as part of the OPLAN in the review and approval process. Submission of the proposed dissemination timeline can minimize later delays, even if approval is conditional.

(b) In CONPLANS, the combatant commander decides which annexes and appendixes will be developed. PSYOP planners should encourage the combatant commander to make an early determination of the need for a PSYOP appendix to the Operations annex and ensure it is included in the plan when submitted for review and approval, if developed.

(c) Crisis action planning procedures are found in Chapter V and Annex A of JOPES Volume I.

(3) PSYOP planners should request initial policy coordination from ASD(SO/LIC) through the Chairman of the Joint Chiefs of Staff as early as possible to facilitate coordination with USG agencies. Planners should have agreements with other USG agencies, as appropriate. Command arrangement agreements, memorandums of understanding, and letters of agreement with the Services, DOD and non-DOD agencies, and interdepartmental and interagency committees or groups should be developed to effectively implement and accomplish operational missions.
c. Planning is sometimes sensitive, requiring compartmentalization. Commanders will take active measures to protect the integrity of the PSYOP planning process and prevent the premature release of PSYOP themes, messages, or target information.

9. PSYOP Studies Program. The PSYOP studies program includes the Basic PSYOP Studies (BPS), the Special PSYOP Studies (SPS), and Special PSYOP Assessments (SPA). The Chairman of the Joint Chief of Staff provides general policy and establishes production priorities for the program. USCINCSOC, as a supporting CINC, manages the PSYOP Studies Production Program, issues taskings, and monitors production. Combatant commanders request BPS or SPS production on specific countries or regions within their respective AORs.

a. The BPS and SPS are designed to provide PSYOP planners with basic source documents for developing PSYOP estimates and plans. These documents also assist other planners in assessing the feasibility and appropriateness of using PSYOP in a given country or region in support of US national objectives and operational plans of commanders of unified commands. BPS are country specific and SPS can be country, regional, or issue oriented.

b. SPA are contingency-related, quick-response PSYOP analyses of the situations in selected countries or regions where crises may be developing or the potential for crisis is perceived.

10. Coordination with Other Government Agencies. Coordination of PSYOP with other USG agencies ensures that policies and plans supporting PSYOP objectives are articulated and in consonance with NCA-approved themes and policies.

a. United States Information Agency has the primary responsibility for conducting public diplomacy and for advising the US Government on policy implications of foreign attitudes and perceptions. Public diplomacy includes communication, PA, press relations, people-to-people exchanges, and cultural ties with other nations. Public diplomacy supplements traditional diplomacy by disseminating information to foreign populaces generally through open media sources. As such, public diplomacy should be part of a unified, coherent effort to communicate with the people and governments of other countries. PSYOP can support US public diplomacy initiatives.

b. In addition to USIA, PSYOP should be coordinated with other USG agencies, including, but not limited to, the CIA;
Board for International Broadcasting; Departments of State, Commerce, Transportation, Energy, and Justice; Drug Enforcement Administration; and US Coast Guard.
CHAPTER V

PSYOP AND THE OPERATIONAL CONTINUUM

1. Joint Military PSYOP Objectives Across the Operational Continuum. PSYOP supports joint and combined conventional and special operations and other designated government agencies (OGA). The role of PSYOP varies depending on the level of operational activity or environment. Although the following discussion of PSYOP applicability to the three general states within the continuum (peace, conflict, and war) describes each in discrete terms, in actual circumstance there may not be a precise boundary where a particular state ends and another begins. The continuum model, as outlined in Joint Pub 3-0, facilitates the abilities of the NCA and the combatant commander to describe strategic and operational environments, define needs, devise strategies, and project DOD assets (to include PSYOP) to meet mission requirements.

a. Military Peacetime

(1) Peacetime Operations. To be effective, peacetime military PSYOP are conducted in accordance with DOD Directive S-3321.1 and require interagency coordination and authorization at the national level. Typical peacetime operations that can be supported by joint PSYOP include humanitarian assistance and disaster relief, nation assistance, security assistance, FID, counterdrug operations, and peace support operations. Peacetime military activities provide training and in-theater access to allow for the facilitation and use of PSYOP during the transition to war. The broad objectives of peacetime military PSYOP are to:

(a) Modify the behavior of selected target audiences toward US and allied capabilities.

(b) Support the peacetime elements of US national policy objectives, national security strategy, and national military strategy.

(c) Support the theater CINC's regional security strategy objectives.

(d) Support the objectives of the Country Team.

(e) Promote the ability of the host nation to defend itself against internal and external insurgencies and terrorism (sponsored and supported) by fostering reliable military forces.
and encouraging empathy between HN armed forces and the civilian populace.

(2) Conflict Operations. Conflict requires the application of the diplomatic, military, economic, and informational instruments of national power. Nonlethal activities, such as PSYOP, can be decisive in conflict. Failure to engage in nonlethal activities may prolong the conflict at the cost of lives. Joint PSYOP are capable of supporting operations conducted during conflict to include raids or strikes, combating terrorism, peacekeeping and/or enforcement of sanctions, naval quarantines, and noncombatant evacuation operations (NEO). In conflict, PSYOP offers the NCA options for engagement that potentially:

(a) Avoid the employment of additional combat forces.

(b) Reduce the period of confrontation.

(c) Enhance the political, military, economic, and informational elements of national power.

(3) Objectives. PSYOP are directed toward selected target audiences in support of conflict operations to achieve the following objectives:

(a) Mobilize popular support for US and allied military operations.

(b) Gain and sustain popular belief in and support for US and allied political systems (including ideology and infrastructures) and political, social, and economic programs.

(c) Attack the legitimacy and credibility of the adversary power's political systems.

(d) Publicize beneficial reforms and programs to be implemented after defeat to the adversary power.

(e) Shift the loyalty of adversary forces and their supporters to the friendly powers.

(f) Deter adversary powers or groups from initiating actions detrimental to the interests of the United States, its allies, or the conduct of friendly military operations.
(g) Promote cessation of hostilities to reduce casualties on both sides, reduce collateral damage, and enhance transition to post hostilities.

b. War. During war, PSYOP at the strategic, operational, and tactical level may enhance the success of operations at all echelons. PSYOP objectives during war will:

1. Explain US political policies, aims, and objectives.
2. Arouse foreign public opinion or political pressures for, or against, a military operation.
3. Influence the development of adversary strategy and tactics.
4. Amplify economic and other nonviolent forms of sanctions against an adversary.
5. Undermine confidence in the adversary leadership.
6. Lower the morale and combat efficiency of adversary soldiers.
7. Increase the psychological impact of US and allied combat power.
8. Support OPSEC.
9. Counter hostile foreign PSYOP efforts.

2. PSYOP in Support of Joint Warfare Operations

a. In war, JFC's synchronize their capabilities and actions in various dimensions to achieve assigned objective quickly and with minimum casualties. The JFCs seek to establish conditions that lead to decisive operations (i.e., that set of operations that either defeats the enemy center of gravity or successfully achieves other strategic objectives).

b. Joint PSYOP is an instrumental tool in support of the campaign plan, which assists the JFC in gaining the initiative. In addition, properly planned and executed PSYOP provides supported commanders, at all echelons, opportunities for gaining additional agility, depth, and synchronization for sustained and decisive combat operations.

c. Employment of PSYOP can be equally effective in supporting both offensive and defensive operations conducted by conventional forces. The type of offensive and defensive
operations influences the type of PSYOP support and the degree of success it achieves.

(1) PSYOP conducted in support of offensive operations can:

(a) Exploit the effects of friendly offensive operations.

(b) Contribute to the effectiveness of OPDEC, tactical deception (TD), and OPSEC measures employed during offensive operations.

(c) Increase or decrease the psychological impact of adversary operations.

(d) Help subordinate units exploit targets of opportunity.

(e) Increase the psychological impact of the employment of US technologically-superior weapons systems against adversary forces and strategic targets.

(2) PSYOP support to the commander in the defense can:

(a) Discourage adversary offensive operations.

(b) Provide support to forces delaying the advance of adversary units, to include PSYOP support for tactical deception.

(c) Support the planning for and conduct of counterattacks.

(d) Support forces delaying an adversary's advance using tactical deception operations.

(e) Support rear area commander's operations.

(f) Prepare the battlefield psychologically for resumption of friendly offensive operations.

(3) PSYOP support to objectives common for all joint conventional operations will:

(a) Create uncertainty in and lower the morale and efficiency of adversary soldiers and civilians.

(b) Influence adversary strategy and tactics.
(c) Arouse local public opinion in favor of friendly forces and foment internal political and social pressures against adversary operations.

(d) Promote the activities of opponent elements directed against the adversary, particularly those conducted by elements within the adversary's territory.

(e) Encourage disaffection among potentially dissident elements within the adversary military and civilian populace.

(f) Advise on the psychological implications of planned and executed friendly courses of action (COA).

(g) Plan and conduct counterpropaganda operations to nullify adversary PSYOP efforts or mitigate their effects.

3. PSYOP in Support of Special Operations. SO are an integral part of modern warfare. SO may support conventional military operations or they may be conducted alone. PSYOP may support the following SO missions:

a. Unconventional Warfare (UW). Conventional PSYOP techniques may be applicable during UW operations, but because of the changing operational environment, different target groups exist. The four major UW targets of PSYOP are:

   (1) The uncommitted.

   (2) Hostile sympathizers.

   (3) Hostile military forces.

   (4) Resistance sympathizers.

b. Foreign Internal Defense

   (1) PSYOP supports the achievement of national goals by targeting specific audiences. In FID, specific PSYOP goals exist for the following target groups:

      (a) Insurgents. To create dissension, disorganization, low morale, subversion, and defection within insurgent forces.
(b) Civilian Populace. To gain, preserve, and strengthen civilian support for the HN government and its counterinsurgency programs.

(c) Military forces. To strengthen military support, with emphasis on building and maintaining the morale of the HN forces.

(d) Neutral elements. To gain the support of uncommitted groups inside and outside the HN.

(e) External hostile powers. To convince hostiles the insurgency will fail.

(2) PSYOP can assist a FID mission by achieving many or all of the following goals:

(a) Improving popular support for the HN government.

(b) Discrediting the insurgent forces with neutral groups and the insurgents themselves.

(c) Projecting a favorable image of the HN government and the US.

(d) Supporting defector programs.

(e) Providing close and continuous support to civil military operations.

(f) Supporting HN programs that protect the population from insurgent activities.

(g) Strengthening HN support of programs that provide positive populace control and protection from insurgent activities.

(h) Informing the international community of US and HN intent and goodwill.

(i) Passing instructions to the HN populace.

(j) Developing HN PSYOP capabilities.

c. Direct Action (DA). PSYOP support of DA missions depends on the situation, mission, and type of forces involved. PSYOP support of DA missions needs to be closely coordinated and linked to US public diplomacy and command
information programs. The following are common PSYOP objectives in DA operations:

(1) Explain the purpose of the operation to counter the enemy reaction and ensure that friendly, neutral, and hostile audiences know what has occurred and why.

(2) Establish control of noncombatants, neutrals, and other groups in the operational area.

(3) Reduce interference in the DA operation by hostile forces and nations.

(4) Exploit target audiences that might not otherwise be accessible. Exploitation includes demoralizing potential adversaries with the results of the operation.

(5) Assess the psychological impact of the operation.

(6) Reduce the adverse effects of mission failure.

(7) Capitalize on DA mission success in strategic PSYOP operations.

(8) Support DA missions in contingency operations.

d. Special Reconnaissance (SR). Psychological operations support SR by:

(1) Assessing the psychological impact of the operation to include the impact on compromised clandestine or covert operations.

(2) Limiting or negating the effects of compromise.

(3) Conducting cover and deception operations.

(4) Providing personnel to help in area assessments.

e. Counterterrorism (CT). PSYOP must integrate with other security operations to target the forces employing terrorism. The aim is to place the terrorist forces on the psychological defensive. To do so, PSYOP personnel analyze the terrorists' goals and use PSYOP programs to frustrate those goals. PSYOP supports CT by:

(1) Countering the adverse effects of a terrorist act.

(2) Lessening popular support for the terrorist cause.
(3) Publicizing incentives to the local people to inform on the terrorist groups.

(4) Persuading the terrorists that they cannot achieve their goals and that they are at personal risk (from a responsible government that will not negotiate).

4. PSYOP in Support of Civil Affairs (CA). PSYOP can provide key support and information for CA activities when effectively integrated into civil-military operations. PSYOP can provide support in the following areas.

a. Develop information for CA concerning the location, state of mind, and health of civilians and the physical characteristics of the area of operations.

b. Disseminate information concerning the safety and welfare of the indigenous civilian population.

c. Influence a civilian population's attitude toward US policy and prepare it for CA involvement in post-conflict activities.

d. Maximize CA efforts in the area of humanitarian assistance by exploiting the goodwill created by US efforts in the area of medical and veterinary aid, construction, and public facilities activities.

e. During disaster-relief operations, PSYOP may foster international support for US host governments and may coordinate publicity for US effort.

f. Conduct assessments before and after the operation to determine the most effective application of effort and document the results.

g. Provide direct support to CA units conducting emergency relocation operations of displaced civilians and for operation of the displaced civilians camps.

h. As a corollary, CA activities, when conducted within the framework of a viable civil-military operations concept, can contribute significantly to the overall success of PSYOP activities (deeds versus words).
CHAPTER VI

SUPPORT FOR PSYOP

1. Intelligence Support for PSYOP. The use of PSYOP forces and assets is predicated on political, military, economic, cultural, and psychological or social conditions. PSYOP planners must possess a thorough and current knowledge of these conditions to develop PSYOP targeted at selected foreign groups to influence their objective and emotional reasoning. This knowledge is obtained through the use of the intelligence cycle. This is the process by which intelligence is obtained, produced, and made available to the PSYOP planner. The intelligence cycle has five steps: planning and direction, collection, processing, production, and dissemination.

   a. Intelligence and counterintelligence requirements include current intelligence, background studies of foreign countries, and intelligence and counterintelligence estimates. Each command must evaluate its assigned missions and areas of operation and identify specific PSYOP intelligence and counterintelligence needs. The thoroughness of this evaluation and identification will determine how well intelligence-gathering organizations and counterintelligence support organizations can gather essential information and produce relevant intelligence and counterintelligence products. Collection of PSYOP-related intelligence and counterintelligence should include a detailed collection plan with specific collection requirements to exploit all available sources and techniques. It should include basic intelligence and country studies on foreign cultures and particular target groups and current intelligence on foreign group attitudes, behavior, and capabilities.

   b. Intelligence should be provided continually about specified target groups to keep PSYOP estimates current and to provide feedback about group reactions to PSYOP messages. In addition, interrogations of enemy prisoners of war and line crossers, civilian internees, current defector information, and other similar current data are needed to evaluate, plan, and execute real-time PSYOP and to ascertain the effectiveness of ongoing operations.

   c. PSYOP planners should ensure specific needs for finished intelligence products are communicated to the intelligence community so that the requests can be tasked, monitored, and satisfied in a timely manner. When appropriate, planners should also ensure that collection gaps are identified as either intelligence information objectives (IO) (as requests
for "Collection Emphasis"), or as time-sensitive collection requirements for tasking to the DOD HUMINT system.

d. Any factor that presents a recurring and identifiable obstacle to achieving success of a military PSYOP program is deemed a threat. The early identification of threats can establish an advantage. Exploitation of threat factors increases the potential for successful fulfillment of PSYOP program goals and objectives. The PSYOP planner needs to write a collection plan with specific intelligence and counterintelligence collection requirements. Intelligence and counterintelligence assets can then conduct the collection and analysis. Generally, three environments are viewed as posing a threat to the effectiveness of military PSYOP.

(1) Conflict environment threats are those that can stem from a foreign nation using its military and economic power to gain control of a region. Whatever the method used, the US PSYOP analyst should identify specific intelligence and counterintelligence collection requirements to assist in recognizing the effort to channel the behavior of individuals to reach a desired goal.

(2) Technological environment threats are products of an expanding ability of nations worldwide to use easily accessed communications resources. Many nations possess electronic countermeasures and electronic counter-countermeasures assets that can degrade US military PSYOP efforts. The PSYOP planner needs to write a collection plan with specific intelligence and counterintelligence collection requirements focusing on the enemy's capabilities to jam PSYOP signals and conduct counter-PSYOP and other technical operations.

(3) Social and political environment threats are created through upheavals in a country's economic, religious, cultural, and political structures. These changes may be sudden or unanticipated, temporary or permanent, and may alter the perceptions held by the country's populace. This can pose a threat to the success of US military PSYOP if the potential for these changes in perception is not recognized by planners. The PSYOP planner must write a collection plan with specific intelligence and counterintelligence collection requirements including these political, religious, economic, and social structures.
2. C4 System Support

a. Communications between staffs and commands that are planning and executing PSYOP actions are necessary for effective joint use of capabilities. A joint PSYOP communications plan should be prepared to ensure that communications systems are compatible and adequate. Theater communications architecture must include plans for integration of PSYOP support requirements into secure voice and data nets, satellite communications systems, and a capability to communicate with US national level agencies, allied, and HN communications systems.

b. Control should favor centralized planning and decentralized execution. Control is exercised from the lowest level that accomplishes the required coordination. PSYOP considerations may dictate that control be at high national levels. The flexibility needed necessitates that PSYOP assets have access to long- and short-haul communications.

c. The POAS is a joint system that provides analytical computer-supported PSYOP products for multiple national-level users. It is one of the systems, together with the Resource Monitoring System, the Worldwide Military Command and Control System's Environmental Support System, and certain other systems that provide the Chairman of the Joint Chiefs of Staff the means to fulfill his mission. The POAS represents the primary automated system means to permit near-real-time support to the combatant and specified commands, the Joint Staff, and interagency customers having need for militarily relevant psychological products. These capabilities are for development of products used by the Joint Staff, the operations and intelligence staffs, and the counterintelligence support officers available to the combatant commands, Service staffs, major commands, and their elements, as well as Cabinet-level national security and foreign policy departments. POAS is a joint system designed to store, integrate, compare against pre-programmed criteria, and retrieve PSYOP-relevant information. This information is needed to identify, predict, and influence foreign responses and attitudes toward US military PSYOP, national security, and foreign policy initiatives and current events throughout the world. POAS consists of two subsystems:

(1) PSYOP Management Information Subsystem (PMIS) is designed to provide automated information management capabilities for all DOD PSYOP organizations and customers. These capabilities include access to
intelligence sources, commercial news and wire services, academic automated data bases, and message transfer. The Psychological Operations Automated Data System (POADS) is the computer hardware and software structure that ties PMIS to the other POAS subsystem.

(2) PSYOP Studies Program Subsystem (PSPS) provides for the production of various BPS and SPAs used as planning and intelligence tools. SPAs are combatant commander-driven. The Chairman of the Joint Chiefs of Staff has established a program for the systematic production of PSYOP studies. This program is intended to provide PSYOP planners with basic source documents for developing PSYOP estimates and plans. PSYOP studies are not a substitute for PSYOP estimates. Therefore, unified and specified commands will supplement PSYOP studies with recent or specialized data to produce current PSYOP estimates responsive to the requirements of specific OPLANs. It is intended to be fully automated eventually.

d. The Joint Center for Lessons Learned (JCLL) can assist by providing Joint Universal Lessons Learned (JULLS) about historic PSYOP.

3. Logistic Support

a. PSYOP forces will normally deploy with a 30-day basic load of PSYOP supplies. This is a baseline planning figure and may not be sufficient to meet specific contingency mission requirements. Joint planners must ensure PSYOP support requirements are taken into account when planning logistic support.

b. Although PSYOP relies heavily on state-of-the-art systems, planning must take into consideration the potential for having to integrate into less sophisticated equipment often found in lesser developed areas of the world. Foreign nation support (FNS) is a source for providing much of PSYOP required supplies. Foreign personnel and organizations can perform many of the support related functions, thus reducing the strain on US logistic systems. CA organizations can identify potential sources of FNS for PSYOP requirements. Early identification of PSYOP FNS needs is critical to facilitate location and establishment of agreements or contracts to provide necessary PSYOP-related supplies, equipment, and facilities.

c. When US PSYOP assets support allied or combined operations, they will normally be supported by US logistic
systems unless otherwise determined by agreements, directives, or approved OPLANs. HN forces involved in US-sponsored or US-supported PSYOP activities may provide the major portion of their logistic support requirements. When approved by the combatant commander, US PSYOP or logistic systems may furnish military supplies, services, PSYOP-peculiar equipment, and US medical support in accordance with directives and approved OPLANs.
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APPENDIX A

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   e. 5138.3, "Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict)."
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g. Pub 3-05.3, "Joint Special Operational Procedures."

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APPENDIX B
SERVICE-PSYOP CAPABILITIES

1. General. Each Military Service has the inherent capability to support US foreign policy objectives with organic assets for production and/or dissemination of PSYOP products. Planning guidance is contained in the JSCP, JOPES, and Service doctrine. Plans should address the use of strategic, operational, tactical, and consolidation PSYOP as aspects of the overall strategy for conducting the war.

2. US Army PSYOP Assets

a. The US Army maintains Active component (AC) and Reserve component units to plan and conduct PSYOP. These units, or elements thereof, are available for support of training exercises for planning purposes to support pertinent OPLANs prepared by commanders of unified and specified commands and furnishing advice and assistance.

b. US Army PSYOP units are equipped and trained to plan and execute the joint force commanders' PSYOP activities at the strategic, operational, and tactical levels; support all SO missions; and conduct PSYOP in support of consolidation missions. Specially trained units support enemy prisoner of war missions. PSYOP group and battalion headquarters are structured to command and control subordinate units that conduct PSYOP missions.

c. PSYOP forces are assigned to the US Army Civil Affairs and Psychological Operations Command (USACAPOC), a major subordinate command of United States Army Special Operations Command (USASOC), at Fort Bragg, North Carolina. The AC forces are organized under the 4th PSYOP Group (POG) (Airborne) into three regionally oriented battalions, a tactical support battalion, and a PSYOP dissemination battalion.

d. Most of the Army's PSYOP units are in the Army Reserve. In peacetime, RC PSYOP personnel will actively participate with AC PSYOP personnel in an integrated planning and training program to prepare for regional conflicts or contingencies. The RC will also be involved with the AC in the planning and execution of peacetime PSYOP programs. In wartime, RC PSYOP assets may be mobilized by the Service as required by combatant commanders and constrained by national policy to augment AC PSYOP forces. The RC can also continue peacetime PSYOP programs in the absence of AC PSYOP forces when mobilized or directed by higher authority. The RC will
task, organize, mobilize, and deploy a POTG or POTF in the event of a second regional conflict or contingency.

e. US Army PSYOP-unique equipment assets are very diverse. They include 10-kilowatt (kw) and 50-kw transmitters (radio and TV broadcast capability), print systems, loudspeakers, and mobile audiovisual vans. These systems are instrumental in the development and dissemination of Army PSYOP products.

3. US Navy (USN) PSYOP Assets

a. Capabilities to produce audiovisual products are available from Fleet Audiovisual Command, Pacific; Fleet Imagery Command, Atlantic; Fleet Combat Camera Groups; various film libraries; Naval Imaging Command; and limited assistance from ships and aircraft of the fleet. A Naval Reserve PSYOP audiovisual unit supports the Atlantic Fleet.

b. Navy personnel assets have the capability to produce documents, posters, articles, and other material for PSYOP. Administrative capabilities ashore and afloat exist to prepare and produce various quantities of printed materials. Language capabilities exist in naval intelligence and among naval personnel for most Asian and European languages.

c. Fleet tactical readiness group (FTRG) provides equipment and technical maintenance support to conduct civil radio broadcasts and broadcast jamming in the AM frequency band. However, this group is not trained to produce PSYOP products and must be augmented with PSYOP personnel or linguists when necessary. The detachment is capable of being fully operational within 48 hours of receipt of tasking. The equipment consists of a trailer-mounted, ground, or air-transportable 10.6 kw AM band broadcast radio transmitter; a broadcast studio van; air conditioning units, antenna tuner, two antennas (a pneumatically raised 100-foot top-loaded antenna mast and a 500-foot wire helium-balloon antenna); and a 30 kw generator that provides power to the system. The FTRG is capable of responding to real-world PSYOP missions and natural disasters that require a rapidly deployable AM radio station.

4. US Air Force (USAF) PSYOP Assets

a. The USAF has a wide variety of aircraft with a vast range of capabilities that lend themselves to PSYOP throughout the operational continuum. Several types of USAF aircraft are specifically modified for the PSYOP role. Air Force Special Operations Command (AFSOC) is equipped with a
number of aircraft that are capable of accomplishing broadcast and leaflet PSYOP. Four EC-130 COMMANDO SOLO aircraft, assigned to the Pennsylvania Air National Guard, have PSYOP as their primary mission and are equipped for airborne broadcasting of radio and television signals. In addition, the MC-130 COMBAT TALON force, based in the continental United States (CONUS), Europe, and the Pacific, is fully trained and equipped for leaflet dropping operations.

b. In addition to specialized assets, nearly all other USAF aircraft can conduct a variety of PSYOP missions. For example, conventional airlift C-130s and rescue HC-130s can be configured for leaflet dropping operations and strike aircraft can dispense leaflets by dropping M-129 leaflet bombs on designated targets. In addition, strike aircraft can conduct specific attack missions designed to dramatically reinforce particular messages presented by broadcast or leaflet assets, etc.

5. US Marine Corps (USMC) PSYOP Assets. The USMC has the capability to execute observable actions to convey selected impressions to support PSYOP objectives. This support can include the use of shore-based loudspeaker broadcasting, aerial and artillery leaflet dissemination, combat camera documentation, and use of motion picture projection and viewing equipment.
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APPENDIX C

USERS EVALUATION REPORT
ON JOINT PUB 3-53

1. Users in the field are highly encouraged to directly submit comments on this pub. Please fill out and send in the following: user's POC, unit address, and phone (DSN) number.

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2. Content
a. Does the pub provide a conceptual framework for the topic?
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b. Is the information provided accurate? What needs to be updated?
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c. Is the information provided useful? If not, how can it be improved?
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d. Is this pub consistent with other joint pubs?
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e. Can this pub be better organized for the best understanding of the doctrine and/or JTTP? How?
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3. Writing and Appearance
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FROM:

JOINT DOCTRINE CENTER
BLDG R-52
1283 CV TOWWAY STE 100
NORFOLK, VA 23511-2491
GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

AC                Active component
AFFOR             Air Force forces
AFM               Air Force Manual
AFP               Air Force Pamphlet
ARFOR             Army forces
ASD(ISA)          Assistant Secretary of Defense
                   (International Security Affairs)
ASD(ISP)          Assistant Secretary of Defense (International
                   Security Policy)
ASD(SO/LIC)       Assistant Secretary of Defense (Special
                   Operations/Low Intensity Conflict)
BPS               Basic PSYOP study
C2                command and control
C2W               command and control warfare
C3                command, control and communications
C4                command, control, communications, and computers
CA                civil affairs
CIA               Central Intelligence Agency
CINC              Commander in Chief
COCOM             Combatant Command (command authority)
CONPLAN           operational plan in concept format
CONUS             continental United States
CT                counterterrorism
DA                direct action
DIA               Defense Intelligence Agency
EO                Executive order
FID               foreign internal defense
FM                field manual
FMFM              Fleet Marine Force Manual
FNS               Foreign Nation Support
FTRG              Fleet Tactical Readiness Group
HN                host nation
HUMINT            human resources intelligence
IO                Information Objectives
JFC               joint force commander
JCLL              Joint Center for Lessons Learned
JCSM              Joint Chiefs of Staff Memorandum
JOPES             Joint Operation Planning and Execution System
JPOTF  Joint PSYOP Task Force
JPOTG  Joint PSYOP Task Group
JSCP   Joint Strategic Capabilities Plan
JSOTF  Joint Special Operations Task Force
JTF    joint task force
JTTP   joint tactics, techniques, and procedures
JULLS  Joint Universal Lessons Learned

KW     kilowatt

MAGTF  Marine Air-Ground Task Force
MARFOR Marine forces

NAVFOR Naval forces
NCA    National Command Authorities
NSD    National Security Directive

OGA    other government agencies
OP3    Overt Peacetime PSYOP Program
OPCON  operational control
OPDEC  operational deception
OPLAN  operation plan
OPNAVINST Chief of Naval Operations Instruction
OPSEC  operations security
OSD    Office of the Secretary of Defense

PA     public affairs
PMIS   PSYOP Management Information Subsystems
POADS  Psychological Operations Automated Data System
POAS   PSYOP Automated System
POAT   PSYOP assessment team
POB    PSYOP Battalion
POG    PSYOP Group
POTF   PSYOP Task Force
POTG   PSYOP Task Group
PSPS   PSYOP studies program subsystem
PSYOP  psychological operations
pub    publication

RC     Reserve component

SECNAVINST Secretary of the Navy Instruction
SO     special operations
SOF    special operations forces
SPA    special PSYOP assessment
SPS    special PSYOP study
SR     special reconnaissance
TPFDD  time-phased force and deployment data
TV  television

UCP  Unified Command Plan
USACAPOC  United States Army Civil Affairs and Psychological Operations Command
USAF  US Air Force
USASOC  United States Army Special Operations Command
USC  United States Code
USCINCSOC  Commander in Chief, US Special Operations Command
USDPR  Under Secretary of Defense for Policy
USIA  United States Information Agency
USG  US Government
USMC  US Marine Corps
USN  US Navy
USSOCOM  United States Special Operations Command
UW  unconventional warfare
civil affairs. The activities of a commander that establish, maintain, influence, or exploit relations between military forces and civil authorities, both governmental and nongovernmental, and the civilian populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives. Civil affairs may include performance by military forces of activities and functions normally the responsibility of local government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. (Joint Pub 1-02)

command and control warfare. The integrated use of operations security (OPSEC), military deception, psychological operations (PSYOP), electronic warfare (EW) and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade or destroy adversary command and control capabilities, while protecting friendly command and control capabilities against such actions. Command and control warfare applies across the operational continuum and all levels of conflict. Also called C2W. Command and control warfare is both offensive and defensive:

a. Counter-command and Control. To prevent effective command and control of adversary forces by denying information to, influencing, degrading or destroying the adversary command and control system.

b. Command and control protection. To maintain effective command and control of own forces by turning to friendly advantage or negating adversary efforts to deny information to, influence, degrade, or destroy the friendly command and control system.

consolidation psychological operations. Psychological operations conducted in foreign areas inhabited by an enemy or potentially hostile populace and occupied by US forces, or in which US forces are based, designed to produce behaviors by the foreign populace that support US objectives in the area.

foreign internal defense. Participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency. See also internal defense. (Joint Pub 1-02)
internal defense. The full range of measures taken by a government to free and protect its society from subversion, lawlessness, and insurgency. See also foreign internal defense. (Joint Pub 1-02)

overt peacetime psychological operations programs. Those programs developed by unified and specified commands, in coordination with the chiefs of US diplomatic missions, that plan, support, and provide for the conduct, during peacetime and conflict, of psychological operations in support of US regional objectives, policies, interests, and theater military missions.

propaganda. Any form of communication in support of national objectives designed to influence the opinions, emotions, attitudes, or behavior of any group in order to benefit the sponsor, either directly or indirectly. (Joint Pub 1-02)

psychological operations. Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. (Joint Pub 1-02)