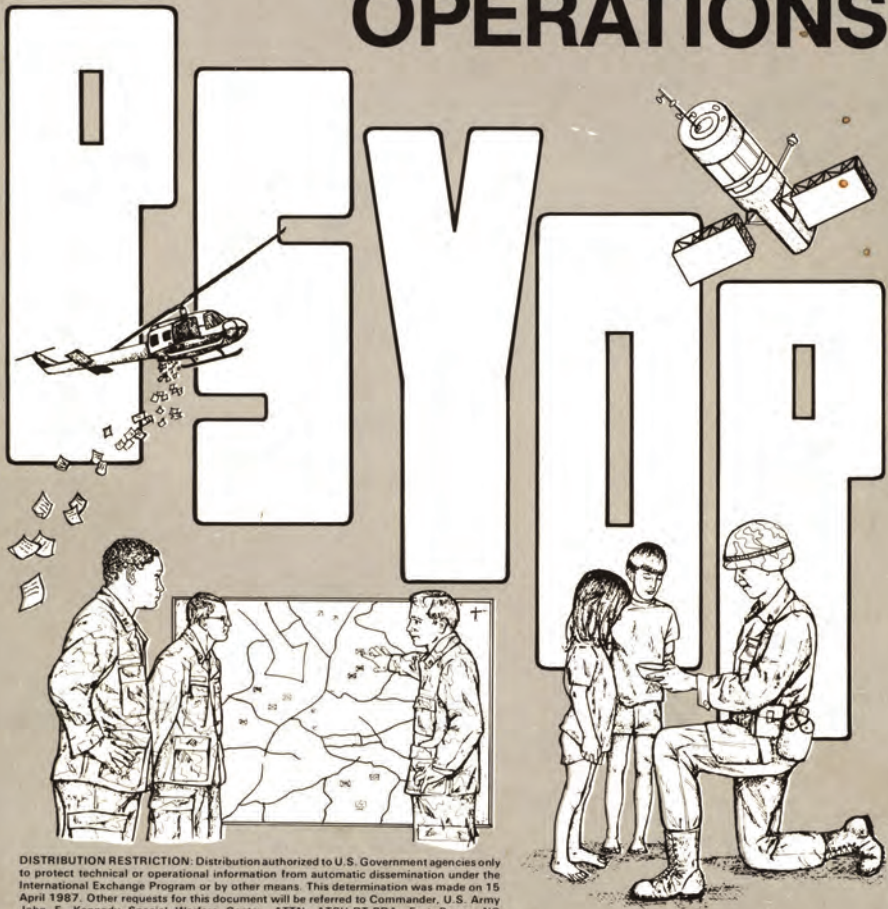


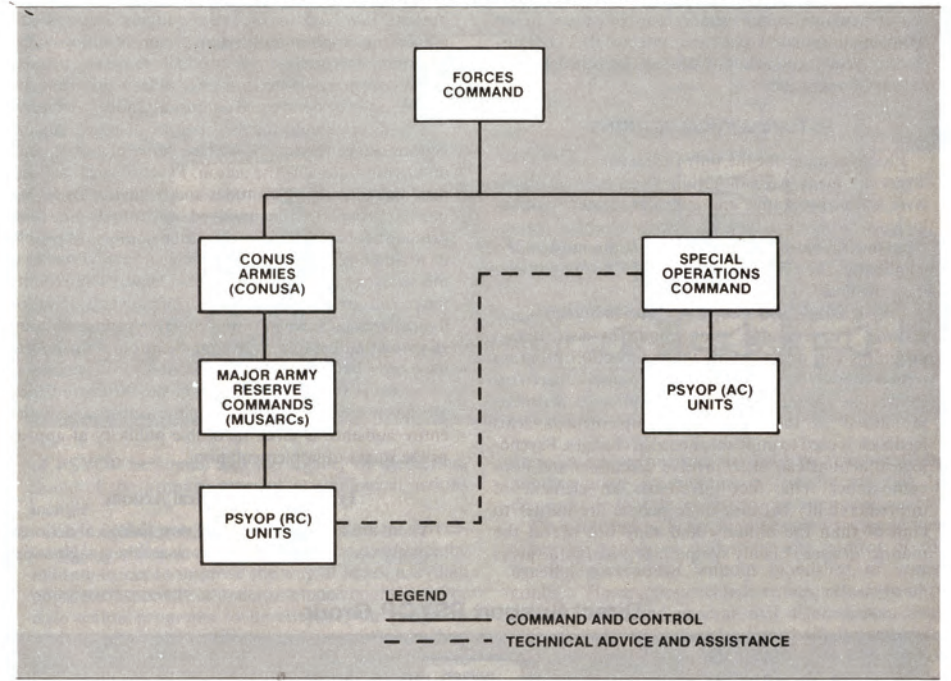
PSYCHOLOGICAL OPERATIONS



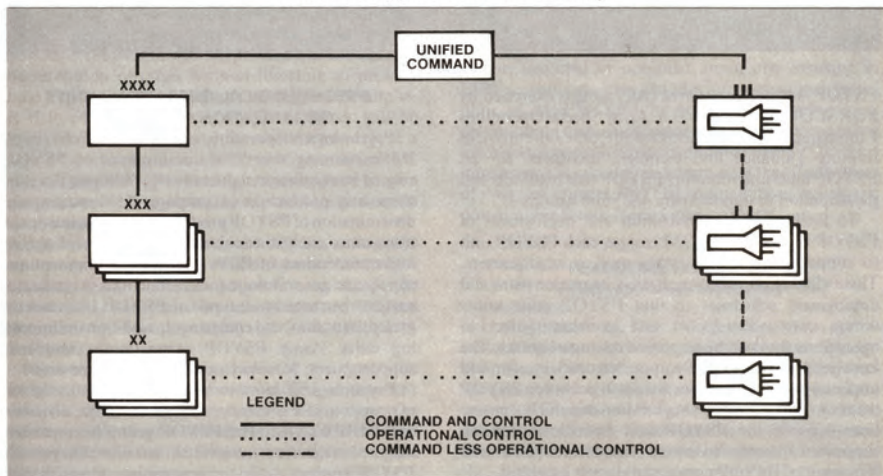
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Peacetime Command and Control of PSYOP Units

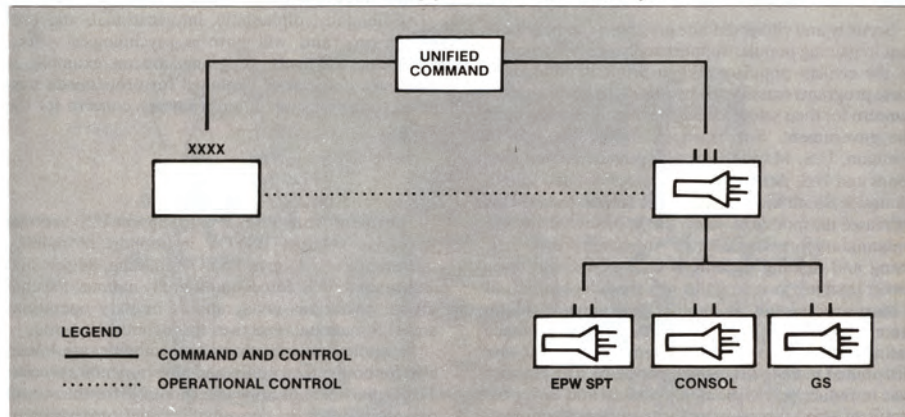


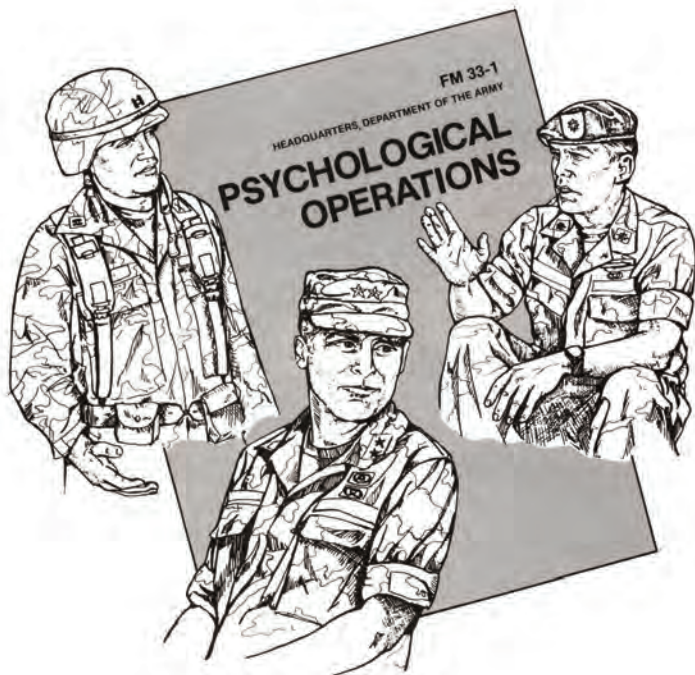
Direct Support PSYOP Group



3 - 6

General Support PSYOP Group





CHAPTER 4

Commander's Psychological Operations Guide

The relationship between the PSYOP unit and the unit it supports must help the supported commander accomplish his mission. Responsibilities for attaining PSYOP objectives as they apply to both the supported unit and the PSYOP unit must be clearly understood by both parties.

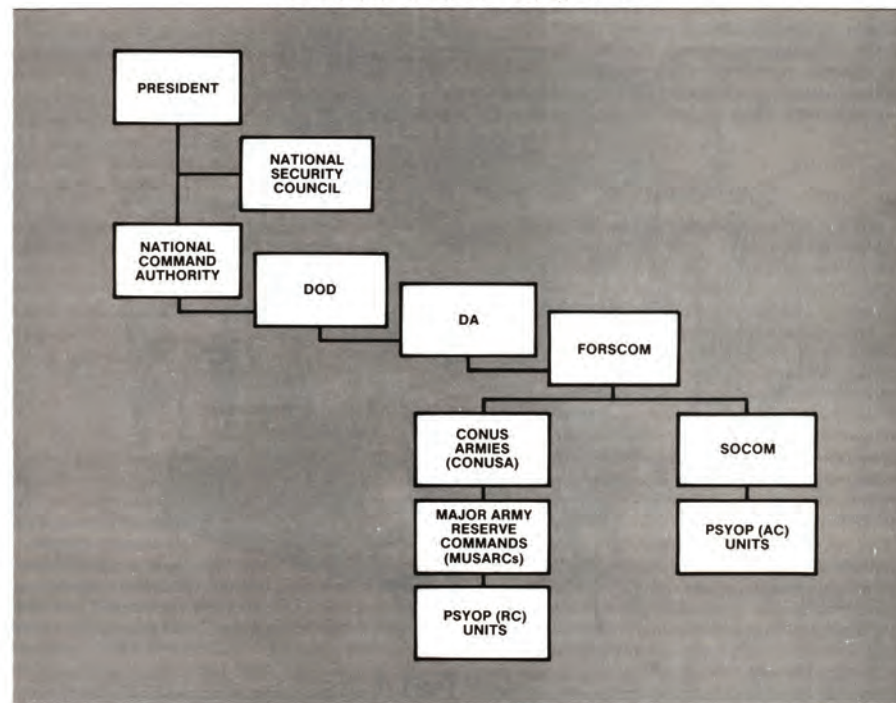
POLICY FLOW

During peacetime, as during conflict, PSYOP policy is formulated by the NCA. That basic formulation is then passed to the Department of State and DOD for implementation of PSYOP-related activities for which each is responsible. When received at DOD, national

PSYOP policy is passed to the JCS for dissemination to the services and to unified and specified commanders. National PSYOP policy received at DA is integrated into Army operations through doctrinal adjustments and mission statements to PSYOP units in both active and reserve components.

When a theater of operations has been established and authority to conduct PSYOP has been granted to the theater commander, national policy for PSYOP is received for implementation in the theater from JCS. The theater commander is responsible for organizing PSYOP assets in the theater and assuring that PSYOP are consonant with national policy. This may be achieved through use of operations communications

Peacetime PSYOP Policy Flow



links to which PSYOP units are provided access or by establishing dedicated communications specifically for PSYOP.

OPERATIONS AND TRAINING TASKING

During peacetime, the AC and RC units receive their missions through FORSCOM channels. Every PSYOP unit in both components is area-oriented and tasked to support specific military units during a conflict. This alignment and operational relationship dictate areas for training emphasis, planning direction, and readiness considerations.

BASIS OF ALLOCATION

Psychological operations support is integrated into the overall operations plan. The force structure of

PSYOP units during conflict is tailored for the mission. In general, as outlined in Chapter 3, a PSYOP group will support a theater army or a unified command. A PSYOP battalion will support a corps and a PSYOP company will support a division.

RELATIONSHIPS BETWEEN PSYCHOLOGICAL OPERATIONS UNITS AND SUPPORTED UNITS

The supported unit's mission determines whether the PSYOP unit is in general or direct support to the supported command. The theater commander may authorize the senior PSYOP commander to determine the assignment and organization of PSYOP units in the theater. Command and control, planning authority and procedures, and organization and integration of PSYOP assets will vary in response to requirements of

the theater. Within the theater, control of the PSYOP campaign is the paramount PSYOP issue. The key factor is that the assigned or attached PSYOP units can support (in either general or direct support at any level of war) any commander.

General support PSYOP units in support of the strategic level of war generate PSYOP campaigns that are an integral part of the overall strategic scheme. Strategic PSYOP campaigns are directed at large segments of the target nation's population, as well as the populations of allied, friendly, and neutral nations. Strategic PSYOP campaigns are generally characterized by large target audiences and long-term psychological objectives. If necessary, GS PSYOP units may also provide support to DS PSYOP units. In addition, the PSYOP EPW battalions support the MPPWCOM, and the PSYOP consolidation battalions provide support for the civil affairs command in a theater of operations.

Direct support PSYOP units in support of operational campaigns and tactical operations generate operational mid-term and tactical short-term campaigns. Operational PSYOP campaigns are directed at medium-size target audiences in the army commander's area of interest and are characterized by mid-term psychological objectives. Tactical PSYOP campaigns are directed at relatively small target audiences in the corps or division commander's area of interest and are characterized by short-term or immediate psychological objectives.

All PSYOP units can effectively support the commander's mission by using PSYOP campaigns to influence the populace and enemy forces prior to, during, and after armed conflict. When used in combat operations, PSYOP can enhance the relative combat power of friendly forces. Psychological operations campaigns reduce the enemy's will to fight. They can also influence hostile government policy decisions and disrupt its ability to govern by weakening the populace's support for the enemy's ideology.

Intelligence and PSYOP units should coordinate activities and share information. Knowledge regarding the psychological situation of the enemy, for example, can be used to augment other intelligence available to the supported commander.

Psychological operations units analyze enemy propaganda. This analysis may reveal significant vulnerabilities that, while not susceptible to PSYOP campaigns, can otherwise be exploited by U.S. forces. An analysis of enemy propaganda can be used in friendly troop information programs to inform troops of propaganda directed against them, thereby reducing the impact of the enemy propaganda.

Deception operations using PSYOP can maximize surprise and achieve economy of force on the modern battlefield. Deception operations can be supported by PSYOP units that provide materials or take actions designed to conceal the true intentions of friendly forces.

INTEGRATION OF PSYCHOLOGICAL OPERATIONS

The integration of PSYOP into the military decision-making process starts when the supported division or corps commander has received and restated the mission and given planning guidance to his staff. Concurrently with the preparation of staff estimates, the PSYOP staff element in the supported unit G3 starts the preparation of the PSYOP estimate, which becomes an annex to the operation officer's estimate of the situation. The preparation of the PSYOP estimate requires close coordination with other staff sections of the supported unit and the supporting PSYOP unit commander.

As the decision-making process continues, the supported unit commander, who has decided on the course of action to accomplish the mission, announces his decision and operational concept to key members of his staff. Upon receipt of the commander's concept, the G3 starts to prepare the operation plan/order (OPLAN/OPORD). Concurrently with the preparation of the OPLAN/OPORD, the PSYOP staff element in G3 starts to prepare the PSYOP annex. The PSYOP annex is also developed in close coordination with other staff sections and the supporting PSYOP unit commander. Preparations are made at the PSYOP unit level to provide effective PSYOP support based on the supported unit OPLAN/OPORD and the PSYOP annex.

During the execution of the OPORD, the facts and situations that pertained when the OPORD was published may be altered. Feedback from subordinate commanders and staff is used to evaluate the success or failure of the mission. Necessary changes to previous instructions can be made by fragmentary orders while the operation is in progress. Feedback helps eliminate uncertainty and, in some cases, presents information not previously available.

At the supporting PSYOP unit, feedback is received from PSYOP teams and other sources. The PSYOP unit commander uses the provided information to assess the effectiveness of the ongoing PSYOP campaign and provide feedback to the supported unit commander in the form of a PSYOP situation report (SITREP). The PSYOP SITREP is also provided to higher, lower, and adjacent PSYOP units. Sample formats for a PSYOP estimate, annex, and SITREP can be found in Appendixes A, B, and C respectively.

Unit Responsibilities

THE PSYOP UNIT COMMANDER—

- Determines PSYOP objectives based on the supported unit's mission.
- Provides, when required, PSYOP assets to augment the G3/J3 section of the supported command.
- Advises the supported command concerning PSYOP capabilities and limitations.
- Advises, assists, coordinates, and makes recommendations concerning the psychological aspects of proposed operations.
- Recommends appropriate allocation of PSYOP assets within the supported command.
- Conducts PSYOP in support of the supported unit's mission.
- Provides feedback about the effectiveness of ongoing PSYOP.
- Maintains close, continuous coordination with other U.S. agencies having PSYOP responsibility.
- Analyzes the enemy psychological situation to identify psychological weaknesses.

THE SUPPORTED UNIT COMMANDER/G3—

- Integrates PSYOP into the military decision-making process.
- Assesses the psychological impact of the military presence, activities, and operations.
- Provides intelligence support to PSYOP.
- Ensures that the PSYOP staff element has access to other staff sections to coordinate PSYOP activities and acquire needed information and intelligence.
- Reviews OPLANs/OPORDs to ensure that they support national and military psychological objectives.
- Provides subordinate commanders and staff officers with guidance concerning PSYOP objectives and plans.
- Integrates PSYOP training with unit instruction and training programs.
- Provides mess, administration, and logistical support (less PSYOP-peculiar equipment) to supporting PSYOP unit when applicable.

UNIT RESPONSIBILITIES

The PSYOP unit commander and the supported unit commander have different responsibilities for PSYOP. The execution of these responsibilities, as outlined above, enhances the commander's mission accomplishment.

SUMMARY

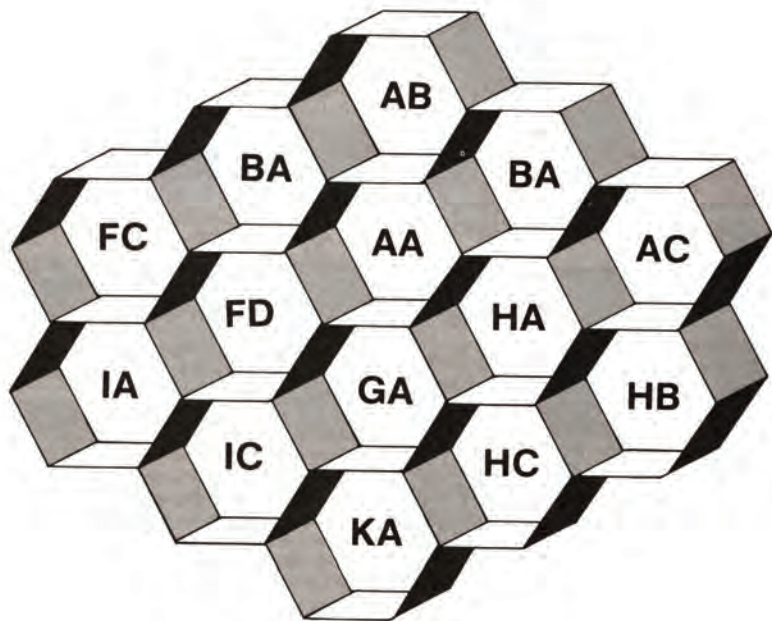
Policy flow, mission tasking, and the integration of PSYOP into the military decision-making process at each level of command will ensure that each commander obtains maximum benefit from PSYOP.

The commander's use of PSYOP will enhance his mission accomplishment. The relationship between the PSYOP unit and the supported unit is one of mutual support. To ensure effective coordination of the total

PSYOP effort, specific responsibilities have been established. Both the PSYOP unit and the supported unit have requirements that they must meet.

The PSYOP unit provides the supported unit a pool of expertise to be tapped for integration of PSYOP into the military decision-making process. The PSYOP unit is responsible for the conduct of PSYOP in support of the unit to which it is assigned or attached. The assets of the PSYOP unit provide skills and equipment to develop and implement effective PSYOP campaigns.

The supported unit commander is responsible for the total integration of PSYOP into his military decision-making process. He is also responsible for ensuring that PSYOP resources are effectively utilized. The supported unit provides the PSYOP unit logistical support for other than PSYOP-peculiar equipment.



CHAPTER 5

Cellular Concept

The general organization and capabilities of PSYOP units are geared to a support role. Particular emphasis is given to the functional teams which make up the PSYOP units.

ORGANIZATIONAL CONCEPT

The cellular organization of PSYOP units is unique in the U.S. Army. Table of Organization and Equipment (TOE) 33-500H, PSYOP Organization, contains a list of 27 different types of teams used to form PSYOP units. This cellular TOE enables the commander to form balanced units that meet his mission requirements. Accordingly, certain designated teams are parachute qualified, and much of their organic equipment can be

airdropped. The most common cellularly organized PSYOP units—the DS PSYOP company and its parent, DS PSYOP battalion—are graphically depicted in this chapter. A listing of PSYOP teams and their functions, along with typical PSYOP units, can be found in Appendix D. A list of PSYOP-peculiar equipment allocated to operational teams is included as Appendix E.

The TOE 33-500H allows appropriate augmentation by mess, automotive maintenance, signal, and medical teams from TOE 29-500, 29-600, 11-500, and 8-500 respectively. In many cases, augmentation by indigenous writers, announcers, illustrators, and interpreters is necessary for operational effectiveness.

Psychological operations organizations functioning in an overseas theater should make maximum use of indigenous personnel and local resources. These may range from buildings, such as radio and TV stations or printing plants, to supplies including newsprints, inks, and spare parts peculiar to foreign equipment, and materials for posters and simple graphic displays.

FUNCTIONAL CAPABILITIES

The 27 different functional teams used to form PSYOP units are divided into three general categories: command and control, operations, and supply and maintenance.

Command and Control Teams

There are three command and control teams: AA (PSYOP company), AB (PSYOP battalion), and AC (PSYOP group). The AA, AB, and AC teams provide command and control, administrative and logistical support, and supervision over subordinate supply and maintenance and operational teams for PSYOP companies, battalions, and groups respectively.

Team AA (company) is augmented by suitable operational teams as required. A DS PSYOP company is normally attached to a division, separate brigade, task force, security assistance organization (SAO), or equivalent-size command. When attached to a division, the company's nine HB teams normally operate with the maneuver battalions of each brigade.

Team AB's (battalion) assignments or attachments will be based on whether the battalion is at the strategic, operational, or tactical level. The actual operational teams will vary depending on the type mission assigned

and the type command supported. In any case, suitable operational teams will augment team AB as required.

A PSYOP battalion with a strategic mission normally will be assigned to a PSYOP group attached or assigned to support a theater army component or a unified command.

A DS PSYOP battalion is normally attached or assigned to a corps, separate division, or equivalent-size command. The battalion normally has three DS PSYOP companies that support each of the corps' three divisions. All DS PSYOP units are designed to provide tactical PSYOP support for tactical operations and operational campaigns.

Units with special needs such as a Civil Affairs (CA) Command or a MPPWCOM may require the attachment or assignment of a PSYOP battalion designed to support consolidation or EPW operations.

Team AC (group) normally will be assigned to a theater army or a unified command. Suitable teams will augment team AC as required.

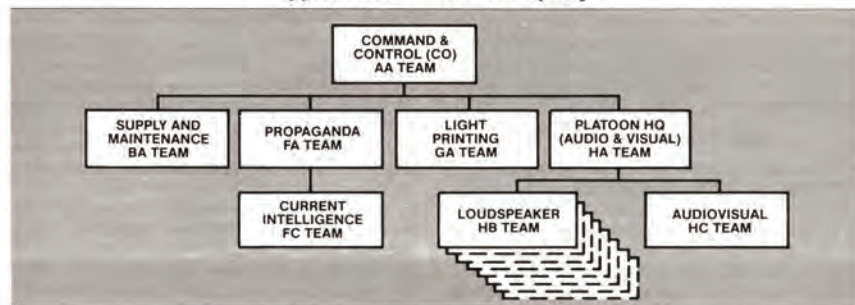
Operational Teams

Operational teams are divided into six categories: AD, F-, G-, H-, I-, and K-series. They provide PSYOP units with the capability to develop and disseminate propaganda products.

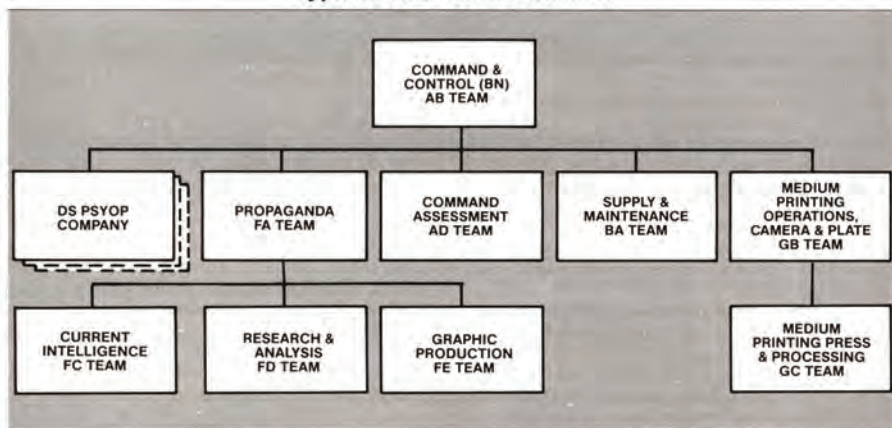
Team AD (command assessment) normally will deploy with a corps deployment package to assess the PSYOP situation and to determine PSYOP support requirements and make recommendations to ground force command in the area of PSYOP.

The F-series teams generally are combined to form a propaganda development center (PDC). The structure of the PDC will vary according to the mission. The

Typical DS PSYOP Company



Typical DS PSYOP Battalion



F-series teams are involved in the collection of information, conduct of target analysis, selection of themes and symbols, selection of media, development of propaganda, pretesting, posttesting, and assessment of the propaganda development process.

Team FA (propaganda) supervises the production of or develops propaganda, controls propaganda development, and operates independently as a liaison detachment as required.

Team FB (audio and television production) prepares audio and television propaganda in the form of sound tapes, scripts, news, commentary, and entertainment programs.

Team FC (current intelligence) develops intelligence requirements, assembles and processes intelligence information to support PSYOP. It also analyzes current intelligence to determine enemy psychological vulnerabilities, susceptibilities, and opportunities; interrogates prisoners; and translates foreign language printed material.

Team FD (research and analysis) performs detailed background studies and analysis of specific target audiences, prepares PSYOP contingency plans, and conducts propaganda analysis of friendly and enemy PSYOP.

Team FE (graphic production) prepares copy and illustrations for printed propaganda messages in the form of leaflets, posters, pamphlets, and newsletters.

The G-series teams print the propaganda prepared by the PDC. Primarily, their contributions are realized

in the propaganda development step of the propaganda development process.

Team GA (light printing) prints propaganda leaflets and newsletters and prepares and distributes printed propaganda material for dissemination by aircraft, artillery, and other means. This team also prepares propaganda messages for special situation leaflets and newsletters and reproduces scripts for use in tactical loudspeaker broadcasts.

Team GB (medium printing—operations, camera and plate) plans, controls, and supervises a GC team or teams in the production of leaflets, posters, and other propaganda materials. This team also executes process photography and prepares photolithographic plates for the GC team.

Team GC (medium printing—press and processing) prints propaganda leaflets, posters, and other material by photolithographic process. This team also prepares and distributes propaganda material for dissemination by aircraft, artillery, and other means. A GB and a GC team or teams together normally constitute a medium printing team.

Team GD (heavy printing—operations, camera and plate) plans, controls, and supervises a GE team or teams in the production of leaflets, posters, and other propaganda materials. This team also executes process photography and prepares photolithographic plates for a GE team or teams. Team GD requires a fixed facility and outside source of power for operation. It is capable of multishift operations.

Team GE (heavy printing—press and processing) prints leaflets, posters, pamphlets, and other propaganda materials by photolithographic process. This team also prepares and distributes propaganda material for dissemination by aircraft, artillery, and other means. A GD and GE team or teams together normally constitute a heavy printing team.

The H-series teams are light and mobile. Primarily, their contributions are realized in the propaganda dissemination step of the propaganda development process.

Team HA (platoon headquarters—audio and visual) supervises two or more GA, HB, and HC, or K-series teams. The HA team operates independently as a liaison detachment.

Team HB (loudspeaker) plans, prepares, records, and conducts live or taped loudspeaker broadcasts. This team also produces and disseminates a limited number of leaflets to exploit targets of opportunity. The team's loudspeakers may be backpacked or mounted on ground vehicles, boats, or aircraft.

Team HC (audiovisual) exhibits sound motion pictures, film strips, and photographic slides; conducts loudspeaker broadcasts; produces and disseminates a limited quantity of leaflets; conducts face-to-face propaganda; and surveys the local population to secure PSYOP intelligence.

The I-series teams provide mobile radio operations. Primarily, their contributions are realized in the propaganda dissemination step of the propaganda development process.

Team IA (mobile radio operations) supervises teams IB, IC, and ID when more than one team is deployed to support an operational mission. This team also provides supply support for PSYOP-peculiar communications-electronics equipment organic to subordinate teams.

Team IB (mobile radio monitoring) collects and provides information and news from friendly and enemy radio and teletype sources including continental United States (CONUS) stations and theater headquarters. The F-series teams use this information as a basis for selected propaganda news broadcasts. The IB team also provides tape monitoring of selected broadcasts for subsequent translation and analysis.

Team IC (mobile radio engineer) transmits medium or shortwave radio broadcasts in support of propaganda operations.

Team ID (mobile radio production) prepares and produces original radio programs in support of propaganda operations.

The K-series teams provide the PSYOP unit with fixed motion picture, printing, radio, and television capabilities. Primarily, the contributions of these teams

occur in the propaganda dissemination step of the propaganda development process.

Team KA (fixed motion picture) either operates a motion picture installation or supervises and advises motion picture installations operated by indigenous personnel.

Team KB (fixed printing) provides operational control or advisory assistance for an indigenous newspaper or publication plant in a specific geographic area.

Team KC (fixed radio) provides operational control or advisory assistance for an indigenous fixed radio broadcasting station.

Team KD (display) supervises the preparation of copy and illustrations and provides control or advisory assistance for the preparation of copy, artwork, displays, bulletin boards, signs, and other graphic media.

Team KE (fixed television) provides for the operational supervision/operation of an indigenous TV broadcasting station and provides advisory assistance for TV networks or stations.

Supply and Maintenance Teams

Supply and maintenance (BA) teams provide logistical support for PSYOP units. Generally, one BA team is allocated per PSYOP group, battalion, or company.

These BA teams plan and coordinate logistical requirements for PSYOP units and teams and procure and distribute standard and nonstandard items of equipment and supplies. The BA teams also have a minimum vehicle maintenance capability to support PSYOP units and teams.

OPERATIONAL TEAMS AND THE PROPAGANDA DEVELOPMENT PROCESS

Within the multistep propaganda development process, each of the PSYOP functional teams performs specific steps. Although sequentially numbered for ease of understanding, these steps interact with each other and can occur simultaneously. The command and control teams AA, AB, and AC have overall responsibility to guide and direct the entire process.

Team Relationships

The relationship of the teams to the steps in the propaganda development process is as follows:

Step 1. Analyze Supported Unit's Mission. Teams AA, AB, AC, and AD analyze the supported unit's mission. The HA team may do so at brigade level.

Step 2. Derive PSYOP Mission. Teams AA, AB, AC, and AD derive the PSYOP mission. The HA team may do so at brigade level and pass it on to the HB teams.

Teams in the Propaganda Development Process

TEAM	STEP 1 ANALYZE SUPPORTED UNIT'S MISSION	STEP 2 DERIVE PSYOP MISSION	STEP 3 COLLECT INFORMATION	STEP 4 CONDUCT TARGET ANALYSIS	STEP 5 SELECT THEMES AND SYMBOLS	STEP 6 SELECT MEDIA	STEP 7 PREPARE PROPAGANDA	STEP 8 OBTAIN CAMPAIGN APPROVAL	STEP 9 DISSEMINATE PROPAGANDA	STEP 11 ASSESS IMPACT
AA	X	X						X	X	
AB	X	X						X	X	
AC	X	X						X	X	
AD	X	X	X	X	X					X
BA										
FA		X		X	X	X	X		X	
FB			X			X				
FC			X	X	X	X	X			X
FD				X		X	X			X
FE						X				
GA										
GB										
GC										
GD										
GE										
HA	X	X	X	X				X		X
HB			X	X	X	X	X	X	X	X
HC			X	X	X	X	X	X	X	X
IA			X						X	
IB			X							
IC									X	
ID										
KA									X	
KB										
KC									X	
KD										
KE									X	

Step 3. Collect Information. Team FC, under the supervision of the intelligence officer in the AA, AB, AC, or AD team, collects information. Teams HA, HB, HC, IA, and IB may also collect information during their normal course of duties.

Step 4. Conduct Target Analysis. Team FD, under the supervision of the operations officer in the AB or AC team, conducts target analysis. At the company level, the FA team, supported by the FC team, performs the functions of the FD team. They are supervised by the AA team. In addition, team AD may also conduct target analysis during its command assessment mission.

Step 5. Select Themes and Symbols. Team FA or FC selects the themes and symbols. The AD, HB, and HC teams may also perform this function.

Step 6. Select Media. Team FA selects the media based upon advice from the FD team. At the company level, the FA team selects media with the FC team's advice. The HB and HC teams may also select media for their own use.

Step 7. Develop Propaganda. The various operational teams work together to develop propaganda messages. The selected media determine which teams are involved in propaganda development.

Visual media. The FA team, using input from the FC and FD teams, prepares the text and provides it to the FE team. The FE team prepares the layout for the leaflet or poster. The G-series or K-series teams when appropriate print the product. At the company level, the GA team performs the functions of the FE team.

Audio media. The FA team, using input from the FC and FD teams, develops the basic message to be broadcast and provides it to the FB team for preparation of scripts, tapes, and news commentaries. At the company level, the FC team performs the functions of the FB team. As appropriate, I-series teams produce radio programs for dissemination.

Audiovisual media. The FA team, using input from the FC and FD teams, develops the basic message and provides it to the FB team for preparation as an audio or audiovisual product. At the company level, the HC team performs the functions of the FB team. The HB and HC teams may also develop propaganda for their own use.

Step 8. Pretest Propaganda. Team FD conducts the pretest. At the company level, the FA team performs

this function with the FC team providing support. Time permitting, the HB and HC teams also pretest propaganda they have developed.

Step 9. Obtain Campaign Approval. Team AA, AB, or AC obtains campaign approval from the supported unit's commander. For small, local propaganda broadcasts, the HA, HB, and HC teams may obtain their own approval from the supported unit operations officer.

Step 10. Disseminate Propaganda. The teams used to disseminate propaganda messages will vary according to the type of product produced.

Printed material. The operations officer of the AB, AC, and AD teams is responsible for arranging for the dissemination of printed material. At the company level, the FA team leader will perform this function. The HB and HC teams may also disseminate printed material.

Audio material. This material is disseminated by the HB, HC, IA, or KC teams.

Audiovisual material. This material is disseminated by the HC, KA, or KE teams.

Step 11. Assess Impact. The FC and FD teams work together to assess the impact of the campaign. In addition, AD, HA, HB, and HC teams may also perform this function.

A detailed description of the propaganda development process is contained in Chapter 10.

SUMMARY

Psychological operations units are formed using the functional teams found in TOE 33-500H. This cellular TOE permits the tailoring of units to meet the varied mission requirements. Generally, the three types of PSYOP units include groups, battalions, and companies. A PSYOP group normally will be assigned or attached to a theater army command or a unified command. Depending on the type (general or direct support, consolidation, or EPW), a PSYOP battalion will be assigned or attached to a theater army command, a unified command, a corps, a civil affairs command, or MPPWCOM. A PSYOP company normally will be assigned or attached to a division or separate brigade.

Each PSYOP functional team provides a specialized capability to its PSYOP unit. Each team performs a specific step or a series of steps within the propaganda development process. The command and control teams, however, have the overall responsibility to guide and direct the propaganda development process, and the supply and maintenance teams provide the necessary logistical support.



CHAPTER 8

Psychological Operations in Support of Low Intensity Conflict and Special Operations

Low intensity conflict (LIC) is the most common challenge of today and the foreseeable future for U.S. military involvement. Most of LIC operational requirements are in the special operations (SO) category. It follows that special operations forces (SOF) are the primary participants of LIC—at least initially or by design—to limit large-scale U.S. involvement of conventional forces. Under existing doctrine, PSYOP are SO; however, they also support conventional forces and other SOF missions. In both LIC and SO, PSYOP are conducted in peacetime, conditions short of war, and in wartime.

Sensitive LIC operations and SO efforts necessitate that military PSYOP objectives adhere strictly to U.S.

national objectives. Directly and indirectly, in support of both LIC and SO, PSYOP help accomplish these objectives by—

- Strengthening the confidence and determination of U.S. allies in the face of hostile threats to support mutual interests.
- Deterring foreign governments from initiating conflicts or from intervening in existing conflicts when contrary to U.S. and allied interests.
- Encouraging maximum allied contributions to mutual security.
- Encouraging friendly and neutral nations to strengthen their internal security through FID and other nation-building programs.

- Exposing and exploiting the objectives and subversive techniques of regimes and organizations hostile to the U.S., its allies, and its friends.
- Fostering understanding and support for U.S. policies by projecting a favorable image of the U.S. and by emphasizing common values and goals.
- Discouraging foreign governments from providing support or sanctuary to enemy forces.

SUPPORT IN LOW INTENSITY CONFLICT

The following definition of **low intensity conflict (LIC)**, as listed in the U.S. Army Operational Concept for LIC (TRADOC Pam 525-44), indicates a strong need for PSYOP.

Low intensity conflict is a limited political-military struggle to achieve political, social, economic, or **psychological objectives**. It is often protracted and ranges from diplomatic, economic, and **psycho-social pressures** through terrorism and insurgency. Low intensity conflict is generally confined to a geographic area and is often characterized by constraints on the weaponry, tactics, and the level of violence. (Emphasis added.)

Low intensity conflict is an economy of force effort geared to long-range objectives with minimal commitment of major U.S. forces in a combat role. Success in LIC cannot be measured totally in military terms of winning campaigns or battles. Political, economic, social, and psychological initiatives are necessary to achieve lasting success and to help ensure stability in the affected country or region of the world. In LIC, coordination with the affected country's U.S. Ambassador and his country team is essential.

Support of the U.S. and allied forces constitutes a major PSYOP requirement. Psychological operations are a key ingredient for the success of these operations. Most of these efforts employ Army PSYOP in the joint/combined arena. When implementing PSYOP in these situations, special relationships with other defense organizations and government agencies occur. Department of State, DOD, USIA, and USAID are all involved in interagency preparation and coordination of PSYOP when national policy dictates its use. As an example, the JCS provide the military services and the commanders of unified, specified, and combined commands with command relationship agreements, USIA documents, key intelligence, and other pertinent policy guidance as they pertain to PSYOP.

Low intensity conflict ranges from military activities in peacetime to situations short of declared war.

Conducting peacekeeping operations, training indigenous forces, countering terrorism, and combatting insurgency are some of the vital U.S. roles in LIC. In all of these sensitive, sophisticated, and sometimes nebulous contingencies, PSYOP play an important role. In these situations, U.S. and allied forces may come under attack by enemy-initiated terrorism, propaganda, and insurgency. Psychological operations cannot be limited merely to a reaction capability but must also be designed to anticipate, plan, and prepare target audiences and PSYOP campaigns for such contingencies. In some instances, such as in FID, PSYOP support for LIC must be part of long-term strategies. In others, such as in recovery or rescue operations, short-term and immediate efforts must be undertaken.

Doctrinally, the basic tenets of the air-land battle (initiative, depth, agility, and synchronization) must be applied differently in LIC than they are applied in the more conventional forms of conflict—MIC and HIC. As an example, in LIC, initiative extends well beyond an identified battlefield with PSYOP playing a major role. Primary causes of the conflict must be identified and every effort made to remove those causes and their supporting elements by use of intelligence, PSYOP, and CA resources. Depth refers to a commander's use of depth of resources to employ across the entire spectrum of operations from national development, PSYOP, and CA, to tactical combat operations. (This concept differs from "normal" air-land battle depth of time, distance, and resources across a battlefield.) Agility and synchronization require continuing considerations of ongoing political, economic, and social programs to complement the military effort and to ensure success in LIC. Although the **risk** to U.S. national security is less in LIC than in MIC or HIC, the **probability** of LIC occurring is much higher.

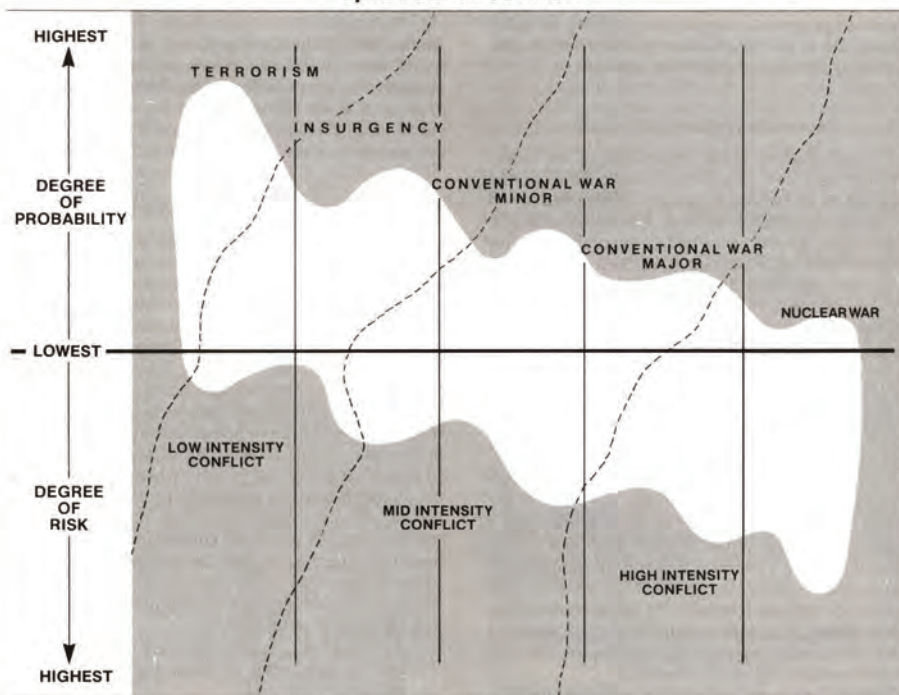
Psychological operations are integrated into each mission category of LIC—**peacekeeping operations**, **FID**, **peacetime contingency operations**, and **terrorism counteractions**. These general categories are not mutually exclusive and often overlap.

PEACEKEEPING OPERATIONS

Current doctrine in FM 100-20, LIC, and the latest Operational Concept, TRADOC Pam 525-44, define **peacekeeping** as "military operations conducted in support of diplomatic efforts to achieve, restore, or maintain peace in areas of potential or actual conflict." There is no single definition accepted by all services and agencies.

The two common missions of peacekeeping operations are cease-fire supervision and law and order

Spectrum of Conflict



maintenance. Army participation in peacekeeping operations may be multinational in nature or may be conducted unilaterally. A peacekeeping mission may present ambiguous situations that require the forces to deal with extreme tension and violence in the form of terrorism, sabotage, and minor military conflicts from known and unknown belligerents. **Peacekeeping** requires the **consent** of belligerents to interpose an uncommitted nonaligned third party between two or more hostile parties. **Peacemaking** entails operations taken to achieve or maintain peace without the consent of one or more of the belligerents. The primary objective of PSYOP in peacekeeping missions is to help achieve and maintain peace by influencing the opinions, emotions, attitudes, and behaviors of the belligerents and the HN populace.

The extent of PSYOP involvement in peacekeeping operations depends upon several key factors. Politically

delicate and highly sensitive peacekeeping situations demand careful planning and preparation of all committed forces. The extent of the overall effort and the strength of the peacekeeping force dictate the amount of PSYOP support needed. The inclusion of PSYOP personnel and equipment affords the peacekeeping force commander an additional capability for accomplishing his mission. This PSYOP expertise can be positively employed to help maintain **consent** of the belligerents and the neutrality of the peacekeeping force. To assist peacekeeping efforts, a combination of various PSYOP activities/campaigns can be used. Complete impartiality of all participants in peacekeeping operations is of paramount importance to success. Achieving and maintaining impartiality in the eyes of the belligerents, however, is a problem that has haunted many peacekeeping operations, particularly in light of the polarity and interdependence of the

world today. Some of the key roles for U.S. PSYOP elements in a peacekeeping role are in **information/education programs, peacekeeping training for other nations, aid as advisors to allied peacekeeping efforts, and aid as advisors to other U.S. agencies.**

Information/Education Programs

To lend credence to the impartiality of the peacekeeping force and to maintain that credibility, the commander of the peacekeeping force relies heavily on the public information services. The power of public information services in creating a favorable emotive response both inside and outside the area of operations cannot be underrated. The release of false information can adversely influence the course of a dispute, just as intelligent and diplomatic use of factual information can contribute to success. Potential and real crises can be averted when the truth is used to counter rumors, disinformation, and misrepresentation of facts.

The peacekeeping force commander may determine that it is necessary to inform and educate the belligerents and the populace of the HN on the purpose and role of the peacekeeping force. This can be accomplished by pointing out that the purpose of the peacekeeping force is to maintain the cease-fire until a peaceful settlement can be reached. It should also be pointed out that a peacekeeping force is an apolitical and impartial entity, the presence of which is only temporary, and that it benefits the belligerents and the HN populace. It is the prerogative of the peacekeeping force commander to request support to carry out such an information/education program.

Trained personnel and the organic equipment of Army PSYOP units are ideally suited to provide such support. Mobile printing presses can produce a variety of printed matter to support this type of information/education program. The PSYOP radio, motion picture, video, and TV broadcasts can complement the use of printed matter. In addition, PSYOP personnel can ensure that the information/education program is within the cultural context of the target audience. For example, in many Arab countries where the credibility of women is very low, a female explaining the purpose and role of the peacekeeping force over radio or TV would not be very effective.

The PSYOP personnel can also assist in planning an information/education program because of their intimate knowledge of the HN's political, economic, sociological, psychological, military, and communications fields. This knowledge can be used to develop area-oriented information programs for the peacekeeping force to enhance operations and ensure

applicability of the operations to the region, its populace, cultures, religions, and mores. In peacekeeping, the emphasis is on the soldier at the point of contact and his leadership to act as an immediate buffer to hold crisis situations in check and avoid escalation to open conflict. Therefore, regional/area training of junior personnel is a key element in the success of a peacekeeping force and PSYOP personnel can provide valuable input to such training.

Peacekeeping Training for Other Nations

The U.S. has an excellent capability to assist in training peacekeeping forces from other nations. Psychological operations personnel can play a key part in these training programs due to their extensive regional expertise. As an example, the six-nation Caribbean peacekeeping force for duty in Grenada was trained and equipped by the U.S. The PSYOP aspects of foreign nation peacekeeping training should assist in educating the force to maintain its neutrality and the security of the HN. In such a situation (as was the case in Grenada), the peacekeeping force could also be used to provide stability and security while the HN builds up or restructures its capability to defend itself. Of course, if a surrogate force (or the belligerents) opposing the HN would not **consent** to the peacekeeping force being present, then the situation would revert to one of peacemaking instead of peacekeeping. Some specific items that require PSYOP emphasis in foreign peacekeeping training include—

- Advising the U.S. trainers on the culture, mores, and idiosyncracies of **both** the HN and the peacekeeping forces.
- Ensuring that the training is accomplished within the context of the HN culture.
- Training the peacekeeping force in the operation of PSYOP-peculiar equipment, such as mobile audiovisual unit AN/MSQ-85, portable printing presses, and loudspeakers for the use of information/education programs.
- Training the peacekeeping force in the operation of fixed facilities, such as radio and TV stations, movie theaters, and printing plants.
- Providing other PSYOP assistance as required by the force commander.

Aid as Advisors to Allied Peacekeeping Efforts

In situations where U.S. forces are **not** a part of the peacekeeping effort, allied forces may still make requests for U.S. PSYOP support and assistance. In response to these allied requests, U.S. PSYOP support

could be in various combinations of equipment, advice, or training. Types of PSYOP equipment that could be furnished include mobile printing presses for the production of leaflets, posters, magazines, and pamphlets; radio and television broadcast equipment; and any other specifically required audiovisual equipment, such as loudspeakers, movie projectors, and tape recorders. United States PSYOP personnel could also act as advisors and furnish technical assistance to its allies who may be a part of a multinational peacekeeping force. Also as previously noted, U.S. Army PSYOP elements could be employed in the training of allied peacekeeping forces. The involvement of U.S. Army PSYOP elements must be done discreetly and must not compromise the impartiality of the allied peacekeeping force.

Aid as Advisors to Other United States Agencies

When U.S. military assets are not a part of the peacekeeping force, PSYOP advisors can provide expertise and assistance to other U.S. civilian and military departments and international agencies. Normally, effective PSYOP activities in any peacekeeping effort will require the sanctions of the Department of State. Of vital importance to the peacekeeping effort is the delineation of responsibilities, functions, and working interagency relationships of the PSYOP assets.

Occasionally, USIA, USAID, DOD, or other U.S. agencies with assets in the HN could require some form of Army PSYOP assistance. The expertise provided could be in the form of an advisor to the country team, a BPS, or specific PSYOP equipment and personnel needed to support a given situation.

In all cases, close and continuous coordination with the Department of State must be maintained. The dynamics of negotiation, mediation, and conciliation employed in peacekeeping processes are akin to PSYOP methods and procedures. The use of PSYOP can be extremely valuable in stressing these themes to help resolve the conflict. It must be clearly understood that PSYOP assets and expertise normally function as part of a PSYOP campaign but can operate as separate activities.

FOREIGN INTERNAL DEFENSE

Foreign Internal Defense is defined as the 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. Simply stated, FID means helping another nation help itself. The U.S. conducts FID in support of a HN's Internal

Defense and Development (IDAD) program. In LIC, PSYOP are an integral part of all FID activities relevant to the HN.

United States interests and foreign policy determine what, if any, military assistance will be provided to a friendly foreign government if it requests help to maintain its internal security. The U.S. effort is directed toward assessing the threat, real or potential, as it relates to the HN and U.S. Once the NCA decides to provide military assistance, the Secretary of State has the responsibility for overall direction, coordination, and supervision of interdepartmental activities for implementation. All aspects of the foreign assistance program, such as internal development, humanitarian aid, and security assistance, are considered.

United States Army elements participating in FID coordinate with other services, both U.S. and HN, and with other U.S. government agencies. Operations are conducted in support of plans developed by the HN and the U.S. Government. United States Army forces can assume various relationships with the HN's military forces in FID operations. They can serve as advisors or instructors at all levels. Special forces units are specifically trained for this mission. Other special operations forces—especially PSYOP and CA units—are vital adjuncts in FID missions. Combat support or combat service support units may augment the HN's effort and serve to prepare the battlefield for U.S. combat forces, if required.

Objectives and Support Requirements for Foreign Internal Defense

Army PSYOP elements in FID actions may be deployed in support of special operations elements as mobile training teams (MTT), as part of a U.S. security assistance force (SAF), or in direct support of U.S. combat units. Psychological operations efforts are directed toward achieving the following objectives:

- Assisting the HN in gaining the support of its people.
- Assisting the HN in defeating the insurgents.
- Establishing a favorable U.S. image in the HN.
- Favorably influencing neutral groups and the world community.
- Assisting the HN in supporting defector rehabilitation programs.
- Providing close and continuous PSYOP support to maximize the effect of CA operations.

The psychological implications of all U.S. policy-making decisions as they pertain to FID operations are extremely important. Although the ambassador is normally charged with formulating and implementing

PSYOP-related policy, PSYOP personnel can assist by assuring that the greatest possible consideration is given to the psychological aspects of all policies, programs, and actions. In so doing, PSYOP forces also analyze the HN and its programs and institutions to determine what psychological problems and opportunities exist. Other PSYOP functions include training, advising, and assisting the HN in communicating information that relates positive HN governmental programs to its people. Psychological operations ultimately involve all members of military and governmental agencies. Consequently, agencies must have a thorough knowledge of PSYOP requirements and policies to keep their programs and actions consistent with the objectives of the HN. Foreign Internal Defense PSYOP target groups and associated objectives are delineated as follows.

Insurgents. Psychological operations are developed to discredit insurgents and to isolate them from the population; to create disorganization, dissension, and low morale; and to cause defection within insurgent ranks. Emphasis is placed on national programs that attempt to win the insurgents over to the government side, and most important, to win their continued support.

Civilian population. Since popular support is essential to victory, PSYOP are targeted to gain, preserve, and strengthen civilian support for the government, its leaders, and programs. A significant effort should also be made to win popular support for the presence of U.S. and allied forces in the HN.

Host nation and allied forces. The PSYOP objectives concerning HN and allied forces are essentially the same and are directed to building and maintaining the morale of HN forces. Loyalty, discipline, and motivation are key factors for accomplishing this purpose.

Neutrals. Psychological operations objectives with respect to neutrals are aimed at gaining the support of the uncommitted groups inside and outside the HN. Psychological operations products should be positive and constructive and should stress the tangible accomplishments of the HN government. The PSYOP communications effort, in part, should discourage public apathy and all activities that assist the insurgents.

Foreign audiences and external hostile nations. These particular groups may have politically different attitudes/relationships toward the legitimate government and insurgents. Major PSYOP objectives are to convince the external hostile powers supporting the insurgents that it is not in the best interests of the external powers to continue their support, or that the insurgency will fail, and that hostile powers should redirect their support to the HN.

National Planning and Organization

National FID planning for PSYOP in a HN should designate a single HN agency to be responsible for the development of the national PSYOP plan to be conducted by both U.S. and HN assets. This agency coordinates and oversees all PSYOP efforts to avoid the implementation of conflicting themes and programs. The national PSYOP program contains objectives, plans, desired approaches, and guidance for the overall PSYOP effort.

Military organizations and civilian agencies that develop PSYOP at all levels within the parameters established by the national PSYOP program should also be included. The plan is interpreted in terms of local requirements and is coordinated through an appropriate area control center (ACC). These centers are responsible for planning, coordinating, and exercising operational control over all military forces and government civilian organizations within their respective areas of jurisdiction. The U.S. and HN PSYOP efforts are mutually supportive with a goal of attaining popular support for the HN government.

A regional ACC translates national PSYOP programs and directives and provides further guidance for subordinate ACCs, military commanders, and civilian agencies. These ACCs provide directions to HN paramilitary forces, military forces, civilian agencies, and PSYOP teams. Since paramilitary organizations normally do not have organic PSYOP teams, PSYOP support is provided by civilian or armed forces organizations. Psychological operations units are organizationally tailored from existing HN assets to meet mission requirements. These units have the capability to employ radio, television, loudspeaker, printing, motion picture, and other photographic equipment in PSYOP when necessary.

The HN facilities and equipment required for PSYOP vary depending on the area and scope of operations. Any equipment capable of delivering a message to the target audience is considered applicable to PSYOP. At the national level, relatively permanent structures are used to house radio and television broadcasting equipment, heavy printing presses, photographic facilities, supplies, and operating personnel. These facilities often provide backup support for mobile PSYOP teams that operate at lower echelons.

At lower HN military and political levels, PSYOP capabilities often parallel those at the national level, but the equipment and facilities usually are less sophisticated and fewer in number. If the armed forces of a HN are not organized or trained to conduct PSYOP, U.S. elements can advise and train them.

At the national level, PSYOP support the broad aspects of HN internal defense programs. These PSYOP are general in scope and include national policy and programs. Tactical level PSYOP are responsive to local requirements and address more specific target audiences. In nations that contain significant minority groups, PSYOP employ those languages and dialects deemed most appropriate to reach the largest segment of the critical target audiences. Military PSYOP and civilian information service plans must be closely coordinated and supervised at all levels to ensure effectiveness and credibility.

Host Nation Psychological Operations Training, Advisory, and Assistance Efforts

A major security assistance role in the conduct of FID includes U.S. military PSYOP training, advisory assistance, and logistical support. In a PSYOP advisory assistance and support capacity, U.S. PSYOP assets are programmed to—

- Improve the ability of the HN to conduct PSYOP in support of its IDAD program.
- Improve HN command and staff understanding of the PSYOP role in internal defense.
- Develop and implement PSYOP in HN operations and related programs.
- Recommend and provide essential PSYOP-peculiar equipment that is suitable and can be maintained by the HN.
- Integrate PSYOP into HN civic action programs.

Unless specifically ordered, U.S. military personnel providing security assistance will not conduct PSYOP in a HN except in conjunction with the training of HN personnel in PSYOP techniques. The Security Assistance Organization (SAO), SAF, or senior U.S. military headquarters monitors PSYOP and alerts HN counterparts to the psychological impact of all military actions, operations, and acts of the HN's armed forces.

Counterpropaganda Efforts

In the event that U.S. military PSYOP are needed and authorized to counter anti-U.S. propaganda, all PSYOP policy guidance will emanate from the ambassador through the USIS representative in the HN. The USIS public affairs officer (PAO) is responsible for the coordination of all U.S. PSYOP efforts and conduct of the U.S. information programs in the HN. By using U.S. military PSYOP in this manner, the following objectives may be accomplished:

- Strengthening of the friendship and cooperation between the HN and the U.S. military.

- Establishing/maintaining the proper U.S. military image in the HN.

- Countering anti-U.S. propaganda in the HN.

Often effective themes that can be used in accomplishing these objectives are that the U.S. presence has been requested by the HN government and that the U.S. presence is legal and necessary, temporary, and advisory in nature.

The U.S. military image in a FID situation often makes the military its own worst enemy. To prevent damage to the U.S. military image and the PSYOP program, all U.S. military personnel should avoid using actions, gestures, words, and attitudes that insult the customs and cultures of the HN.

PEACETIME CONTINGENCY OPERATIONS

Peacetime contingency operations consist of politically sensitive military operations normally characterized by short-term duration, rapid projections, or employment of forces in conditions short of conventional war. These include strike, raid, rescue, recovery, demonstration, show of force, and intelligence operations. Peacetime contingency operations serve to protect U.S. national interests, rescue U.S. citizens, or defend U.S. assets when diplomatic efforts have failed. United States Army elements may participate alone or in concert with other services. The PSYOP support for contingency operations will depend on the situation, mission, and the type of forces involved.

Psychological Operations' Deployment

Army PSYOP elements in peacetime contingency operations may be deployed in the usual form for strategic-tactical-consolidation-type operations, may be employed as part of an MTT, or may be specifically tailored for a particular contingency. In most peacetime contingency actions, PSYOP assist in accomplishing the following:

- Explain the purpose of the U.S. contingency action to counter enemy disinformation.
- Amplify, when appropriate, the effect of the operation by publicizing the reasons for and results of the operation. This helps ensure that friendly, neutral, and hostile audiences know what has occurred and why.
- Establish control of noncombatants, neutrals, and other groups in the area of operations. These actions help minimize casualties and prevent interference with friendly operations.
- Prevent or deter interference in the contingency operation by hostile forces and nations.

- Exploit the operation to disseminate propaganda to target audiences who might not be otherwise accessible.

- Provide continuing analyses of political and cultural factors to help maximize political and psychological effects of the operation.

Types of Operations

Strike operations/raids are characterized by brief, violent actions and have high political impact. The element of surprise inherent in any strike operation generally prevents advance PSYOP against the target, but PSYOP personnel may be utilized during the planning stage to assess the potential psychological impact of the operation and to propagandize the action after it has taken place. Conversely, before or during the strike/raid effort, PSYOP resources can be used to support deception operations. These PSYOP serve notice to the enemy that there are no safe areas and depict U.S. resolve and capabilities.

Demonstrations/show of force operations involve influencing both friendly and enemy attitudes to defend U.S. national interests. Demonstrations/show of force operations are also propagandized to wide target audiences to depict U.S. determination and might.

Rescue/recovery operations, by their very nature and purpose, have high psychological impact. They demonstrate to the enemy the U.S. dedicated resolve to protect and save its people—often under adverse conditions and at a high cost. These actions also impact positively on the morale and cohesiveness of U.S. forces. In planning these operations, time permitting, critical BPS data pertaining to the rescue/recovery area may be helpful. Prior and during the actual rescue/recovery attempt, PSYOP can support deception efforts. For example, black propaganda may help in confusing enemy forces or in drawing them from the rescue/recovery area. Follow-up PSYOP (propaganda) can be used to exploit further the effect of these humane operations.

Unconventional warfare (UW) primarily occurs in wartime but is also a peacetime contingency that could occur during LIC. It is a special operation and would be more protracted than most other contingency operations. Subsequent portions of this chapter, describing PSYOP in support of SO, discuss UW in detail.

Intelligence collection missions are an integral part of PSYOP in peacetime contingency operations as in other LIC operations. Psychological operations also support intelligence efforts during reconnaissance operations discussed later in this chapter. Psychological

operations enhance intelligence gathering by inducing people in the affected area or country to be cooperative and willing to provide information. The relationship and support of PSYOP in other intelligence operations are discussed further in Chapter 11.

TERRORISM COUNTERACTION

Terrorism is the calculated use of violence or threat of violence to attain goals that are political, religious, or ideological in nature. This is done through intimidation, coercion, or by instilling fear. Terrorism involves a criminal act that is often symbolic and intended to influence an audience beyond the immediate victims. Terror has become an integral part of the strategy of many forces in modern conflicts, and U.S. forces must be prepared to operate in such an environment. Terrorism will often be used in conjunction with other instruments of conflict, for example, propaganda and guerrilla warfare. Terror has both a physical and psychological effect. Physical effects include assassination, hostage taking, and sabotage. The psychological effects include the impact on the victims, innocent bystanders, and other audiences. The ultimate audience may not be the same as the target of the terrorist act.

Terrorism has an immense psychological impact due to many factors. Terrorism does not follow the "law and customs" of war as conceived by most nations. It presents military forces with a type of warfare that is difficult to combat by conventional means. Terrorists operate clandestinely and may strike anywhere without warning. Terrorism can be an ever present threat, yet provide no visible target to defend or strike against. Terrorism allows a militarily weak force to attack stronger enemies. Supporters of terrorists may exploit the open society of democracies to disseminate propaganda. Conversely, terrorism can have a negative psychological impact that can be exploited by the terrorists' enemies:

- Terror can discredit its users by making the terrorists appear to be criminals or the perpetrators of atrocities.
- Terror can alienate the people from the terrorist cause and make them more readily seek the protection of the government or the terrorists' enemies.

Terror can also be used to achieve a number of psychological objectives. Some of these include demoralizing an enemy force, political infrastructure, or civilian populace; building morale by providing a symbol of resistance; and providing the opportunity to disseminate propaganda by exploiting the attention gained from the terrorist act.

Role of Psychological Operations

Terrorism counteraction consists of those actions taken to counter the terrorist threat. Psychological operations can be effective in terrorism counteraction only insofar as they are part of long-term national policy directed at the nations and organizations employing terrorism. United States Army PSYOP units/personnel are responsible for developing PSYOP countermeasures to reduce or prevent terrorism effectiveness. These countermeasures are directed at two distinct target audiences. First is the entire target audience of the terrorist action. The second group consists of the terrorists themselves and their active supporters.

Counteraction Supported by Psychological Operations

To be effective in terrorism counteraction, PSYOP must—

- **Support** a national policy whose objective is the defeat of the nation or organization employing terror.
- **Integrate** with other security operations, including intelligence, police, military, and paramilitary measures.
- **Target** the forces employing terrorism and place them on the psychological defensive. Psychological operations cannot simply react to individual acts of terrorism since this would give the terrorists the psychological initiative.
- **Analyze** the terrorists' objectives and use PSYOP to ensure that these objectives are frustrated. The ultimate audience of terrorist acts must be determined and the effects of the terror countered.

The role of PSYOP is critical in both the analysis of the threat of terrorism and in the activities directed against terrorism. Since terror is directed at the will of the populace, PSYOP must maintain friendly popular support while attacking the terrorists and their supporters. To minimize or help eliminate a terrorist threat, the terrorist organization's infrastructure must be identified, its goals exposed, and its support neutralized. These tasks are difficult because of the clandestine nature of terrorist organizations, which hampers intelligence collection efforts. Antiterrorism (defensive measures taken to reduce the vulnerability of friendly personnel, facilities, and equipment to terrorist acts) and counterterrorism (offensive measures taken to respond to terrorist acts) comprise terrorism counteraction. The PSYOP countermeasures often apply to antiterrorism and counterterrorism. Some

specific goals of PSYOP countermeasures to terrorism are to—

- **Maintain** the support of friendly populaces and nations during protracted terrorism counteraction campaigns.
- **Convince** the populace that terrorists are an enemy of the people.
- **Inform** the populace of the true goals of the terrorists and create a desire to use governmental systems to protect lives and property.
- **Inform** the international community of the terrorists' acts in order to dissuade other nations from supporting the terrorists.
- **Expose** the nature of the terrorist infrastructure to discredit it in the eyes of the populace and limit the terrorists' relative freedom of movement.
- **Exploit** terrorist attacks on noncombatants to gain sympathy internally and abroad.
- **Assist** the HN in the dissemination of information on its nation-building programs to gain popular support in countering terrorism.
- **Advance** the isolation of the terrorist organization from its popular support base.
- **Gain** indigenous support for friendly counterterrorist forces and actions.
- **Gain** intelligence information on the terrorist organization through PSYOP convincing the populace to provide information to friendly intelligence agencies.
- **Undermine** the terrorists' morale and confidence in their leadership.
- **Deglamorize** terrorists, thus minimizing the impact of terrorists' acts.
- **Take** a tactical role in counterterrorism. Psychological operations teams can accompany counterterrorist forces to help convince terrorists to surrender or release hostages.
- **Cause** the defection and surrender of members of the terrorist organization.
- **Publicize**, when security permits, successful counterterrorism actions that demonstrate friendly forces defeating terrorists.
- **Gain** support for sometimes inconvenient security measures necessary to combat terrorism.
- **Counter** propaganda conducted by terrorists, their supporting organizations and states, and their sympathizers.

SUPPORT FOR SPECIAL OPERATIONS

Special operations are military operations conducted by specially trained, equipped, and organized DOD forces against strategic, operational, or tactical targets

in pursuit of national, military, political, economic, or psychological objectives. Special operations support conventional military operations or they may be prosecuted independently when the use of conventional forces is either inappropriate or infeasible. Sensitive peacetime operations, except for training, are normally authorized by the NCA and conducted under the direction of the NCA or a designated commander. Special operations may also include UW, counterterrorist operations, collective security, PSYOP, and CA measures. Most Army special operations are conducted by SOF—SF, PSYOP forces, CA elements, Rangers, and special operations aviation (SOA) assets.

Note that most of the LIC operational requirements are in the SO category. It follows that **SOF are the primary players in LIC**—at least initially, or by design—to limit large U.S. involvement. Peacekeeping could also be defined as a special operation, but conventional forces are employed more often than SOF. Conversely, PSYOP are not only SO, but also support conventional and other SO missions. As in LIC, PSYOP in support of SO are conducted in peacetime, conditions short of war, and in wartime.

In a SO environment, PSYOP take on an added significance. Modern revolutionary warfare is characterized by conflict in all spheres of national activity: political, social, cultural, diplomatic, economic, and military. These conflicts can be as decisive as combat operations in conventional warfare. Failure to properly engage on the noncombatant fronts can mean defeat, regardless of the outcome of military operations. Probably the most important SO field is in the political arena since revolutionary warfare is essentially a conflict between political systems. For a force, either the revolutionaries or the government, to triumph, it must effectively control and mobilize the people while destroying the enemy's ability to do the same. Psychological operations serve as a primary weapon in this political struggle. All operations, military, economic, psychological, and social, are effective only insofar as they support the political goals. Psychological operations support the political struggle by—

- Establishing, spreading, and maintaining belief and support for the friendly political system, including its ideology, infrastructure, and political programs.
- Attacking the credibility of the enemy's political system. By so doing, PSYOP destroy the foundations for the enemy's activities.
- Mobilizing popular support for military, paramilitary, security, and intelligence operations (for example, obtaining recruits, information, and safe houses for UW forces).

- Mobilizing popular support for political, social, and economic programs.
- Propagandizing the anticipated reforms and programs to benefit the populace once the hostile government is overthrown.
- Shifting the loyalty of enemy forces and their supporters to friendly control.

To be effective, PSYOP elements supporting SO must have a thorough knowledge of the national, regional, social, economic, political, and cultural characteristics of the target area/populace. Psychological operations personnel must be language-qualified and must comprehend the psychological sensitivities of various target groups within different countries.

Special operations forces can be used singularly, prior to, and after the introduction of conventional combat forces. The skills and area orientation of SOF, coupled with their PSYOP, CA, intelligence gathering, and language capabilities, make them especially suited for FID operations. Additionally SOF have the unique capability to develop, organize, equip, train, and direct indigenous forces in the conduct of counter guerrilla operations. Furthermore, ranger battalions supported by SOA assets are ideally suited for peacetime contingency operations and wartime missions.

Psychological Operations Organization for Special Operations

United States Army PSYOP elements that support a special operations command (SOC) may expect to function under varied command and control arrangements. The exact organizational structure is determined by the mission, the resources available, and the prerogatives of the commander, but is generally characterized by the decentralization of PSYOP assets to subordinate SO elements. Psychological operations personnel generally utilize radio and television broadcasts, loudspeakers, audiovisual material, and printing resources to support the campaigns developed by SOC. Psychological operations planners are responsible for developing and executing campaigns that support SO PSYOP objectives and for using PSYOP to exploit vulnerabilities of the enemy in the area of operations. Psychological operations planners also advise the SO commander, his staff, and subordinate commanders and staffs on the psychological impact of military operations concerning friendly, hostile, or noncombatant groups within the operational area.

Several SOF organizations with PSYOP assets have been developed to fulfill the particular command, control, and support requirements of SO. The SOC is responsible for integrating all PSYOP and psychological actions in support of SO missions.

Psychological Operations Support in Unconventional Warfare

Unconventional warfare covers a broad spectrum of military and paramilitary operations conducted in enemy-held, enemy-controlled, or politically-sensitive territory. It includes, but is not limited to, the inter-related fields of guerrilla warfare, evasion and escape, subversion, sabotage, direct action missions, and other operations of a low visibility, overt, or clandestine nature. These interrelated aspects of UW may be prosecuted singly or collectively by predominantly indigenous personnel, usually supported and directed in varying degrees by external sources, during all conditions of war or peace. Army support of UW can include the use of both SOF and general purpose forces, e.g., combat service support for guerrillas in a third country. Techniques and tactics for certain UW operations are similar to those employed in FID.

Unconventional warfare operations are conducted in remote, urban, or rural environments to exploit military, political, economic, social, or psychological vulnerabilities of an enemy. Special Forces do not normally create a resistance movement but rather exploit the existing potential. Special Forces provide support and advice to indigenous resistance groups by working with leaders and in-country assets. These assets, all mutually supporting, include the guerrilla force (the overt element), the auxiliary force (both active and passive civilian support), and the underground force (the covert element of the resistance). Friendly UW forces operating in enemy-held territory need at least the passive support of the populace to avoid detection, move freely, and complete their missions. This support can be gained by PSYOP assistance to the SF.

Since the ultimate goal of resistance activity is political in nature, all SOF must orient themselves toward political goals. Propaganda becomes especially critical as it helps to gain converts and recruits for the resistance's political, military, and intelligence infrastructures. Propaganda opportunities are exploited by PSYOP advisors and the SF teams with whom they work. The U.S. PSYOP teams attached to SF convince the guerrillas to conduct operations that create popular support for the resistance movement, both in and out of the unconventional warfare operations area (UWOA). Indigenous personnel are trained in the effective conduct of PSYOP and then integrated into the political infrastructure and guerrilla forces. Psychological operations normally are conducted by guerrilla forces in support of the needs of the indigenous commander. Those needs should be governed and related to the overall objectives of the unified commander, specific situation, or UW mission.

Special Forces units, by their presence in a particular country, have a tremendous **psychological impact** on enemy military, guerrilla forces, and informed elements of the population. The presence of SF personnel serves as tangible evidence of U.S. interest and support. Through daily **face-to-face** meetings with local leaders, SF personnel strengthen mutual respect, confidence, and trust. In addition, they gain valuable insight into the indigenous guerrilla force problems and gain rapport by sharing the same living and fighting conditions.

Psychological operations specialists augmenting SF elements can deploy into any UWOA. Psychological operations personnel plan the propaganda themes, messages, media, and methods to be employed based on an analysis of the target audience. To be effective,

these plans must support national PSYOP campaigns and objectives.

United States Army PSYOP facilities outside the UWOA are set up in the theater communications zone by Army PSYOP units. Psychological operations facilities within the UWOA initially may be austere. Therefore, early in a UW campaign, PSYOP will often employ face-to-face communications or field-expedient means such as improvised presses or graffiti. If indigenous facilities exist, posters, leaflets, radio, or TV broadcasts can be produced by auxiliaries and the underground. Radio and television coverage may also be achieved in the UWOA by transmissions that originate from adjacent secure areas. While the nature of PSYOP campaigns will vary, the steps for developing campaigns are applicable to any situation. The SOC, with its own PSYOP personnel, will coordinate with the theater level PSYOP assets in the development of PSYOP campaigns for SF detachments in denied areas.

The Special Forces Operational Base (SFOB) ensures that deploying SF detachments receive appropriate PSYOP guidance and support before they infiltrate. The SFOB advises the SF detachment commander on psychological opportunities as they arise, furnishes training materials for selected resistance members in applying PSYOP, and if required, initiates PSYOP campaigns in coordination with the SOC.

An operation can be made more effective if its psychological impact is determined prior to the operation and then exploited during the operation itself. Any operation has the potential to produce a negative psychological impact on the population. Consequently, all combat operations (conducted by U.S. forces, SOF trained forces, or allied forces) that have in the past created a negative psychological impact should be evaluated to determine what factors were at fault so that they can be avoided in future operations. Moreover, there are also many combat forces operations, such as civic action programs, that, while not having a military impact, have a positive psychological impact. These factors can be exploited in future operations. Special operations planners should consider the following four factors that may have an impact on PSYOP:

- Impact of noncombatant casualties.
- Permanent presence of enemy security forces in populated areas.
- Relationship between enemy security forces and civilian populace.
- Effects of combat operations on morale of friendly and enemy forces.

Unconventional Warfare Target Audiences

Special Forces detachments by virtue of their mission, deployment, training, and contacts are able to gather information for PSYOP intelligence. This intelligence is relevant to determining the attitudes, allegiances, activities, vulnerabilities, and susceptibilities of the local population, guerrillas, underground, and auxiliary.

Four major target audiences usually can be identified in a UWOA. These include **enemy forces**, **enemy sympathizers**, **the uncommitted**, and **resistance sympathizers**.

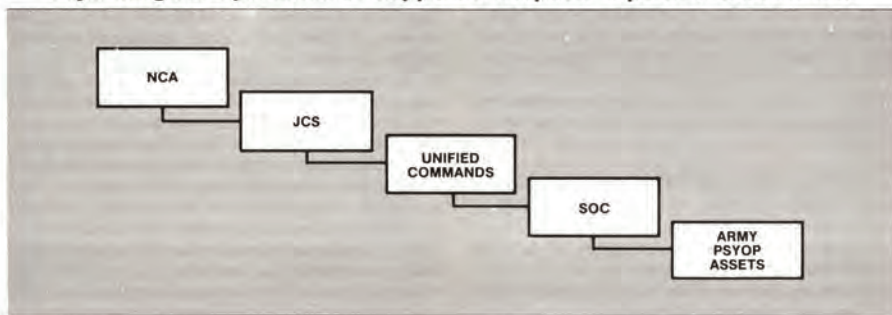
Enemy forces may represent the government forces, an occupying power, or one assisting the hostile government and may or may not be of the same nationality as the local populace. In any case, PSYOP campaigns against enemy forces are conducted in an attempt to make their members feel isolated and improperly supported, doubtful of their struggle's outcome, distrustful of each other, and unsure of the morality of their cause.

Enemy sympathizers include those civilians in an operational area who are willing enemy collaborators, unwilling enemy collaborators (individuals who collaborate under duress), and passive enemy sympathizers. The goal of a PSYOP campaign aimed at these groups is to identify and discredit the enemy collaborators and weaken their belief in the enemy's military strength and power.

The uncommitted are those members of the general population who are neutral during the initial stage of hostilities (or resistance movements). They may be fearful of the movement's aims or uncertain of its success. In order to win over the uncommitted, PSYOP support must stress that the resistance shares and fights for the political and social goals of the population; that the U.S. and its allies, in backing the guerrillas (the military arm of the resistance), support those same goals; and that the resistance movement will be successful.

Resistance sympathizers include civilians, government, military, or paramilitary members who support the goals of the movement but who are not active members of the resistance force. Psychological operations campaigns directed at this target audience stress themes that encourage the populace to support actively (though generally covertly) or cooperate passively with the resistance forces in achieving common objectives. These appeals ensure that the people, their sensitivities, cultures, customs, and needs will be respected. The words and deeds of the resistance force must assure the sympathizers that the movement can be counted on to

Psychological Operations in Support of a Special Operations Command



help protect them from all enemy forces. The populace also must view the resistance force as an instrument of their political, social, and economic interests. The persuasive appeals must be reinforced by deeds. A failure to do so may lead to loss of credibility and eventually to the failure of the entire PSYOP campaign.

Means of Dissemination

Psychological operations messages can be disseminated to the target audience through a variety of means including **face-to-face communication, printed materials, rumor, and cultural-drama entertainment**. Dissemination can be carried out by U.S. and indigenous PSYOP elements, the indigenous political infrastructure, or the guerrillas. A clear understanding of friendly political programs is necessary to formulate sound PSYOP dissemination procedures. Indigenous PSYOP elements must be integrated into guerrilla forces and use any opportunity afforded by contact with the populace to propagandize their cause.

Face-to-face communication is the most effective PSYOP technique in a UWOA. This technique can range from a meeting between two individuals in an informal conversation to a planned propaganda program such as medical team visits to local villages or an indigenous cultural-drama troupe performance. Whenever possible, SF detachment personnel may reinforce the PSYOP mission by contacting local civilians directly. This practice provides the populace with evidence that the guerrillas are supported by the U.S. and that all are working in the interest of the populace.

Printed leaflets, posters, or bulletins can be produced by the resistance elements on simple reproduction machines or produced by a variety of field-expedient methods. Leaflet writing techniques for UW are essentially the same as for conventional programs. With the assistance of knowledgeable members of the resistance force, psychological themes can be adapted to local conditions. The locally developed programs can be augmented by propaganda materials produced by the PSYOP units operating in the theater. Such materials may be delivered to the resistance elements for dissemination or may be disseminated directly to the target audience by SF or PSYOP personnel.

Rumor can be an effective propaganda device. The use of rumor with an indigenous guerrilla force requires extreme skill and care because the rumor content cannot be controlled once dissemination has been initiated. When rumors are passed, they sometimes undergo some content or meaning change that may be adverse to the intended purpose of the rumor program and the overall PSYOP campaign.

Cultural-drama entertainment is another effective propaganda instrument. In a UWOA, radio and TV programs would probably be unavailable or controlled by the hostile government. The performance of cultural-drama teams composed of talented indigenous personnel can bolster the morale of both combatants and noncombatants, instill attitudes favorable to the resistance movement cause, and disseminate information that supports the political, social, and economic programs which the resistance movement supports.

Other Special Operations Support

Those aspects of PSYOP support for peacetime contingencies (**strike/raid, demonstration/show of force, rescue/recovery, UW, intelligence collection**) described in the LIC portion of this chapter are also common missions for SOF. These missions can also occur in wartime and are best executed when PSYOP support is included.

Strike/raid and rescue/recovery/evacuation are discussed in detail under PSYOP support to LIC. What should be further emphasized concerning these missions is that PSYOP support would be primarily used during the planning stages. Both of these missions are also ideally suited for PSYOP assistance in the form of support to a deception effort. Finally, in most cases, **strike/raid and rescue/recovery/evacuation** are classic psychological examples of U.S. **resolve** and national **will** to hit back at an enemy or to save lives.

Strategic reconnaissance operations can use PSYOP in both the planning and training phases. Some reconnaissance missions may be conducted in conjunction with indigenous forces and require popular support. Psychological operations can assist in promoting this support from the populace. Basic psychological study data can also help in understanding the mores and attitudes of enemy forces and civilians in deep target areas. Additionally, PSYOP are an ingredient that may be used to assist in human intelligence (HUMINT) collection, which is one of the imbedded missions in strategic reconnaissance.

Tactical reconnaissance can be supported by PSYOP in a similar manner as for strategic reconnaissance, except that the support is reduced in scope and provided in a shorter time frame. Ranger elements would normally conduct these missions prior to a strike by a larger ranger or conventional force. In some situations, a deception operation with appropriate PSYOP support could be employed in conjunction with a tactical reconnaissance. Information collected or learned from EPWs captured during the reconnaissance could support future PSYOP efforts.

Civil affairs support for general purpose forces necessitates a close working relationship with and coordinated use of PSYOP (see Chapter 6). In areas where SO are conducted, PSYOP support of CA is even more important in helping establish command support functions, population control, and protection from insurgent activities. As an example, in Grenada, U.S. PSYOP and CA forces worked closely together and with the local populace to locate and protect public water sources, sanitation facilities, and medical clinics.

Special light infantry operations conducted primarily by ranger units may require extensive PSYOP support both in the planning and execution phases of the operations. During the planning stage, the BPS provides valuable data about the target area and indigenous populace. Some missions, such as safeguarding American lives at a U.S. embassy, may actually include PSYOP elements accompanying the security forces. In such situations, PSYOP loudspeaker teams may be needed to assist in crowd control and security operations.

SUMMARY

Psychological operations are essential for success in LIC and SO. Both entail special command relationships and coordination with other defense organizations and government agencies. In supporting these requirements, military PSYOP objectives must be compatible with U.S. national objectives.

Psychological Operations in Low Intensity Conflict

Psychological operations are an integral part of LIC, tailored to meet specific requirements for peacekeeping, FID, contingencies, or terrorism counteraction. In all, military and nonmilitary courses of action must be considered in terms of psychological impact. In correcting the root causes leading to LIC, short-range tactical advantages may be sacrificed to preserve long-range psychological objectives. The understanding and incorporation of political, social, and economic policies and goals into military PSYOP planning for, and application in, LIC are essential for success. Peacekeeping operations can be supported by PSYOP in four major ways: information/education programs, peacekeeping training for other nations, aid as advisors to allied peacekeeping efforts, and aid as advisors to other U.S. agencies.

In FID, PSYOP support is integrated into all aspects of the foreign assistance programs, including internal

development, humanitarian aid, and security assistance. Psychological operations in FID are directed toward—

- Assisting the HN in gaining popular support.
- Assisting the HN in defeating the insurgents.
- Establishing a favorable U.S. image in the HN.
- Favorably influencing neutral groups and the world community.
- Assisting the HN in supporting defector rehabilitation programs.
- Providing close and continuous PSYOP support to maximize the effect of CA operations.

A major security assistance role in the conduct of FID includes U.S. military PSYOP training, advisory assistance, and logistical support. United States PSYOP assets work to help the HN improve its PSYOP programs and capabilities.

Army PSYOP elements may be tailored to support a particular contingency. In most contingency operations, PSYOP can help explain why the U.S. took the action and can amplify the effects by publicizing the reasons and results to friendly, neutral, and hostile audiences.

Terrorism has an immense psychological impact. Terrorism counteraction includes PSYOP directed at target audiences of the terrorists, the terrorists themselves, and their supporters. Psychological operations reinforce national will to deter and attack terrorism.

Psychological Operations in Special Operations

Psychological operations are both a positive adjunct and a vital supporter of SO. Most PSYOP support to SO occurs in FID (covered under LIC) and UW. To be effective, language-qualified PSYOP elements supporting SO must have a thorough knowledge of the national, regional, social, economic, political, and cultural characteristics of the target area/populace. Psychological operations forces in support of SO may work independently for an ambassador's country team or may be employed by a unified command's SOC. Enemy forces, enemy sympathizers, the uncommitted, and resistance sympathizers comprise the four major target audiences in a UWOA. Face-to-face communication is the most effective PSYOP technique in a UW environment.

Psychological operations support for peacetime contingencies are also generally appropriate for war situations. Other SO (strikes, raids, rescues, recoveries) depend upon PSYOP support largely in planning phases. Psychological operations support in personnel and equipment can be tailored to assist in most SO environments.

APPENDIX D

Psychological Operations Teams and Units

COMMAND AND CONTROL TEAMS

Team AA, Command and Control (Company)

Composition. Company commander, executive officer, first sergeant, operations/intelligence sergeant, supply sergeant, unit clerk, and armorer.

Capabilities. Commands and provides administrative control and operational supervision for one to seven platoons or teams. Operates independently as a liaison detachment. Parachute qualified when supporting an airborne unit.

Basis of Allocation. Generally, one per division.

Mobility. One hundred percent mobile in organic vehicles.

Team AB, Command and Control (Battalion)

Composition. Battalion commander and his staff, command sergeant major, company commander, first sergeant, vehicle maintenance personnel, supply personnel, telecommunications personnel, food service personnel, administrative personnel, illustrator, mail delivery specialist, armorer, and retention noncommissioned officer.

Capabilities. Commands and provides administrative control and operational supervision for two to five PSYOP companies; logistical and administrative support for assigned and attached units; limited procurement and distribution of nonstandard items of equipment and supplies for subordinate operational elements. Operates independently as a liaison detachment. Parachute qualified when supporting an airborne unit.

Basis of Allocation. Depending on the type, one per theater army command, unified command, corps, or civil affairs command.

Mobility. One hundred percent mobile in organic vehicles.

Team AC, Command and Control (Group)

Composition. Group commander and his staff, command sergeant major, company commander,

first sergeant, administrative personnel, supply personnel, telecommunications center personnel, food service personnel, legal specialist, mail delivery specialist, armorer, and retention noncommissioned officer.

Capabilities. Commands two to five PSYOP battalions; coordinates and operationally supervises subordinate elements. Specified elements parachute qualified when supporting an airborne unit.

Basis of Allocation. One per theater army command or a unified command.

Mobility. Sixty-seven percent mobile with organic vehicles.

OPERATIONAL TEAMS

Team AD, Command Assessment

Composition. Commander, intelligence officer, and operations officer.

Capabilities. Deploys with a corps deployment package into a hostile area to analyze and evaluate the PSYWAR possibilities; makes recommendations to ground force command concerning PSYOP; determines what PSYOP functional teams should be deployed into the area; evaluates the results of any PSYOP campaign that had been conducted prior to insertion of forces; and plans the themes to be used in PSYOP campaigns.

Basis of Allocation. One per corps deployment package.

Mobility. One hundred percent mobile in organic vehicles.

Team FA, Propaganda

Composition. Two PSYOP officers and clerk typist.

Capabilities. Supervises the production of, or develops propaganda, controls propaganda development activities supporting theater army, corps, division, SAO, or mission. Operates independently as a liaison detachment when required. Parachute qualified when supporting an airborne unit.

Basis of Allocation. One per two to eight teams FB, FC, FD, or FE, as required; one per major command; one per PSYOP liaison requirement.

Mobility. One hundred percent mobile in organic vehicles.

Team FB, Audio and Television Production

Composition. Two PSYOP officers, radio personnel, broadcast journalists, journalists, broadcast announcer, audio and TV production specialist, PSYOP specialist, and clerk typists.

Capabilities. Prepares audio and TV propaganda in the form of sound tapes, scripts, news, commentary, and entertainment programs for dissemination to target audiences by radio, TV, and loudspeaker; researches, locates, procures, and records indigenous music and sound effects. Requires augmentation by indigenous linguists. Must be employed with Team ID, Mobile Radio Production, when not operating in a fixed facility.

Basis of Allocation. One or more per propaganda development activity. Team IA, ethnic group targeted, or geopolitical area of interest, as required.

Mobility. One hundred percent mobile in organic vehicles.

Team FC, Current Intelligence

Composition. Two intelligence officers, PSYOP sergeants, PSYOP specialists, and clerk typists.

Capabilities. Develops intelligence requirements and processes intelligence information to support PSYOP; analyzes current intelligence to determine and verify psychological susceptibilities, vulnerabilities, and opportunities; interrogates EPWs and translates foreign language printed material. Parachute qualified when supporting an airborne unit.

Basis of Allocation. One or more per PSYOP group, battalion, or company as required; one per major enemy unit, ethnic group targeted, or geopolitical area of interest.

Mobility. One hundred percent mobile in organic vehicles.

Team FD, Research and Analysis

Composition. Two PSYOP officers, PSYOP sergeants, PSYOP specialists, strategic intelligence analyst, and clerk typists.

Capabilities. Performs detailed background study and analysis of specific target groups, prepares PSYOP contingency plans, conducts propaganda analysis of friendly and enemy PSYOP. Parachute qualified when supporting an airborne unit.

Basis of Allocation. One or more per PSYOP group or battalion as required.

Mobility. One hundred percent mobile in organic vehicles.

Team FE, Graphic Production

Composition. Two PSYOP officers, illustrators, journalists, still photographer, and clerk typists.

Capabilities. Prepares copy and illustrations necessary to produce leaflets, posters, pamphlets, and newsletters. Parachute qualified when supporting an airborne unit. Requires augmentation by indigenous writers and illustrators.

Basis of Allocation. One per PSYOP group or battalion as required; one per PSYOP unit with organic, medium- or heavy-printing platoon.

Mobility. One hundred percent mobile in organic vehicles.

Team GA, Light Printing

Composition. PSYOP officer, photolithography chief, offset press operators, illustrators, journalist, photo and layout specialist, still photographer, reproduction equipment repair specialist, bindery specialist, light-wheeled vehicle mechanic, and clerk typists.

Capabilities. Prints propaganda leaflets and newsletters on organic presses; trims, cuts, packages, rolls, and distributes printed propaganda material for dissemination by aircraft, tube artillery, and other means; prepares propaganda messages for special situation leaflets and newsletters; and reproduces scripts for use in tactical loudspeaker broadcasts. Parachute qualified when supporting an airborne unit.

Basis of Allocation. One or more per PSYOP battalion or company as required.

Mobility. Sixty-three percent mobile in organic vehicles.

Team GB, Medium Printing (Operations, Camera and Plate)

Composition. Publications officer, reproduction technician, photolithography chief, photo and layout specialists, and supply specialist.

Capabilities. Plans, controls, and supervises printing operations to produce leaflets, posters, and other propaganda materials; supervises one to four GC teams operating at a single location; executes process photography and prepares photolithographic plates for use by GC teams; provides electrical equipment maintenance and supply support for itself and attached GC teams. Capable of multishift operations.

Basis of Allocation. One per mobile medium-printing requirement.

Mobility. One hundred percent mobile in organic vehicles.

Team GC, Medium Printing (Press and Processing)

Composition. Offset press supervisor, offset press operators, bindery specialists, and light-wheeled vehicle mechanic.

Capabilities. Prints to specification by photolithographic process up to 1,200,000 production units per day of propaganda leaflets, posters, and other printed material; trims, cuts, rolls, packages, and distributes propaganda material for dissemination by aircraft, artillery, and other means; provides direct and general support maintenance for organic presses when supported by teams BA and GB and when welding and machinist support is provided from an outside source. Requires electrical power and administrative transportation support for prolonged operations. Capable of multishift operations.

Basis of Allocation. One to four per GB teams as required.

Mobility. One hundred percent mobile in organic vehicles.

Team GD, Heavy Printing (Operations, Camera and Plate)

Composition. Publications officer, reproduction technician, photolithography chief, photo and layout specialists, electrician, and supply specialist.

Capabilities. Plans, controls, and supervises printing operations to produce leaflets, posters, pamphlets, and other propaganda materials; supervises one to four GE teams operating at a single location; executes process photography and prepares photolithographic plates for use by GE teams; provides electrical equipment maintenance and supply support for itself and attached GE teams. Requires a fixed facility and outside source of power for operation. Capable of multishift operations.

Basis of Allocation. One per fixed heavy-printing requirement.

Mobility. Ten percent mobile in organic vehicles.

Team GE, Heavy Printing (Press and Processing)

Composition. Offset press supervisors, bindery specialists, offset press operators, and light-wheeled vehicle mechanic.

Capabilities. Prints by photolithographic process up to 5,000,000 production units per day of leaflets, posters, pamphlets, and other printed propaganda

materials; trims, cuts, folds, stitches, packages, and distributes reproduced material for dissemination; provides direct and general support maintenance for organic presses when supported by BA and GD teams and when welding and machinist support is available from an outside source. Requires a fixed facility, external power source, and administrative transportation support for operation. Capable of multishift operations.

Basis of Allocation. One to four per GD team.

Mobility. Seven percent mobile in organic vehicles.

Team HA, Platoon Headquarters (Audio and Visual)

Composition. PSYOP officer, clerk typist, and supply specialist.

Capabilities. Supervision of two or more GA, HB, and HC, or K-series teams. Operates independently as a liaison detachment. Parachute qualified when supporting an airborne unit.

Basis of Allocation. One or more per PSYOP group, battalion, or company as required; one per PSYOP liaison requirement.

Mobility. One hundred percent mobile in organic vehicles.

Team HB, Loudspeaker

Composition. Team chief and PSYOP specialists.

Capabilities. Plans, prepares, records, and conducts live or taped loudspeaker broadcasts in support of PSYOP; produces and distributes a limited quantity of leaflets. Loudspeaker with power source may be backpacked or mounted on ground vehicles, boats, or aircraft. Parachute qualified when supporting an airborne unit.

Basis of Allocation. One or more per combat battalion or as required.

Mobility. One hundred percent mobile in organic vehicles.

Team HC, Audiovisual

Composition. PSYOP officer, team chief, and PSYOP specialist.

Capabilities. Exhibits sound motion pictures, film strips and photographic slides; conducts loudspeaker broadcasts; produces and distributes limited quantity of leaflets; conducts face-to-face propaganda; and surveys local population to secure PSYOP intelligence.

Basis of Allocation. One or more per PSYOP battalion or company as required.

Mobility. Fifty percent mobile in organic vehicles.

Team IA, Mobile Radio Operations

Composition. Broadcast officer, radio program officer, communications-electronics operations chief, supply sergeant, prescribed load list (PLL) clerk, and clerk typist.

Capabilities. Supervision of teams FB, IB, IC, and ID when more than one team is deployed to support an operational mission. Provides user level supply support for PSYOP-peculiar communications-electronics equipment organic to subordinate teams. Requires company level administrative support.

Basis of Allocation. One per PSYOP group, battalion, or company as required.

Mobility. One hundred percent mobile in organic vehicles.

Team IB, Mobile Radio Monitoring

Composition. Communications-electronics maintenance chief, fixed station radio repairmen, fixed station receiver attendants, light-wheeled vehicle mechanic, teletypewriter repairman, and PSYOP specialists.

Capabilities. Provides news from friendly and enemy radio and teletype sources including CONUS stations and theater headquarters to provide a base for selected propaganda news broadcasts or other propaganda media; provides tape monitoring of selected broadcasts for subsequent translation and analysis; performs direct support maintenance on organic communications-electronics equipment. Capable of multishift operations.

Basis of Allocation. One per ID or FC team as required.

Mobility. Seventy-six percent mobile in organic vehicles.

Team IC, Mobile Radio Engineer

Composition. Radio engineer, radio repair technician, communications-electronics maintenance chief, fixed station radio repairmen, antenna installation specialists, audio and TV production specialists, and fixed station transmitter attendants.

Capabilities. Transmits medium or shortwave radio broadcasts in support of propaganda operations. Performs direct support maintenance on organic communications-electronics equipment. Capable of multishift operations.

Basis of Allocation. One per PSYOP broadcasting mission.

Mobility. Seventeen percent mobile in organic vehicles.

Team ID, Mobile Radio Production

Composition. PSYOP officer, broadcast supervisors, audio and TV production specialists, broadcast announcers, broadcast journalists, and light-wheeled vehicle mechanic.

Capabilities. Prepares and produces up to eight hours of original radio programs per day in support of propaganda operations.

Basis of Allocation. One or more per studio production requirement.

Mobility. One hundred percent mobile in organic vehicles.

Team KA, Fixed Motion Picture

Composition. Audiovisual officer, film library specialist, and audiovisual equipment repairman.

Capabilities. Provides for the operation of a motion picture installation/operational supervision or advisory assistance for motion picture installations operated by indigenous personnel.

Basis of Allocation. One per motion picture theater when operated by team members. One per three to five motion picture theaters operated by indigenous personnel.

Mobility. Eighty percent mobile in organic vehicles.

Team KB, Fixed Printing

Composition. Printing officer, public affairs officer, photolithography chief, offset-press operators, photo and layout specialist, and distribution clerks.

Capabilities. Provides operational control or advisory assistance for an indigenous newspaper or other type publication plant in a specific geographical area. Parachute qualified when supporting an airborne unit.

Basis of Allocation. One per publications plant as required.

Mobility. One hundred percent mobile in organic vehicles.

Team KC, Fixed Radio

Composition. Broadcast officer, PSYOP officer, radio transmission/sound engineer, radio repair technician, fixed station radio repairman, PSYOP specialist, broadcast supervisor, and broadcast announcer.

Capabilities. Provides operational control or advisory assistance for an indigenous fixed radio broadcasting station. Parachute qualified when supporting an airborne unit.

Basis of Allocation. One per fixed radio station as required.

Mobility. One hundred percent mobile in organic vehicles.

Team KD, Display

Composition. Public affairs officer, public affairs supervisor, illustrator, and still photographer.

Capabilities. Supervises preparation of copy and illustrations; provides control or advisory assistance for the preparation of copy, artwork, displays, bulletin boards, signs, and other graphic media. Requires augmentation by indigenous interpreters, writers, and illustrators.

Basis of Allocation. As required.

Mobility. One hundred percent mobile in organic vehicles.

Team KE, Fixed Television

Composition. Television director, TV repair technician, broadcast supervisor, audio and TV production specialist, fixed station radio repairman, and radio and TV system specialists.

Capabilities. Provides for the operational supervision/operation of an indigenous television broadcasting station; provides advisory assistance for television networks or stations; provides limited maintenance and repair of a television broadcasting station.

Basis of Allocation. One per TV broadcasting facility as required.

Mobility. One hundred percent mobile in organic vehicles.

SUPPLY AND MAINTENANCE TEAM

Team BA, Supply and Maintenance

Composition. Unit supply technician, motor sergeant, material contracting and accounting specialist, PLL clerks, light-wheeled vehicle mechanics, supply personnel, and equipment maintenance clerk.

Capabilities. Plans and coordinates logistical requirements for PSYOP units and teams; procures and distributes standard and nonstandard items of equipment and supplies. Has a minimum vehicle maintenance capability to support PSYOP companies and teams.

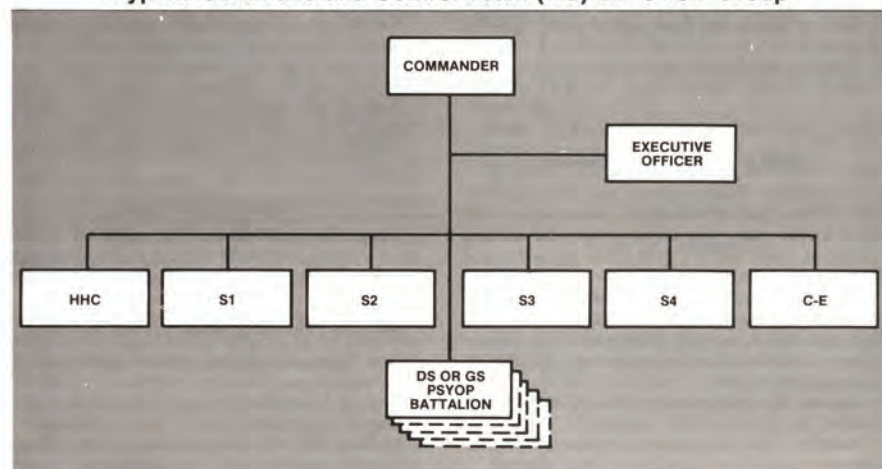
Basis of Allocation. One per PSYOP company or separate team as required.

Mobility. One hundred percent mobile in organic vehicles.

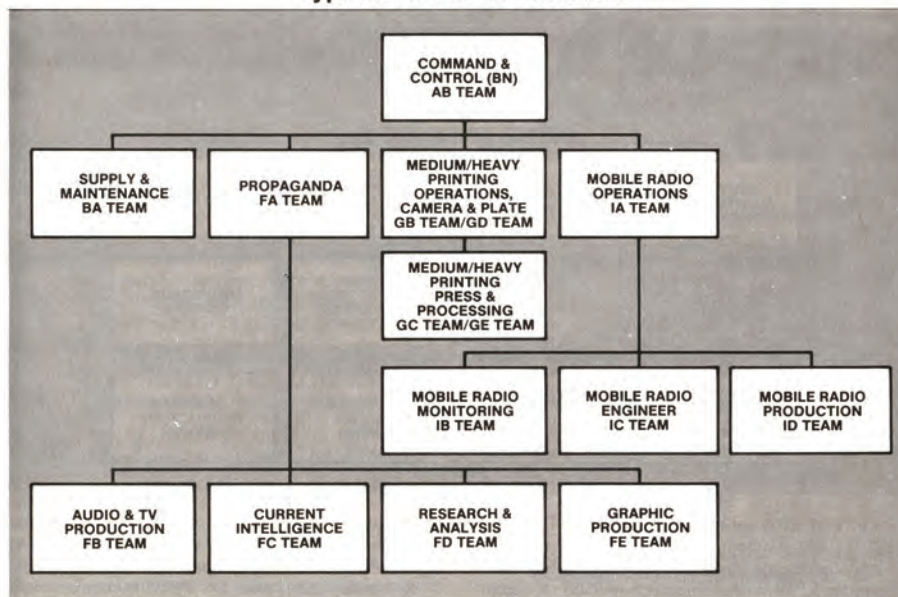
TYPICAL PSYCHOLOGICAL OPERATIONS UNITS

The PSYOP units, composed of the above listed teams, include the personnel and equipment required for performing a specific function. A typical Command and Control team (AC) for a PSYOP group can be used both for DS or GS roles. A PSYOP group is the largest PSYOP unit and it commands and controls two to five PSYOP battalions. A PSYOP group is normally assigned to a theater army component, corps, or a unified command.

Typical Command and Control Team (AC) of PSYOP Group



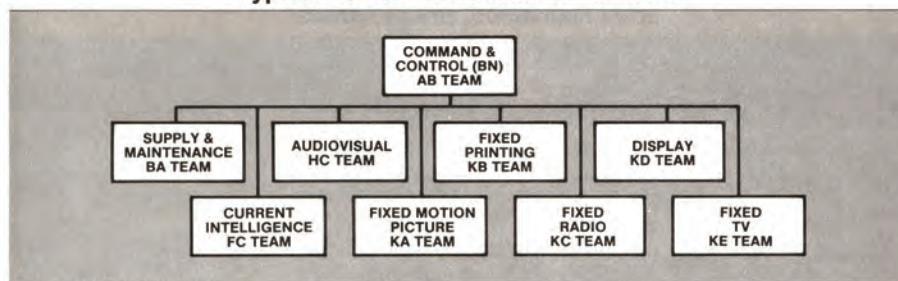
Typical GS PSYOP Battalion



A GS PSYOP battalion may be attached or assigned to a major component of a unified command, a subordinate unified command, or to a corps or

equivalent-size command. All GS PSYOP units are designed to provide strategic PSYOP support for strategic operations and operational campaigns.

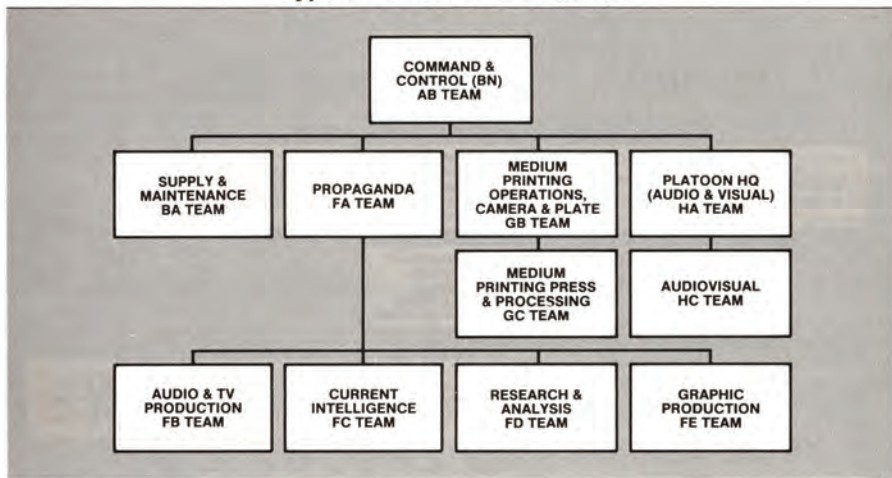
Typical PSYOP Consolidation Battalion



A PSYOP consolidation battalion is normally attached or assigned to a civil affairs command or other commands as required. Normally, it is the

consolidation battalion that operates/supervises the operation of fixed motion picture, radio, TV, and printing facilities.

Typical PSYOP EPW Battalion



A PSYOP EPW battalion is attached or assigned to a MPPWCOM in support of an EPW camp commander to assist in the administration of his camp by conditioning the EPW/civilian internee population to accept the authority and regulations of the EPW camp

commander during internment. Normally the cellular unit is organized into camp teams, with additional FA, FC, and HC teams added under the modified TOE.

Reminder: the typical DS PSYOP company and battalion are depicted and described in Chapter 5.

APPENDIX E

Equipment Guide

This appendix provides a list of PSYOP-peculiar equipment found in PSYOP units organized under TOE 33-500H series. Included is PSYOP equipment allocated to operational teams. The equipment listed is required to accomplish the varied missions and functions performed by PSYOP units for the various levels of command.

FUNCTIONS OF THE FIVE MAJOR OPERATIONAL TEAMS SERIES

There are, in accordance with TOE 33-500H, five major series of operational teams: FA through FE, GA through GE, HA through HC, IA through ID, and KA through KE.

The F-series teams develop and produce propaganda products, process intelligence to support PSYOP, perform detailed background studies and analysis of specific target groups, and conduct propaganda analysis of friendly and enemy PSYOP. This series of teams is supervised by the FA team which has the capability of controlling two to eight FB, FC, or FE teams.

The G-series teams provide light-, medium-, and heavy-printing support.

The H-series teams are commonly referred to as field elements and are placed in direct support of tactical units, advisory teams, and other separate organizations. The HA team, platoon headquarters (audio and visual), supervises two to eight teams: GA (light printing), HB (loudspeaker), and HC (audio-visual) or K-series teams. The HA team is also capable of operating independently as a liaison detachment.

The I-series teams provide mobile radio operations. The K-series teams are capable of operating or providing operational supervision/advisory assistance to existing fixed television, radio, motion picture, and printing facilities.

PSYCHOLOGICAL OPERATIONS-PECULIAR EQUIPMENT OF OPERATIONAL TEAMS

To perform their various support missions, each of the major operational PSYOP teams uses organic equipment. This equipment, largely peculiar to PSYOP units and based upon existing Tables of Organization and Equipment, is listed in the following figures.

F-Series Teams' Equipment Lists

Line Item Number (LIN)	Description	Number
FA TEAM PROPAGANDA		
G84859	Duplicating machine, spirit process: bench/hand, automatic, 8½" by 13"	1
FB TEAM, AUDIO AND TELEVISION PRODUCTION		
G84859	Duplicating machine, spirit process: bench/hand, automatic, 8½" by 13"	1
H13752	Eraser, magnetic: MF-2/U	1

F-Series Teams' Equipment Lists (Continued)

Line Item Number (LIN)	Description	Number
R45981	Recorder-Reproducer set, sound: AN/TNH-2	2
R47488	Recorder-Reproducer set, sound: AN/UNH-10	2
FC TEAM, CURRENT INTELLIGENCE		
R45981	Recorder-Reproducer set, sound: AN/TNH-2	1
R47844	Recorder-Reproducer set, sound: AN/UNH-10	2
FD TEAM, RESEARCH AND ANALYSIS: Has no PSYOP-peculiar equipment		
FE TEAM, GRAPHIC PRODUCTION		
C85494	Camera set, still picture: KS-99	1
G44569	Drafting equipment set, battalion: charts, sketches, and overlays	1
G85373	Duplicating machine, stencil process: bench, motor driven, without cabinet	1
U96217	Table, lithographic layout: fluorescent illumination, 40" long, 30" wide, 37" high	2

G-Series Teams' Equipment Lists

Line Item Number (LIN)	Description	Number
GA TEAM, LIGHT PRINTING		
C85494	Camera set, still picture: KS-99	1
P61665	Printing plant, special warfare transportable: light weight (Army)	1
P77536	Projector, still picture: AP-9	1
S59222	Screen, projector: BM-10	1
GB TEAM, MEDIUM PRINTING (CAMERA AND PLATE)		
B19764	Balance, trip: measurements in grams and grains	1
E61481	Comparator, color: hydrogen ion, pocket, commercial	1
GC TEAM, MEDIUM PRINTING (PRESS AND PROCESSING)		
P61528	Printing plant, special warfare, semitrailer mounted: four components	1

G-Series Teams' Equipment Lists (Continued)

Line Item Number (LIN)	Description	Number
GD TEAM, HEAVY PRINTING (CAMERA AND PLATE)		
C49107	Cabinet, lithographic	3
C81761	Camera, copy, lithograph: fixed or mobile vacuum pump, 208 volts (V), 3 phase (Ph), 60 cycle (Cy)	1
E61481	Comparator, color: hydrogen ion, pocket, commercial	1
H19800	Exposure control instrument, light integrated: copy, camera, 120V, 60Cy	1
P02982	Plate coating machine, photolithographic: horizontal plate size 20" width, 24" length	2
S57715	Screen set, halftone: clear 16" width, 20" length, set of three	1
T59505	Sink, photo process	4
T59642	Sink, photo process: still, 76½" long, 30" wide, 115V, 1Ph, 60Cy	1
U95669	Table, line up and register: fluorescent illumination, 28" x 39" area	1
U96217	Table, lithographic, layout: fluorescent illumination, 40" long, 30" wide, 37" high	2
U96491	Table, lithographic, rub-up: flat steel top, 32" high, 36" long, 28" wide	2
W21517	Timer, interval: dial type, 60 second capacity, Alternating Current 105-125V, 50-60Cy	1
GE TEAM, HEAVY PRINTING (PRESS AND PROCESSING)		
F63934	Cutter, paper, guillotine: floor, electric, Alternating Current 208V, 3Ph, 60Cy, 3¼" pile	3
G84517	Duplicating machine, offset process: floor, 10¼" width, 16½" length	1
H82769	Folding machine, paper: motor driven, pile fold, 7 section, 17½" width, 22½" length	1
K84092	Ink mixing kit: lithographic printing, 21 components	1
P55630	Printing press, offset: Alternating Current 220V, 3Ph, 60Cy, 15½" x 9¼" maximum	2
P62137	Printing press, offset: cylinder, rotary type printing surface, 18¼" width, 24½" length	2
S64503	Sealer, steel, strapping, hand: 2" wide, .050" thick	2
U40700	Stitcher, book and pamphlet: stitching head ¼" stitch thickness	2

H-Series Teams' Equipment Lists

Line Item Number (LIN)	Description	Number
HA TEAM, PLATOON HEADQUARTERS (AUDIO AND VISUAL): Has no PSYOP-peculiar equipment		
HB TEAM, LOUDSPEAKER		
H13752	Eraser, magnetic: MF-2/U	1
P85010	Public address set: AN/UIH-6	1
R47488	Recorder-Reproducer set, sound: AN/UNH-10	1
U03960	Splicer, magnetic tape: for 1/4" width	1
U35147	Stencil, duplicating print kit, hand stamp: man packed	1
HC TEAM, AUDIOVISUAL		
M57460	Mobile audiovisual unit: AN/MSQ-85, less power	1

I-Series Teams' Equipment Lists

Line Item Number (LIN)	Description	Number
IA TEAM, MOBILE RADIO OPERATIONS: Has no PSYOP-peculiar equipment		
IB TEAM, MOBILE RADIO MONITORING		
Q56451	Generator, signal: SG-1144/U	1
H13752	Eraser, magnetic: MF-2/U	1
R38590	Receiving set, radio: AN/IRR-8, less power	1
R38868	Receiving set, radio: AN/TRR-18, less power	1
Z47513	Oscilloscope: (DC-100M Hz)	1
IC TEAM, MOBILE RADIO ENGINEER		
G56451	Generator, signal: SG-1144/U	1
H13752	Eraser, magnetic: MF-2/U	1
J01004	Frequency meter: AN/USM-159	2
J53712	Generator, signal: AN/URM-127	2
X17831	Transmitter set, radio: AN/TRT-22, less power	1
Z47513	Oscilloscope: (DC-100M Hz)	2
ID TEAM, MOBILE RADIO PRODUCTION		
G84859	Duplicating machine, spirit process: bench/hand, automatic, 8 1/2" by 13"	1

K-Series Teams' Equipment Lists

Line Item Number (LIN)	Description	Number
KA TEAM, FIXED MOTION PICTURE		
P76651	Projection set, motion picture, sound: AS-7	4
P77536	Projector, still picture: AP-9	2
S58742	Screen, projection: BM-22	1
KB TEAM, FIXED PRINTING		
D90538	Changing bag, photographic film: PH-105	1
G84859	Duplicating machine, spirit process: bench/hand, automatic, 8 1/2" by 13"	1
S64503	Sealer, steel, strapping hand: 2" width, .050" thick	1
KC TEAM, FIXED RADIO		
G84859	Duplicating machine, spirit process: bench/hand, automatic 8 1/2" by 13"	1
H13752	Eraser, magnetic: MF-2/U	1
J53712	Generator, signal: AN/URM-127	1
Z47513	Oscilloscope: (DC 100M Hz)	1
KD TEAM, DISPLAY		
C85494	Camera set, still picture: KS-99	1
D90538	Changing bag, photographic film: PH-105	1
G44569	Drafting equipment set, battalion: charts, sketches, and overlays	1
G84859	Duplicating machine, spirit process: bench/hand, automatic, 8 1/2" by 13"	1
P77536	Projector, still picture: AP-9	1
S59222	Screen, projection: BM-10	1
KE TEAM, FIXED TELEVISION		
G84859	Duplicating machine, spirit process: bench/hand, automatic, 8 1/2" by 13"	1

ADDITIONAL EQUIPMENT

In addition to the equipment listed, the PSYOP teams have all the necessary means to maintain and

operate their equipment. This includes a variety of tools and maintenance sets, instruments and testing sets, transformers and generators, collapsible fuel storage tanks, and forklift trucks.