
**Psychological Operations Process
Tactics, Techniques, and Procedures**

August 2007

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***This publication supersedes FM 3-05.301, 31 December 2003.**

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Preface

Field Manual (FM) 3-05.301 describes the tactics, techniques, and procedures (TTP) for the implementation of United States (U.S.) Army Psychological Operations (PSYOP) doctrine presented in the higher-level publication, FM 3-05.30, *Psychological Operations*. FM 3-05.301 provides general guidance for commanders, staffs, and Soldiers who plan and conduct PSYOP across the range of military operations. The TTP in this manual are presented within the framework of the seven-phase PSYOP process, a mainstay for effective PSYOP executed at the tactical, operational, and strategic levels.

PURPOSE

FM 3-05.301 is the principal reference for the PSYOP process. The contents of this manual supersede the discussion of the PSYOP process in FM 3-05.302, *Tactical Psychological Operations Tactics, Techniques, and Procedures* (28 October 2005). Any mention of the PSYOP process in other preceding doctrine or training literature should be validated by the contents of FM 3-05.301. This manual incorporates updated organizational structures, terminology, and capabilities to provide PSYOP Soldiers with the latest guidance to support a broad range of missions. This manual describes procedures and strategies derived from applied scientific and academic disciplines in an effort to improve the efficacy of the PSYOP process. These TTP are designed to facilitate the successful execution of each phase of the process: planning; target audience analysis; series development; product development and design; approval; production, distribution, and dissemination; and evaluation.

SCOPE

The PSYOP community, in general, is the intended audience for this manual. Members of the tactical, regional, and dissemination PSYOP battalions should find the information particularly useful. Written to give PSYOP officers, noncommissioned officers (NCOs), enlisted Soldiers, and civilians standardized PSYOP doctrine, FM 3-05.301 is a comprehensive how-to guide that focuses on critical PSYOP tasks, duties, and responsibilities.

For ease of use, the manual can be viewed as having two sections. The first section consists of Chapters 1 through 7. Each chapter describes one phase of the seven-phase PSYOP process. The second section of the manual consists of a number of appendices containing supporting information to assist the PSYOP Soldier execute the process.

FM 3-05.301 is a guide, and not a regulation. As such, the TTP described herein should not limit creativity or imagination, provided that U.S. national policy and the commander's intent are adhered to. This manual contains numerous acronyms, abbreviations, and terms. Users should refer to the Glossary at the end of this manual for their meanings or definitions.

APPLICABILITY

This publication applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve (USAR) unless otherwise stated.

ADMINISTRATIVE INFORMATION

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men. The proponent of this manual is the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Submit comments and recommended changes to Commander, USAJFKSWCS, ATTN: AOJK-DTD-PO, Fort Bragg, NC 28310-9610.

Introduction

The seven-phase PSYOP process is a standardized, nonlinear framework by which PSYOP are planned and conducted in support of (ISO) a broad range of missions. The fundamental goal of the PSYOP process is to direct well-crafted and precise PSYOP at the most appropriate foreign target audiences (TAs) to elicit behaviors favorable to U.S. national objectives. To assist the PSYOP Soldiers in achieving this goal, this manual presents proven TTP, which are incorporated within each phase of the process. These TTP are derived from sound and applicable scientific methodologies and strategies. They offer the PSYOP Soldier high-quality recommendations that are grounded in academic thought and practice and, at the same time, pertinent to the world's evolving trends.

In recent years, the methods employed to influence behaviors have had to take into account the context in which human dynamics and motivations are constantly developing. Military PSYOP must keep abreast of ongoing advances in academic and technological disciplines that are pertinent to this human dimension. The social and behavioral sciences and the field of mass communication, for example, provide insight as to what PSYOP Soldiers should take into consideration when planning and conducting PSYOP. PSYOP Soldiers must be adept at employing TTP that reflect the latest advances in these and other emerging fields to ensure mission success and to maintain PSYOP on par with the commander's other assets.

OVERVIEW

PSYOP Soldiers conduct a seven-phase process to expertly and precisely plan and execute their mission. Implementing the PSYOP process can mitigate some of the hazards associated with modifying human behaviors, such as taking into account variables that affect groups or individuals in their societal contexts.

PSYOP Soldiers must support a broad range of missions and force structures in environments ranging from austere to highly sophisticated. PSYOP are planned, coordinated, and executed before, during, and after conflicts, and must be integrated at all echelons to achieve full force-multiplier potential. PSYOP units may be employed to conduct missions ISO combatant commanders (CCDRs) and their subordinate joint task force (JTF), theater special operations commands, component commanders, and U.S. Embassies. PSYOP forces may also support U.S. Ambassadors, allies, alliance and coalition partners, and other government agencies (OGAs). The TTP described in this manual can be tailored to meet the needs of the PSYOP force given any situation, requirement, or environment.

PSYOP have the ability to support many types of missions across the range of military operations. PSYOP are a key contributor to shaping the international security environment in peacetime and when reacting to events. PSYOP are inherently joint and are frequently employed in combined operations. They support joint, multinational, conventional, and special operations activities. PSYOP units are organized, equipped, and trained to provide support at the strategic, operational, and tactical levels.

PSYOP Soldiers can operate in small autonomous teams or with other special operations forces (SOF), conventional or multinational units, or OGAs. PSYOP are designed to meet the needs of conventional and other SOF commanders. Whether supporting offensive and defensive operations, stability operations, or any other type of operation, the PSYOP process remains essentially identical for PSYOP Soldiers.

THE PSYOP PROCESS

PSYOP Soldiers advise the CCDR on actions to influence the emotions, motives, objective reasoning, and behavior of foreign audiences. PSYOP can afford the CCDR the ability to conduct operations designed to convey selected information. The PSYOP process is a methodology focused on developing series of

products and actions designed to change the behavior of foreign TAs ISO U.S. national objectives. The process consists of seven phases—planning; target audience analysis (TAA); series development; product development and design; approval; production, distribution, and dissemination; and evaluation. Although the process is sequential in nature, multiple series may be in different phases of development or execution at the same time. The following paragraphs offer a brief introduction to the seven-phase PSYOP process.

PHASE I: PLANNING

In Phase I, Psychological Operations objectives (POs), supporting Psychological Operations objectives (SPOs), potential target audiences (PTAs), and initial assessment criteria are determined. A staff planner normally conducts this phase as part of the military decision making process (MDMP), and often with capability-specific and regional-specific information provided by the Psychological Operations assessment team. During this phase, planners formulate the POs for the supported commander's mission. POs are generally determined by the highest-level PSYOP element involved in the operation, and provide the framework for the development of the PSYOP plan.

PHASE II: TARGET AUDIENCE ANALYSIS

TAA is the process by which the PTAs are refined and analyzed to determine how best to influence their behavior. The target audience analysis work sheet (TAAW) is the document that captures this analysis. Multiple TAAWs are generated during this phase. TAA is the single most important task in planning well-crafted PSYOP. The PSYOP Soldier must have sufficient knowledge and understanding of TAs to develop effective methods to influence behavior favorable to U.S. objectives.

PHASE III: SERIES DEVELOPMENT

This phase entails the development of a PSYOP series, which is conceptualized and developed to help facilitate a change of behavior in a certain TA. Specifically, a PSYOP series consists of all the PSYOP products and actions designed to accomplish one behavioral change by a single TA.

PHASE IV: PRODUCT DEVELOPMENT AND DESIGN

Product development and design is the process of incorporating the PSYOP argument specified in a series and making the specific products or coordinating planned actions. It is critical that all products and actions in the series are completed and reviewed as a package. During this stage, pretesting and posttesting methodologies are determined, supporting testing instruments (surveys, questionnaires, criteria, and instructions) are developed, and pretesting of prototypes is conducted.

PHASE V: APPROVAL

Obtaining approval to execute a series is conducted during this phase. The planners should propose an approval process that is tactically responsive down to the lowest possible general officer level. In coordination with the information operations (IO) staff, PSYOP planners set up the most streamlined approval chain possible that will help ensure that series approval is timely and responsive in meeting the needs of the commander.

PHASE VI: PRODUCTION, DISTRIBUTION, AND DISSEMINATION

Upon approval of a PSYOP series, several actions begin simultaneously. Production begins while actions are planned, coordinated, and rehearsed. Once production is complete, the products are stockpiled for future use or distributed to the end users, who then disseminate them to the assigned TAs according to preplanned schedules. Posttesting is also conducted at this stage to ensure the series is achieving the desired behavioral change.

PHASE VII: EVALUATION

PSYOP evaluation begins with the development of the initial assessment criteria during Phase I of the PSYOP process (Planning). The PSYOP Soldier analyzes behavioral trends of a TA as a means of determining whether a SPO is achieved. Evaluating how and why TA behavior has changed is dependent upon continuous, timely intelligence and the perception and expertise of the PSYOP Soldier. The goal of this phase of the process, albeit not distinct but ongoing, is to facilitate any adjustments that may be necessary to further refine the PSYOP series. This phase determines to what extent SPOs are achieved and if the series is effective. Evaluation consists of analyzing impact indicators, spontaneous events, and all testing data over time by both quantitative and qualitative methods. PSYOP Soldiers can determine which products work best and which products require review and modifications through this assessment process. It also enables the PSYOP Soldier to determine if and when changes are required to optimally exploit the TA.

SUMMARY

The seven-phase PSYOP process is an integral part of mission planning; it must be performed with careful and detailed analysis to provide the commander with timely and effective PSYOP support. When the PSYOP process is properly performed and executed, it provides the commander with a formidable tool to gain a decisive advantage on the battlefield. PSYOP increase the relative combat power of friendly forces and decrease the combat power of the adversary. PSYOP Soldiers accomplish this result through the employment of the PSYOP process.

NOTE: The electronic version of this manual includes one video clip in Chapter 3 and one video clip in Appendix D to enhance the reader's understanding.

Chapter 1

Phase I: Planning

All operations and activities that support U.S. national objectives begin with planning. Military planning is a continuous process that includes deliberate and crisis action planning where the end state is the production of an operation plan (OPLAN) or operation order (OPORD). All Army planning is performed within the framework of the military decision making process (MDMP). The PSYOP planner's task is to identify how PSYOP will support the commander's plan. PSYOP mission analysis and planning is conducted by PSYOP Soldiers assigned to the supported unit's staff or by a Psychological Operations support element (PSE) augmenting the planning effort. Appendix A contains mapping symbols required for planning and plotting locations of PSYOP units and activities.

PSYOP PLANNING ELEMENTS

1-1. The PSYOP Soldier assigned to the supported unit is responsible for that unit's PSYOP Tab/Appendix and ensuring the integration of any deployed PSYOP planning elements. Augmentation from the Psychological Operations task force (POTF) or PSE assists the unit planner in developing the overall PSYOP plan. Certain decisions, constraints, and COAs of the supported unit will have enormous repercussions for attached PSYOP forces. Therefore, the sharing of information between the supported unit and the POTF or PSE is critical. The differences between a POTF and a PSE are discussed below along with the role of the PSYOP staff officer or noncommissioned officer (NCO) and the strategic studies detachment (SSD).

PSYOP TASK FORCE

1-2. A POTF supports a combatant commander (CCDR) or joint task force (JTF) commander and his staff by planning the employment and use of PSYOP forces and dissemination platforms to achieve the commander's overall objectives. The POTF determines the recommended size of PSYOP forces required, Psychological Operations objectives (POs), supporting Psychological Operations objectives (SPOs), PSYOP programs for approval in Phases I through IV of the operation, and functions as the central coordination point for all PSYOP activities. A POTF becomes a joint Psychological Operations task force (JPOTF) when established by the Secretary of Defense (SecDef), the CCDR, or the commander of an existing JTF. With the addition of coalition PSYOP units, the POTF is designated a combined Psychological Operations task force (CPOTF), such as the standing CPOTF in the Republic of Korea. A POTF plans, develops, designs, produces, and coordinates the distribution and dissemination of PSYOP series and recommends actions to support the CCDR's overall objectives. The POTF concept allows commanders to tailor their force to meet the specific requirements of complex missions as they emerge and evolve.

PSYOP SUPPORT ELEMENT

1-3. The PSE is a tailored element that provides PSYOP support to the supported commander or U.S. Ambassador. PSEs do not provide command and control (C2) to PSYOP units or elements. The size, composition, and capability of the PSE are determined by the requirements of the U.S. Ambassador or the supported commander. A PSE differs from a POTF in that it is not a separate functional command. A PSE normally works for the supported force S-3, G-3/G-7, or J-3, or in some cases, a government agency, such as a U.S. Country Team. A PSE works independently and, as such, provides commanders and U.S. Ambassadors with a flexible option to meet mission requirements.

PSYOP STAFF OFFICER OR NONCOMMISSIONED OFFICER

1-4. The PSYOP staff officer or NCO provides expertise within staff elements at the unified command, component command, corps, division, or brigade combat team (BCT). In BCTs, a sergeant first class military occupational specialty (MOS) 37F is assigned to the S-7 where he coordinates and plans PSYOP to support brigade operations. At the Army corps and division levels, the deputy chief of staff or assistant chief of staff, G-7, Information Operations (IO), uses PSYOP Soldiers assigned to the G-7 to coordinate and synchronize PSYOP. At the unified command level, theater special operations command, and other than Army Service component level, IO and its elements are coordinated in the IO cell within the J-3 or G-3. The PSYOP staff officer or NCO plans, coordinates, validates, and reports PSYOP force deployments and activities theaterwide in response to the SecDef, the joint staff, and other operational and contingency requirements. The staff officer or NCO performs duties in the respective unified command's joint operations center, when required. He reviews and prepares detailed messages, special reports, and briefings as required by the J-3 director and the CCDR, and provides functional expertise in joint PSYOP capabilities and doctrine. The staff officer or NCO is an organic part of the J-3 or G-3 staff and ensures PSYOP inclusion and integration during all phases of the operation. PSYOP planning occurs at all levels, from the BCT up to the joint staff, and the process described in this chapter applies to each level.

STRATEGIC STUDIES DETACHMENT

1-5. The Research and Analysis Division of the 4th Psychological Operations Group (Airborne) (POG[A]) at Fort Bragg, North Carolina, is the only source of finished PSYOP analytical intelligence products. These products are tailored to the needs of the PSYOP community, the CCDRs, and the intelligence community. The division consists of four regionally oriented SSDs. Each regional PSYOP battalion has an SSD comprised of senior-level Department of the Army civilians. These intelligence research specialists, commonly referred to as PSYOP analysts, provide area and cultural expertise, linguistic skills, and research and analysis capabilities. In addition to planning, the SSD analysts contribute to the PSYOP process in many other ways. A few examples of how they contribute are—

- Assisting with the refinement of potential target audiences (PTAs).
- Helping to select relevant main and supporting arguments.
- Participating in internal review boards.

1-6. The analysts fulfill numerous roles in support of (ISO) the commander. They assist with unit planning and provide continuity with respect to operational and regional knowledge. The analysts deploy with the force as subject-matter experts on the region and on PSYOP. They work in an advisory capacity to commanders of forward-deployed PSYOP elements (POTF and PSE) and, often, the analysts are called upon to serve as the cultural and political advisors to the JTF and CCDRs. Their support in the planning and execution of PSYOP ensures the highest quality of effort.

1-7. The analysts' role is critical in the planning phase. They continually monitor current events and intelligence through virtually unlimited access to classified and open-source information, allowing them the ability to provide timely analysis and advice. Equally important are their knowledge of U.S. policies in the region and their understanding of the level of tolerance, support, or opposition PTAs have for these policies. For these reasons, they are able to conduct invaluable analyses for PSYOP planning.

PSYOP PROGRAM APPROVAL

1-8. Prior to conducting PSYOP in peacetime, contingencies, or during declared war, CCDRs must have their PSYOP program or plan approved. PSYOP programs and plans are submitted to the joint staff for staffing through the Under Secretary of Defense for Policy (USD[P]) as stand-alone programs or as part of a theater security cooperation plan or OPLAN. In accordance with (IAW) Department of Defense (DOD) Directive S-3321.1, *(S) Overt Psychological Operations Conducted by the Military Services in Peacetime and in Contingencies Short of Declared War (U)*, programs and plans are then coordinated with the Office of the Secretary of Defense (OSD) staff and interagency, and then forwarded for USD(P) review and approval. Coordination and approval is normally accomplished through message traffic originating from corps/JTF or their higher headquarters (HQ) through the PSYOP planners attached or assigned to them. If

one of the preapproved PSYOP programs contained in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.05C, *Joint Psychological Operations Supplement to the Joint Strategic Capabilities Plan (JSCP)*, is to be exercised during a contingency, the PSYOP planner will use the authorities in CJCSI 3110.05C to plan and execute the dissemination of PSYOP products and activities. However, these PSYOP products and activities must be approved by the supported CCDR in coordination with the Joint Chiefs of Staff (JCS). This preapproved PSYOP program allows the PSYOP planner to rapidly implement the seven-phase PSYOP process to produce PSYOP products for approval without needing to first staff a PSYOP program through the JCS for approval at OSD.

Operation SHINING EXPRESS

This abbreviated PSYOP process was put to good use during introduction of U.S. troops into Liberia during Operation SHINING EXPRESS in 2003. In this case, the deployed PSYOP planner and a small tactical PSYOP detachment deployed and linked up with U.S. Marines and other forces as part of JTF Liberia onboard ships off the coast of Liberia. Using the preapproved PSYOP program listed in CJCSI 3110.05C covering "introduction of U.S. forces into an area of responsibility (AOR)/force protection" the PSYOP planner was able to immediately launch into the seven-phase PSYOP process without having to staff the initial PSYOP program through the JCS to OSD. This fact resulted in quickly produced and approved PSYOP products supporting the introduction of U.S. forces into Liberia, as well as several follow-on PSYOP products authorized under the same document.

1-9. In the event that a contingency or other operation occurs requiring PSYOP support not preapproved under CJCSI 3110.05C, the PSYOP planner must formally staff a PSYOP program through the supported commander's staff, via official message traffic, through the JCS to OSD for approval. The PSYOP planner uses the preapproved PSYOP programs in CJCSI 3110.05C as a template to craft the appropriate proposed PSYOP program in message traffic format. The essential elements of any PSYOP program are POs, a broad listing of proposed target audiences (TAs), themes to stress to those TAs, themes to avoid, and the dissemination methods proposed for each TA. An example of a PSYOP program approval request (in a message traffic format) that is to be staffed through the JCS to OSD is shown in Figure 1-1, pages 1-4 and 1-5.

1-10. PSYOP planners assigned to the geographic combatant commander's (GCC's) J-3 staff coordinate with the PSYOP element on the joint staff at the Pentagon in generating the initial request for a PSYOP program. The J-3 GCC releases the message requesting the PSYOP program into the message traffic system. The PSYOP element in Washington, DC staffs the PSYOP program request through the interagency and the OSD. The PSYOP officers on the joint staff assist the PSYOP planners in crafting the PSYOP program request, mainly to reflect the appropriate national-level themes contained in official documents and policies, such as the National Security Strategy and the National Military Strategy. Incorporating the correct language, terms, and formats streamlines the staffing process at the interagency level.

1-11. The SecDef normally delegates PSYOP approval authority to the supported GCC in the JCS execution order and, IAW the JSCP, the GCC retains PSYOP approval authority following the approval of the PSYOP plan by the President and/or SecDef. The USD(P) is the primary PSYOP approval authority for PSYOP products, but, ordinarily, this authority is subdelegated to levels that are situation-dependent. Thus, it is important for the PSYOP program request to include text clarifying the approval authorities for PSYOP products. Contained within the PSYOP program request is the recommendation for approval authority to be granted to the GCC, or lower. If the GCC has already been formally granted PSYOP product approval authority for this or previous PSYOP programs or activities, then the PSYOP planner requests that the GCC be authorized to subdelegate PSYOP product approval authority to U.S. JTF/corps-level commanders (three-star HQ). It is not unprecedented for the OSD to authorize PSYOP product approval authority under previously-approved PSYOP programs as low as U.S. division commanders (two-star HQ), and even U.S. brigade commanders (one-star HQ). Essentially, the aim is to recommend that product approval authority be subdelegated to the lowest (flag officer) level to facilitate timely and precise PSYOP ISO the commander's objectives. (Chapter 3 includes further details on approval authorities.)

NOTE: These authorities can be rescinded by OSD at any time. These authorities only pertain to the approval of PSYOP products under USD(P)-approved PSYOP programs when the PSYOP product in question is “not of an overtly political nature.”

FM CDRUSNORTHCOM COLORADO SPRINGS CO
TO JOINT STAFF WASHINGTON DC//J39//
INFO
/CDRUSSOCOM MACDILL AFB FL//
/CDRUSASOC FT BRAGG NC
/CDRUSACAPOC FT BRAGG NC
/CDR4THPSYOPGP FT BRAGG NC

OPER/OPERATION ROBIN SAGE (U)
SUBJ: PSYOP PROGRAM APPROVAL REQUEST (U)
RMKS/1. (U) REQUEST CJCS STAFF AND UNDERSECRETARY OF DEFENSE FOR POLICY (USD-P) APPROVAL FOR THE FOLLOWING PSYOP PROGRAM. INTENT OF THE PSYOP PROGRAM IS TO INFLUENCE PINELAND CIVILIAN POPULACE TO NOT INTERFERE WITH MILITARY OPERATIONS.
2. (U) WITH THE RECENT MOVEMENT OF REFUGEES TO THE REPUBLIC OF PINELAND (ROP) BORDERS, THE EXPECTED REQUIREMENT TO ASSIST HN AGENCIES, AND THE EXPECTATION OF GROUND OPERATIONS, AN ENVIRONMENT EXISTS WHEREBY PSYOP CAN INFLUENCE THE POPULACE TO NOT INTERFERE WITH MILITARY OPERATIONS.
3. (U) PSYOP PROGRAM: NONINTERFERENCE WITH MILITARY OPERATIONS.
4. (U) PROGRAM OBJECTIVE: INFLUENCE CIVILIAN POPULACE TO NOT INTERFERE WITH MILITARY OPERATIONS.
5. (U) PROGRAM STRATEGY: EXPLOIT THE CURRENT ENVIRONMENT TO ENCOURAGE CIVILIAN POPULACE TO AVOID INTERFERING WITH MILITARY OPERATIONS; FOR EXAMPLE, HUMANITARIAN ASSISTANCE/CIVIL-MILITARY OPERATIONS, UNEXPLODED ORDNANCE, ETC.
6. (U) TARGET AUDIENCES, OBJECTIVES, THEMES, AND MESSAGES.
6.A. (U) TARGET AUDIENCE: ROP GENERAL POPULACE.
6.A.1. (U) PRIMARY VULNERABILITY: LACK OF SECURITY.
6.A.2. (U) PSYOP OBJECTIVE: DECREASE CIVILIAN POPULACE INTERFERENCE WITH MILITARY OPERATIONS.
6.A.3. (U) THEME: SECURITY. THE COALITION HAS NO CONFLICT WITH ROP COMMUNITIES THAT SHARE OUR INTEREST IN PEACE AND STABILITY FOR ALL PEOPLES.
6.A.4. (U) MESSAGES: DO NOT APPROACH HUMANITARIAN DAILY RATION (HDR) PALLETS OR BUNDLES UNTIL THEY ARE SAFELY ON THE GROUND. AVOID HUMANITARIAN AID AIRDROPS (PALLETS/CONTAINER DELIVERY SYSTEM BUNDLES). AVOID HUMANITARIAN AID/RELIEF CONVOYS THAT ARE MOVING. REPORT UNEXPLODED ORDNANCE TO RESPONSIBLE AUTHORITIES. COALITION FORCES ARE HERE TO HELP. ALL PEOPLE WILL BE HELPED REGARDLESS OF LOCATION OR ETHNIC BACKGROUND. REMAIN IN PLACE, ASSISTANCE WILL COME TO YOU. HELP HUMANITARIAN AID FORCES HELP YOU.
6.B. (U) TARGET AUDIENCE: COMMUNITY LEADERSHIP.
6.B.1. (U) PRIMARY VULNERABILITY: NEED FOR THE SAFETY/SURVIVAL OF THE COMMUNITY.
6.B.2. (U) PSYOP OBJECTIVE: DECREASE CIVILIAN POPULACE INTERFERENCE WITH MILITARY OPERATIONS.
6.B.3. (U) THEME: SECURITY. THE COALITION HAS NO CONFLICT WITH ROP COMMUNITIES THAT SHARE OUR INTEREST IN PEACE AND STABILITY FOR ALL PEOPLES.
6.B.4. (U) MESSAGES: DO NOT APPROACH HDR PALLETS OR BUNDLES UNTIL THEY ARE SAFELY ON THE GROUND. AVOID HUMANITARIAN AID AIRDROPS (PALLETS/CONTAINER DELIVERY SYSTEM BUNDLES). AVOID HUMANITARIAN AID/RELIEF CONVOYS THAT ARE MOVING. REPORT UNEXPLODED ORDNANCE TO RESPONSIBLE AUTHORITIES. COALITION FORCES ARE HERE TO HELP. ALL PEOPLE WILL BE HELPED REGARDLESS OF LOCATION OR ETHNIC BACKGROUND. REMAIN IN PLACE, ASSISTANCE WILL COME TO YOU. HELP HUMANITARIAN AID FORCES HELP YOU.
7. (U) POSSIBLE ENEMY RESPONSES TO PROGRAM.
7.A. (U) INCREASE PROPAGANDA EFFORT TO MASK FAILURES AND SETBACKS. INCREASE PROPAGANDA EFFORT TO COUNTER COALITION EFFORTS TO AID REFUGEE POPULATIONS. INCREASE REPRISALS TOWARD POPULATION FOUND RECEIVING AID FROM AID AGENCIES.

Figure 1-1. PSYOP program approval request example

8. (U) COMMUNICATIONS GOAL.
- 8.A. (U) ENSURE WIDEST DISSEMINATION OF PSYOP MESSAGES AMONG THE GENERAL POPULATION.
- 8.B. (U) ENCOURAGE COMPLIANCE WITH US/COALITION FORCES AMONG MULTIPLE ETHNIC GROUPS AND DEMOGRAPHICS IN TARGETED AREAS.
9. (U) MEDIA ANALYSIS.
- 9.A. (U) LEAFLETS.
- 9.A.1. (U) HIGH REACH POTENTIAL. LEAVES LONG PHYSICAL PRESENCE.
- 9.B. (U) RADIO BROADCASTS.
- 9.B.1. (U) HIGH REACH POTENTIAL. MOST RESPONSIVE TO SITUATION AND CHANGING CONDITIONS. ABLE TO TARGET WIDEST NUMBER OF TARGET AUDIENCES.
- 9.C. (U) HANDBILLS.
- 9.C.1. (U) LIMITED REACH ONCE GROUND FORCES ARE IN COUNTRY. MORE TARGETED DISSEMINATION.
- 9.D. (U) FACE TO FACE.
- 9.D.1. (U) LOCAL REACH ONCE GROUND FORCES ARE IN COUNTRY. MOST CULTURALLY EFFECTIVE MEANS OF PASSING MESSAGES. MOST RESPONSIVE TO SITUATION AND CHANGING CONDITIONS.
- 9.E. (U) CONSUMABLES (FOOD GOODS/MATCHBOOKS).
- 9.E.1. (U) TO BE USED ONCE GROUND FORCES ARE IN COUNTRY. ENCOURAGES MULTIPLE TARGET AUDIENCES TO INTERACT WITH DISSEMINATION PLATFORM AND RECEIVE THE MESSAGES.
10. (U) MEDIA STRATEGY.
- 10.A. (U) USE RADIO TO PROVIDE CONTINUOUS MESSAGE PRESENCE. USE CONSUMABLES TO PROVIDE SUSTAINED MESSAGE PRESENCE. USE LEAFLETS TO INCREASE THE INTENSITY OF DISSEMINATION EFFORT WHEN TARGET AUDIENCES ARE MOST SUSCEPTIBLE TO THE MESSAGE AND LOCAL SECURITY HAS NOT YET BEEN ESTABLISHED. COORDINATE WITH GROUND FORCES FOR PERIODIC DISTRIBUTION OF HANDBILLS AND FACE-TO-FACE COMMUNICATION.
11. (U) REQUEST JOINT STAFF EXPEDITE STAFFING PROCESS (24-48 HRS) TO ENSURE PRODUCTS ARE PRODUCED AND DELIVERED IN TIME TO EXPLOIT THE CURRENT OPERATIONAL ENVIRONMENT.
12. (U) UPON APPROVAL OF PROGRAM, REQUEST CDRUSNORTHCOM BE DELEGATED PSYOP PRODUCT APPROVAL AND RELEASE AUTHORITY FOR PRODUCTS THAT SUPPORT THIS PROGRAM.
13. (U) POC THIS MESSAGE CJPOTF, PSE #__ DSN 123-6543//

Figure 1-1. PSYOP program approval request example (continued)

1-12. In the event that a supported commander of the appropriate flag rank with PSYOP product approval authority wished to disseminate a PSYOP product with a political theme, PSYOP product approval authority for this product or series of products would revert back to USD(P). The United States Government (USG) withholds PSYOP product approval authority under all circumstances when a PSYOP product contains a political message because the USG sees PSYOP products of this nature as extensions of U.S. policy. Therefore, PSYOP products of this type must be reviewed by the USD(P) for approval even if these products fall under a USD(P) previously-approved PSYOP program. An example of such a product is one that supports one foreign political or religious activity or group over another. PSYOP products of this nature must be carefully examined by the senior leadership and policy makers of the USG as they will invariably communicate a U.S. foreign policy position. PSYOP planners should, in general, avoid proposing PSYOP products of this nature for reasons other than just the rigorous staffing measures and high-level USG oversight required in these cases. Such products can divide several TAs previously receptive to broad U.S. PSYOP messages as a whole into groups that fight with each other for official USG support and recognition or who, as a collection of TAs, now have a reason to reject all future U.S. communication overtures, PSYOP-related or otherwise.

1-13. While the proposed PSYOP program is being staffed through the JCS to USD(P), the PSYOP planner can go forward in the seven-phase PSYOP process and begin detailed target audience analysis (TAA) and development of prototype PSYOP products. It is not uncommon for proposed PSYOP programs to take 4 to 8 weeks to be successfully staffed through the JCS and interagency to the USD(P) with an answer provided. In the event that the offices of the USD(P) do approve the proposed PSYOP

program, the JCS will craft an approval message on behalf of the USD(P) and release it into the message traffic system back to the supported commander's staff. This message almost always contains further approval guidance from the USD(P) concerning the proposed lists of POs, TAs, themes to use, themes to avoid using, attribution posture, dissemination platforms, and choices of media authorized. For example, the approval message may say that TAs X and Y are approved, but that proposed TA Z is disapproved. The same comments will appear in the approval message concerning the other elements of the proposed PSYOP program, such as the proposed POs, themes to use, themes to avoid, and PSYOP dissemination platforms (radio, television [TV], leaflets, newspapers, and so on). In addition to perhaps deleting some of the proposed elements of the proposed PSYOP program, the approval message may add or require additions to TAs or themes/messages to use or avoid. In any event, if the JCS publishes an approval message (the proposed PSYOP program could be wholly disapproved in some cases), it will almost always have further guidance and caveats. The PSYOP planner or POTF S-3 then takes the proposed PSYOP program and amends it with the returned approval guidance. This amended PSYOP program constitutes an approved PSYOP program.

1-14. Once this process has been completed for each newly proposed PSYOP program, it is the responsibility of the PSYOP planner to communicate the amended and officially-approved PSYOP program to lower-echelon PSYOP forces and planners at the tactical and operational levels. The supported commander's PSYOP staff planner must ensure that the PSYOP products and/or activities that other PSYOP forces are developing ISO the operation are in keeping with the established parameters in the approved PSYOP program. Also, as the operation matures and new PSYOP requirements are determined, the PSYOP planner creates and staffs proposed PSYOP programs to support these initiatives. It is therefore critical for PSYOP planners to be connected to operations planning within the J-3s and J-5s of their supported commander's staffs. Only with sufficient lead time can PSYOP planners create and successfully staff PSYOP programs in time to allow subordinate tactical and operational PSYOP units and planners the time they need to exercise the PSYOP process. If, for example, the JTF staff knows that the host nation (HN) is going to conduct free elections six months from now and the supported commander or U.S. Ambassador would like PSYOP products developed that encourage the general populace to vote for the candidate of their choice, then the PSYOP planner has ample time to craft an appropriate proposed PSYOP program for JCS staffing through OSD.

1-15. PSYOP planners in the IO section can facilitate the staffing of proposed PSYOP programs through the J-3 of the supported commander's staff. Also, the IO staff can help staff PSYOP series to the appropriate approval authority in a streamlined and time-sensitive manner.

Operation ENDURING FREEDOM

During the early days of Operation ENDURING FREEDOM, the IO staff under the J-3 of the United States Central Command (USCENTCOM) helped attached PSYOP planners from the 4th PSYOP Group to craft a message requesting that OSD grant the authorization to officially organize the 8th PSYOP Battalion (Bn) to become the POTF in direct support of the USCENTCOM commander. In response to this request, OSD authorized the creation of the USCENTCOM POTF from the 8th PSYOP Bn and further ordered that the POTF come under the operational control (OPCON) of the USCENTCOM commander. Immediately following this activation, PSYOP planners from the 8th PSYOP Bn began proposed PSYOP programs ISO Phase I of Operation ENDURING FREEDOM. This official message traffic was first staffed through the USCENTCOM IO staff and released by the USCENTCOM J-3 into the official message traffic system. The JCS took these messages for action, staffed them through the interagency, and up through the USD(P) staff. Early PSYOP program approval messages from the JCS on behalf of the USD(P) staff authorized the production of PSYOP products ISO Phase I activities, which mostly centered around communicating to the Afghan people (through leaflet drops) themes supporting the deployment and intentions of U.S. ground forces in Afghanistan.

These early programs retained approval of specific PSYOP products with USD(P). As a result, radio messages being disseminated by COMMANDO SOLO and individual leaflets (such as those communicating the humanitarian daily rations that were being airdropped by airplanes to feed the people of Afghanistan by U.S. and coalition forces) initially had to each be approved by the USD(P). This approval required a burdensome staff process whereby PSYOP leaflets and radio messages were laboriously staffed through several different parts of the USCENTCOM staff, to include the staff judge advocate (SJA), public affairs office, J-5, USCENTCOM political advisor, J-2, and several others prior to being staffed through the USCENTCOM J-3 and USCENTCOM commander. This process required 7 to 10 days.

Following the USCENTCOM commander's approval, these products were then staffed individually through the JCS PSYOP element, through the interagency, and up to the USD(P) staff for approval. Following this methodology, it was several weeks before initial PSYOP products were approved by the USD(P) staff and then programmed for production and dissemination. To make matters worse, all the POTF's print assets were stationed initially at Fort Bragg, North Carolina. This situation necessitated printing the leaflets and recording the radio messages at Fort Bragg, then distributing these messages to forward locations where PSYOP planners coordinated with the USCENTCOM targeteers to get PSYOP messages planned into the air tasking order for execution through the joint targeting process. The USCENTCOM IO staff helped PSYOP planners negotiate the initial barriers to all required coordination. In addition, the USCENTCOM IO staff helped the USCENTCOM commander's J-3 simplify the USCENTCOM staffing process. Eventually, this resulted in a streamlined internal USCENTCOM staffing process. PSYOP products were not staffed with all components of the USCENTCOM staff. PSYOP products were staffed with the J-3 on their way to the USCENTCOM commander, which saved up to a week in USCENTCOM staffing. In addition, the USCENTCOM IO staff helped the PSYOP planners convince the USCENTCOM commander that he should formally request from USD(P) PSYOP product approval authority for all PSYOP products (other than those of an overtly political nature requiring special staffing through the USD[P]) authorized under USD(P) recently approved PSYOP programs.

Roughly 70 days after 11 September 2001, the USCENTCOM commander received authority to approve PSYOP products under USD(P)-approved PSYOP programs. This action resulted in a previous PSYOP product approval staffing process of several weeks being reduced to as little as 24 hours. PSYOP planners were then able to staff proposed PSYOP programs ahead of anticipated need and provide timely PSYOP products ISO emerging ground operations. PSYOP product approval authority was eventually subdelegated, with approval from USD(P), from the USCENTCOM commander to subordinate JTF commanders operating in Afghanistan and later in Iraq ISO Operation IRAQI FREEDOM. In the spring of 2004, the SecDef responded to concerns from commanders in Iraq and further took the unprecedented move of subdelegating PSYOP product approval authority under USD(P)-approved PSYOP programs to U.S. two-star division-level commanders in the Operation IRAQI FREEDOM area of operations (AO).

1-16. Finally, it must be noted that there are no shortcuts to the PSYOP program or PSYOP product approval processes. PSYOP products must be staffed through the appropriate chains of command as outlined above under existing JCS doctrine for PSYOP planning and execution. There always exists, in the name of operational timeliness, a tactical or operational temptation to subvert these established approval processes. In the worst cases, PSYOP planners may wrongfully attempt to unilaterally approve PSYOP programs or PSYOP products in the name of expediency. Some planners may become tempted to subvert the process by handing off a proposed PSYOP program, series, or Psychological Operations action

(PSYACT) to the supported commander's IO staff wrongfully thinking that the rules concerning staffing and approvals no longer apply under the IO mantle. This could not be further from the truth. There are no IO "products." The term PSYOP is defined in CJCSI 3110.05C and Joint Publication (JP) 3-53, *Joint Doctrine for Psychological Operations*, as "planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately, the behavior of foreign governments, organizations, groups, and individuals." If an IO staff or any other staff seeks approval of dissemination of messages that match this definition of PSYOP, then the rules concerning PSYOP approval as documented in joint doctrine apply. Figure 1-2 is an example of a PSYOP program approval message from the JCS back to the PSYOP planner in reference to the previously proposed PSYOP program approval request message in Figure 1-1, pages 1-4 and 1-5.

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FM JOINT STAFF WASHINGTON DC//J-3 TOTF//
TO CDRUSNORTHCOM COLORADO SPRINGS CO
INFO
/CDRUSASOC FT BRAGG NC
/CDRUSACAPOC FT BRAGG NC
/CDR4THPSYOPGP FT BRAGG NC
BT

OPER/ROBIN SAGE//
MSGID/GENADMIN//
SUBJ/APPROVAL OF PSYOP PROGRAMS//
REF/A/GENADMIN/ORIGINATING UNIT/DDHHHHZMMMY//
AMPN/(U) ORIGINATING UNIT HQ APPROVAL REQUEST FOR PSYOP PROGRAM DESIGNED TO
INFLUENCE CIVILIAN POPULACE NOT TO INTERFERE WITH MILITARY OPERATIONS//

RMKS/1. (U) THE PSYOP PROGRAM AS OUTLINED IN REF A IS APPROVED WITH THE FOLLOWING
MODIFICATIONS:

A. (U) PARAS 6.A.4. AND 6.B.4.: EXPLAIN WHEN IT IS SAFE FOR ROP POPULACE TO APPROACH
HDR DROPS. DELETE MESSAGE THAT READS, "DO NOT TOUCH/HANDLE UNEXPLODED
ORDNANCE. REPORT MINE FIELDS TO RESPONSIBLE AUTHORITIES." THIS WILL HELP THE
TARGET AUDIENCE AVOID DRAWING A PARALLEL BETWEEN HDR DROPS AND THE LOCATION OF
UNEXPLODED ORDNANCE, SINCE THIS COULD GIVE THEM THE IMPRESSION THAT MUNITIONS
AND HDRS ARE BEING DROPPED IN THE SAME LOCATION.
2. (U) REQUEST FOR PRODUCT APPROVAL AND DISSEMINATION AUTHORITY FOR PSYOP
PRODUCTS ASSOCIATED WITH ALL PROGRAMS IS DENIED. PRODUCT APPROVAL AUTHORITY
REMAINS WITH THE UNDERSECRETARY OF DEFENSE FOR POLICY.
3. (U) JOINT STAFF POINT OF CONTACT IS MAJ JONES, DSN 123-5432, COMMERCIAL 909-000-5432.

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Figure 1-2. PSYOP program approval message example

MILITARY DECISION MAKING PROCESS

1-17. The PSYOP officer or NCO plays a critical role in the MDMP whether as a member of a joint or multinational staff, a PSYOP group or battalion staff, or as an assigned staff officer or NCO to a supported unit. The MDMP integrates the activities of the commander, staff, and subordinate commanders in developing an OPLAN or OPORD. It establishes procedures for analyzing a mission; developing, analyzing, and comparing courses of action (COAs); selecting the best COA; and producing an OPLAN or OPORD. The MDMP is much more than simply selecting a particular COA. It results in a series of planning products, including updated running estimates, intelligence products, and the control measures needed to execute the operation. FM 5-0, *Army Planning and Orders Production*, details the seven steps of the MDMP. The PSYOP planner is a subject-matter expert and a member of the planning team. Figure 1-3, page 1-9, shows the MDMP. FM 5-0, *Field Manual-Interim*, provide further information on the MDMP. Appendix B of this manual has a PSYOP planner's quick-reference guide to the MDMP.

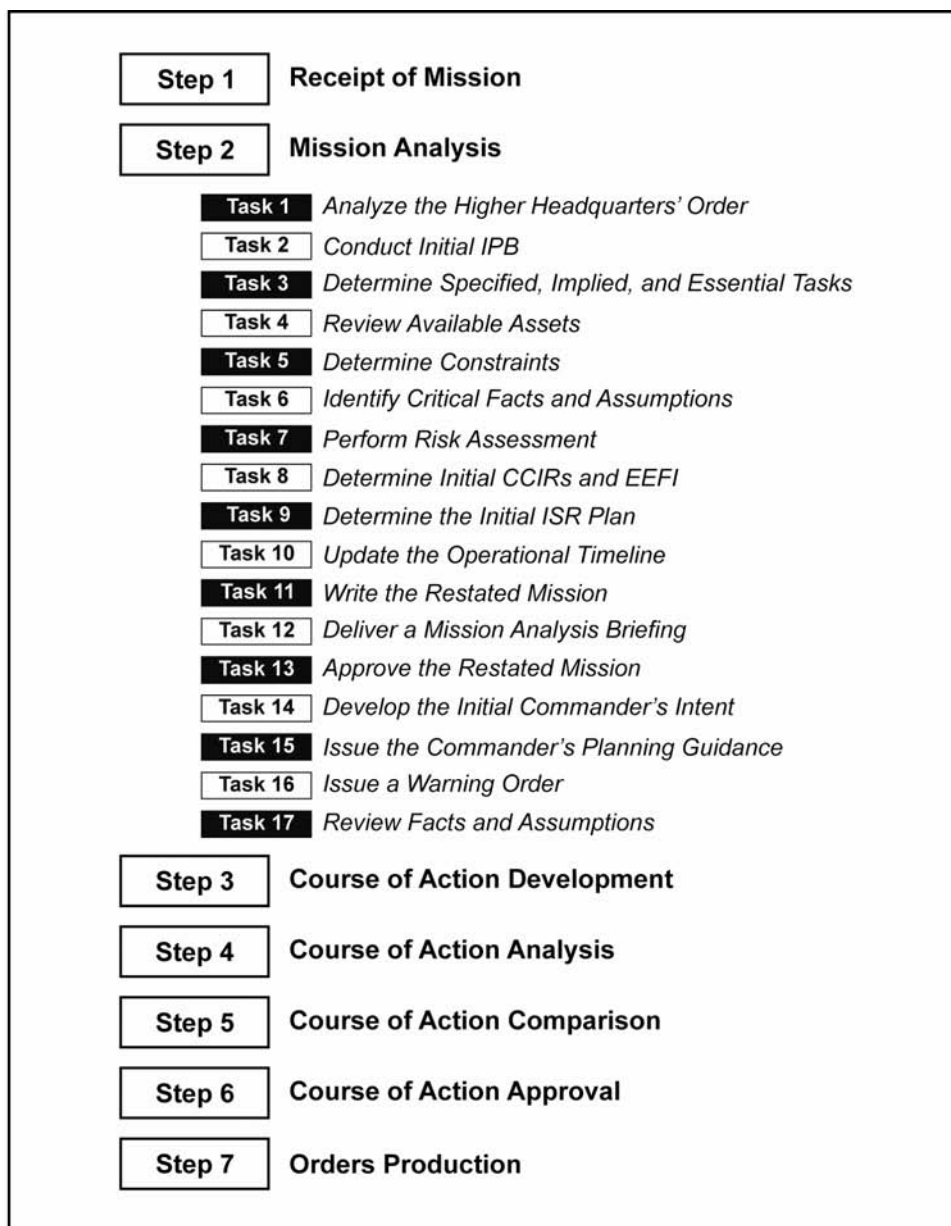


Figure 1-3. The military decision making process

1-18. The PSYOP planner helps the staff execute the MDMP with the focus on developing COAs that PSYOP can support. For example, in task 5 of step 2 of the MDMP (Figure 1-3) the PSYOP planner helps the unit's staff identify constraints. The PSYOP planner contributes to the list of constraints from a PSYOP perspective. If, for example, the PSYOP planner wants to develop a leaflet as part of a series to communicate surrender appeals to isolated threat units, but the threat has successfully employed shoulder-fired ground-to-air missiles against coalition aircraft, this could cause the air component commander to impose a minimum flying altitude of several thousand feet over the AO. This constraint would restrict leaflet drops below the minimum altitude. Dropping a leaflet by way of helicopter or C-130 aircraft using leaflet boxes would become impossible. In this example, a PSYOP planner would identify the minimum flying altitude as a constraint. During COA development, the PSYOP planner would then recommend using a leaflet bomb delivered by an aircraft to the targeted area while flying at a safe and authorized altitude.

STEP 1: RECEIPT OF MISSION

1-19. Upon receipt of the mission, the PSYOP planner must begin gathering information for mission analysis. This step requires collecting all pertinent facts and data that may impact the mission. Essentially, the task is to assist the supported unit in the development of its plan from a PSYOP perspective. The PSYOP staff planner should review and be familiar with all available background information and policy guidance regarding PSYOP and the AOR. U.S. law and policy, along with international conventions, regulations, and treaties, delineate the boundaries of PSYOP activity (FM 3-05.30 includes additional information). These directives provide fundamental and practical guidelines for the conduct of PSYOP. Increasingly, military operations, such as Operation JOINT ENDEAVOR, are often multinational and involve contact with civilians, presenting greater legal and ethical issues with which to deal. PSYOP activities are always approved to occur within a specific geographic location. U.S. policy will determine where, when, and under what circumstances PSYOP can be performed. A practical example of this concerns PSYOP targeting and dissemination. If, for example, the government of the United States approves PSYOP broadcasts over radio from U.S. aircraft for dissemination to TAs in country X, then the PSYOP planner must advise the supported commander accordingly. If the commander wants an aircraft to fly across the international border of country Y (located adjacent to country X) and broadcast the same messages in the airspace of country Y without specific USG authorization, then a violation of U.S. policy would occur. Since the proposed PSYOP activity exceeds current USG policy and authorization, the PSYOP planner must help the commander request this additional authorization from the USG.

STEP 2: MISSION ANALYSIS

1-20. The mission analysis step consists of 17 tasks, not necessarily sequential, and results in a formal staff brief to the commander. (FM 5-0 provides a detailed and systematic explanation for each task performed during this step of the MDMP.) During mission analysis, PSYOP planners begin writing the PSYOP estimate. This document serves as a reference tool during the MDMP and is developed continually throughout the planning process. The regional PSYOP battalion and its supporting civilian SSD analysts may begin working on the estimate while the PSYOP battalion or POTF integrates into the supported unit's planning cycle. In addition, the PSYOP G-2/S-2 is conducting intelligence preparation of the battlefield (IPB) concurrently with the supported unit, focusing on the intelligence needs of the proposed PSYOP programs and the ongoing TAA.

Shortly after 11 September 2001, a PSE composed of a PSYOP planner, the battalion commander of the 8th PSYOP Bn, and two civilian SSD analysts in direct support of the 8th PSYOP Bn deployed to USCENTCOM HQ at MacDill Air Force Base in Tampa, Florida. The PSYOP Bn commander, his designated planner, and the analysts immediately began to engage in the USCENTCOM staff's MDMP. This PSE developed PTAs in the anticipated AO within Afghanistan. Furthermore, the PSE developed proposed themes and messages appropriate for various foreign TAs in Afghanistan. These themes and messages supported the initial entry of U.S. forces into Afghanistan. As the methods for delivering these messages were developed by the PSE, the PSE identified the commander's critical information requirements (CCIRs). CCIRs are information requirements necessary to the continued development of the supported commander's COAs. The PSE forwarded its needed CCIRs to the USCENTCOM J-2 for action. The resulting information enabled the PSE to fill in the gaps of its knowledge of the human situation on the ground in Afghanistan and enabled the PSE to recommend PSYOP activities that supported the USCENTCOM commander's operational intent. Once these proposed PSYOP activities were approved by the USG, the PSE was able to coordinate the production of leaflets and radio messages to specific TAs on the ground in Afghanistan ISO the introduction of U.S. forces there.

Four Steps for Intelligence Preparation of the Battlefield

1-21. A vital aspect of mission analysis is IPB—a systematic approach for analyzing the threat, weather, and terrain in a specific area to determine and evaluate threat capabilities, vulnerabilities, and probable COAs. Although IPB is primarily conducted by the POTF and supported unit G-2/S-2, it is not uncommon for PSYOP planners to contribute to the analysis of the information environment and potential propaganda messages and actions. PSYOP planners and the POTF G-2/S-2, in conjunction with the supported unit G-2/S-2, conduct IPB to avoid contrasting analysis between the two elements. The four essential steps of IPB are *define the battlefield environment*, *describe the battlefield effects*, *evaluate the threat*, and *determine threat COAs*. The IPB process is cyclical and requires continuous evaluation. PSYOP planners use this systematic and continuous process to analyze and integrate PSYOP-specific intelligence that primarily consists of data regarding characteristics of foreign populations and physical aspects of the AO that affect the ability of audiences to receive and be influenced by information.

Step 1: Define the Battlefield Environment

1-22. In step 1 of the IPB process, the PSYOP planner focuses on defining the environment that PSYOP are primarily employed in—the information environment. This step determines significant characteristics of the physical (terrain, weather, geography, and infrastructure impact on the dissemination of audio, visual, and audiovisual products), informational (information and its quality, flow, and distribution that impacts the collection, processing, and distribution of information), and cognitive dimensions (attitudes, beliefs, and perceptions that influence decision making) of the information environment. The PSYOP planner identifies key pieces of intelligence that pertain to PSYOP for further analysis during step 2 of IPB (describe the battlefield effects) and include the following:

- Political:
 - Leadership.
 - Organizations.
 - Political system.
 - Legal system.
 - Political climate.
- Military/security:
 - Leadership.
 - Organizations.
- Economic:
 - Production.
 - Distribution.
 - Consumption.
- Social:
 - Groups, subgroups, social system, society.
 - Demographics, education.
 - Perceptions, behavior, values, beliefs.
 - History, religion.
 - Language, ethnicity, culture.
- Information:
 - Global information subsystems (international memberships, information technology sources).
 - National information subsystems (mass communication media—amplitude modulation [AM], frequency modulation [FM], short wave [SW], and satellite radio, TV, print, and Internet—and audiences).
 - Defense information subsystems (military command, control, and communications).

- Infrastructure and technology:
 - Utilities.
 - Transportation.
 - Industry.
 - Public facilities.
- Environmental/physical:
 - Geography.
 - Terrain.
 - Weather.

1-23. SSD analysts, the G-2/S-2 of the POTF, and the supported unit help the PSYOP planner identify some of these significant characteristics. Intelligence gaps that remain are addressed by the PSYOP planner through requests for information (RFIs). RFIs require submission in the format dictated by the supported unit's G-2/S-2. In the absence of required intelligence, PSYOP planners continue mission analysis based on historical or statistical data. Assumptions are formed from this data and responses to RFIs confirm or deny these suppositions. The data collected during step 1 of the IPB process identify preliminary information pertaining to general conditions, vulnerabilities, susceptibility, accessibility, and effectiveness of population groups in the AO, and provide the initial data and analysis for subsequent in-depth TAA conducted after development of POs and SPOs in step 7 of the MDMP, orders production.

Step 2: Describe the Battlefield Effects

1-24. Step 2 evaluates the combined effects of the significant characteristics of the information environment on PSYOP identified in step 1 of the IPB process. To determine the combined effects of the significant characteristics on PSYOP, the PSYOP planner ascertains how each characteristic impacts the other. The PSYOP planner identifies the limitations and opportunities the environment offers on potential operations of friendly and threat forces. This assessment of the environment includes an examination of terrain, weather, geography, and infrastructure, and their effects on friendly PSYOP and propaganda. For example, mountainous areas may impact the reception of radio or TV broadcasts. Characteristics of geography include general characteristics of the terrain and weather, as well as such factors as politics, civilian press, and population demographics. An area's infrastructure consists of the facilities, equipment, and utilities needed for the functioning of systems, cities, or regions. An AO may have usable radio/TV stations or print facilities for use in PSYOP product production. These characteristics are graphically portrayed in the form of a PSYOP characteristics overlay to enhance visualization of the information environment by the commander and staff, similar to the modified combined obstacle overlay produced by the G-2/S-2. The PSYOP characteristics overlay also aids TAA by providing the foundation for cause-and-effect analysis. Cause-and-effect analysis is the conceptual framework conducted during TAA to understand TA behavior within the context of their physical and social surroundings. (Chapter 2 has more information on cause-and-effect analysis.)

1-25. There is no set format for this PSYOP characteristics overlay, as significant characteristics vary widely based on AO, type of military operation, and mission. Figure 1-4, page 1-13, is an example of significant characteristics of the information environment that affect friendly PSYOP and threat propaganda.

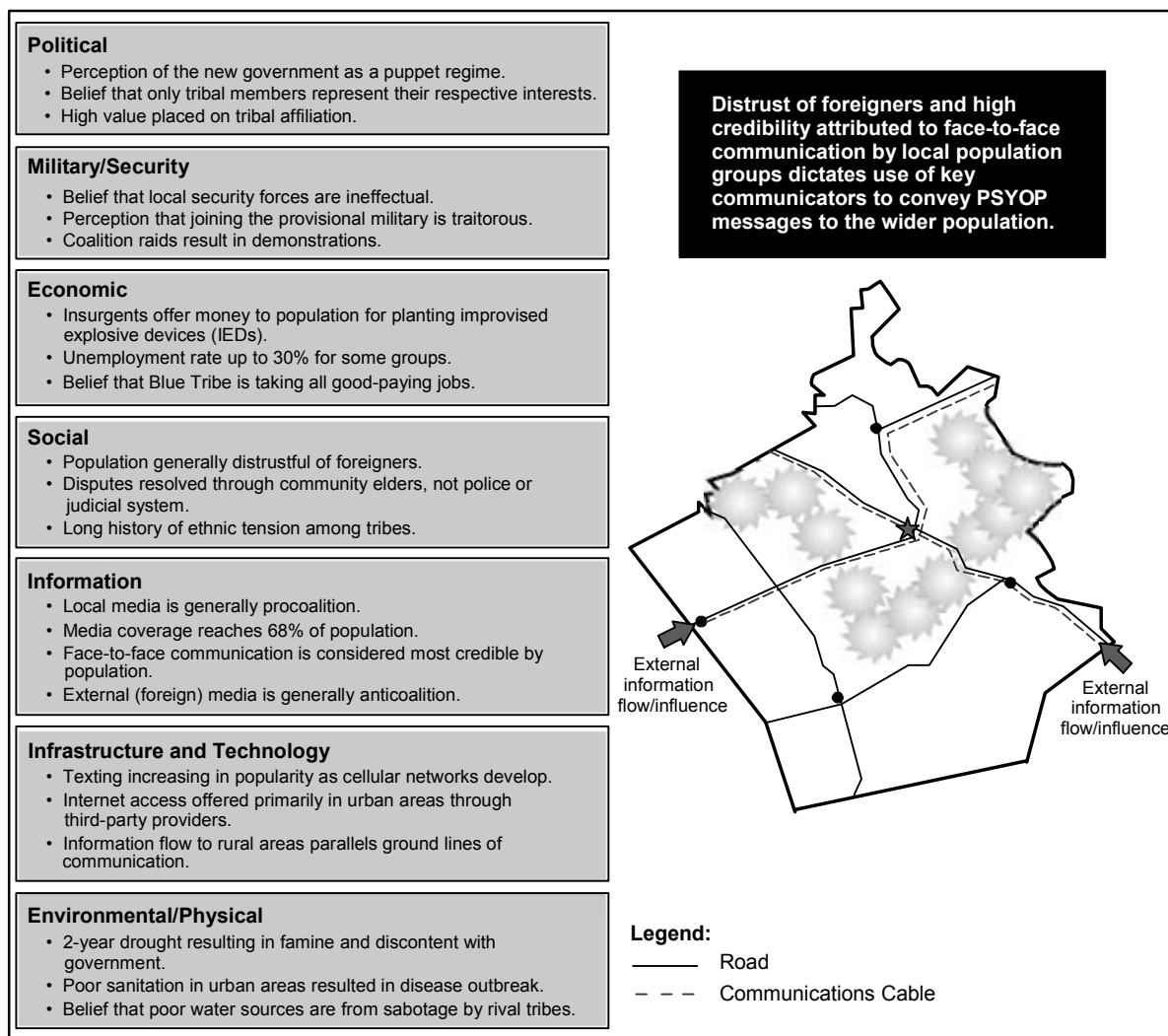


Figure 1-4. PSYOP characteristics overlay example

Step 3: Evaluate the Threat

1-26. In step 3 of the IPB process, the PSYOP planner, in coordination with the G-2/S-2 staff, analyzes the threat to determine how the threat will most likely conduct operations to include the employment of propaganda. Other important information includes the determination of the threat's psychological mindset, biases, and political or strategic objectives. One technique for evaluating the threat is center of gravity (COG) analysis. COG analysis is a method that links a threat's COG (a military force, organization, or other entity's source of power to act) to critical requirements (CRs) and associated critical vulnerabilities (CVs). The PSYOP planner and POTF G-2/S-2 view the threat from a systems perspective using information (political, military/security, economic, social, information, infrastructure and technology, and environmental/physical characteristics of the AO) from steps 1 and 2 of the IPB. (Figure 1-5, page 1-14, is an example of the threat viewed from a systems perspective.)

1-27. For the PSYOP planner, threat COG analysis serves to identify aspects of the threat exploitable by PSYOP. COG analysis is not a replacement for in-depth TAA, but does provide a significant amount of general information from which initial TAA of the threat is derived. Although the supported unit G-2/S-2 is primarily responsible for conducting threat COG analysis, the PSYOP planner, TAA section, and the POTF G-2/S-2 assist on those aspects of analysis relevant to PSYOP as needed. (JP 2-01.3, *Joint Tactics, Techniques, and Procedures for Joint Intelligence Preparation of the Battlespace*, has more information on COG analysis.) There are four steps in analyzing a threat's COG. Each of these is discussed below.

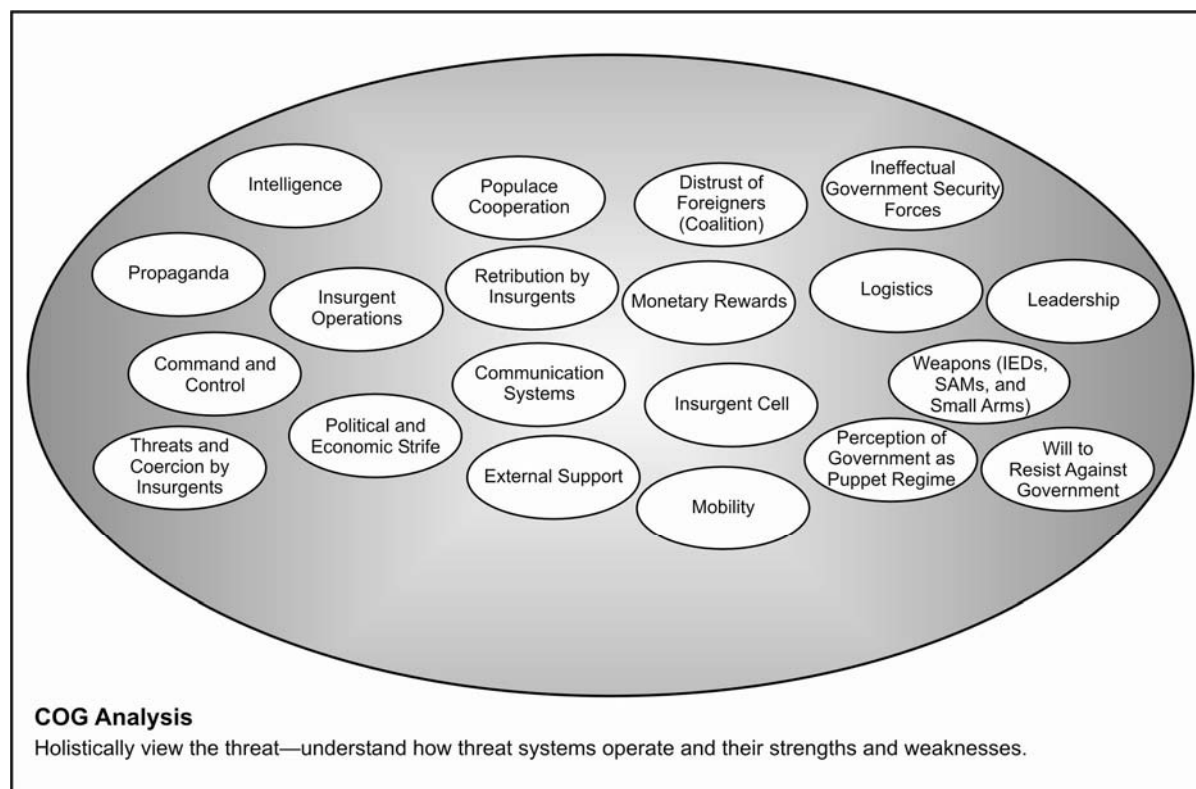


Figure 1-5. The threat viewed from a systems perspective

1-28. **Identify critical capabilities (CCs).** CCs are what a COG can do—the COG is the source of power for CCs. For example, an organization establishes a goal. The CC is the means to achieve that goal. The COG is the source of power or the possessor of that CC. A CC is found by identifying general functions of the threat within the framework of the operational environment (information identified during steps 1 and 2 of the IPB process) and the friendly mission. (Figure 1-6, page 1-15, is an example of identifying functions, or CCs, of a threat.) A CC is a threat function rather than a tangible object and only valid if its primary ability is directly related to the COG.

1-29. **Identify threat centers of gravity.** After determining threat CCs, the PSYOP planner identifies the CC's source of power, which is the threat's COG. To do this, the PSYOP planner visualizes the threat as a system of functional components. Based upon how the threat organizes, fights, makes decisions, and its physical and psychological strengths and weaknesses, the PSYOP planner selects the threat's primary source of power to act. (Figure 1-7, page 1-16, is an example of identifying the source of power of the threat's CCs.) Strategic COGs are an economic/industrial capability or a military/security capability. Operational COGs protect strategic COGs and are often military forces or capabilities. Tactical COGs may include a system, individual units, and unconventional forces. Typical COGs often include—

- Economic/industrial sources of power.
- Military/security (joint forces, nuclear forces, land/sea/air power, special purpose forces, unconventional forces [terrorists, insurgents], state security forces, and specific units) sources of power.

Critical factors often mistaken for COGs include—

- The will of the people (this might be a CR—if the will creates a force, the force could be a COG).
- Leadership/key personality (this is a potential CR).
- Air or sea ports of debarkation.
- Transportation nodes.
- Strategic mobility.

- Lines of communication.
- C2 systems.
- Resources (by themselves, resources are not COGs—this is another potential CR).
- Time (this is a potential CR).
- Media (Media and propaganda may be used to influence the will of the people and key leaders, which is only a requirement).
- Coalition/alliances (coalition partners or allies might bring or add COGs [military or economic might]).

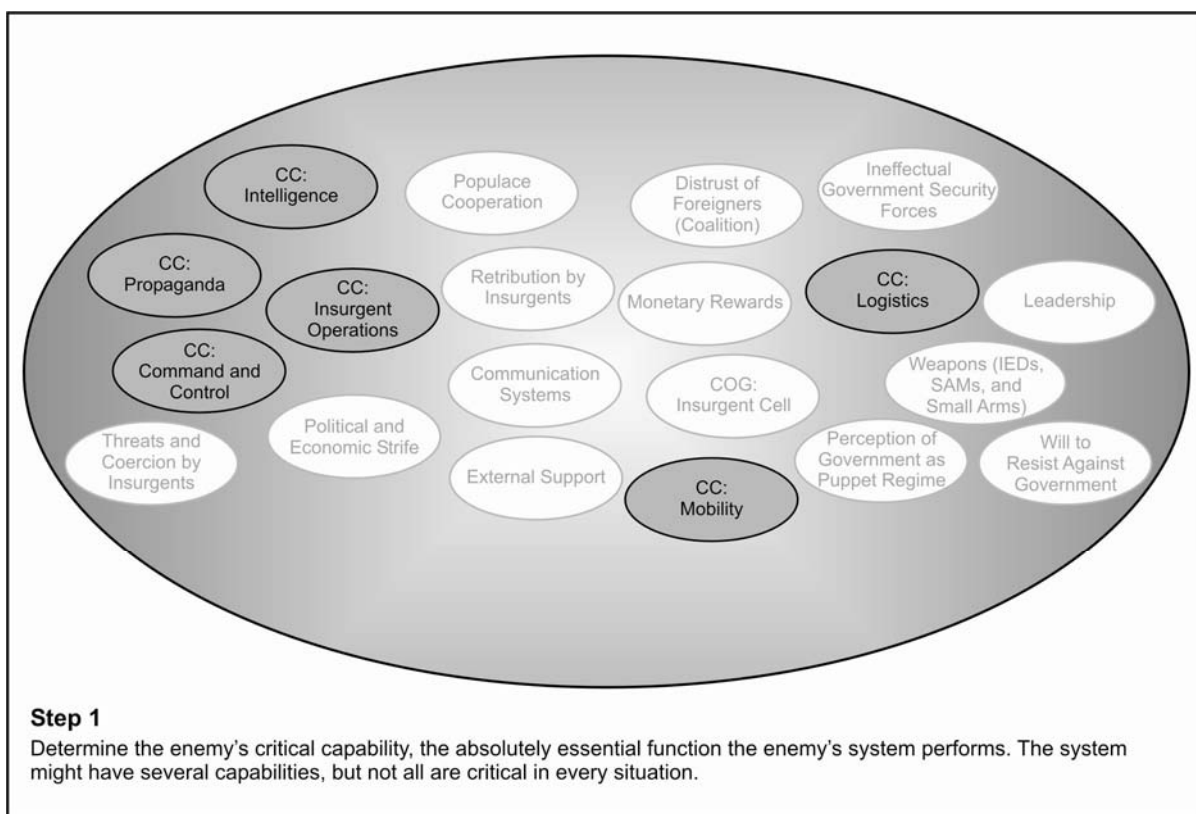


Figure 1-6. Identifying CCs of the threat

1-30. To identify valid COGs and distinguish them from CRs or CVs, the PSYOP planner applies “does/uses” criteria. “Does” identifies the source, agent, or thing that carries out a particular task and is the source of power that generates the force or CC. “Uses” identifies a factor that the source, agent, or thing uses to perform a particular task and is a CR. Table 1-1, pages 1-16 and 1-17, is an example of determining valid COGs with “does/uses” criteria.

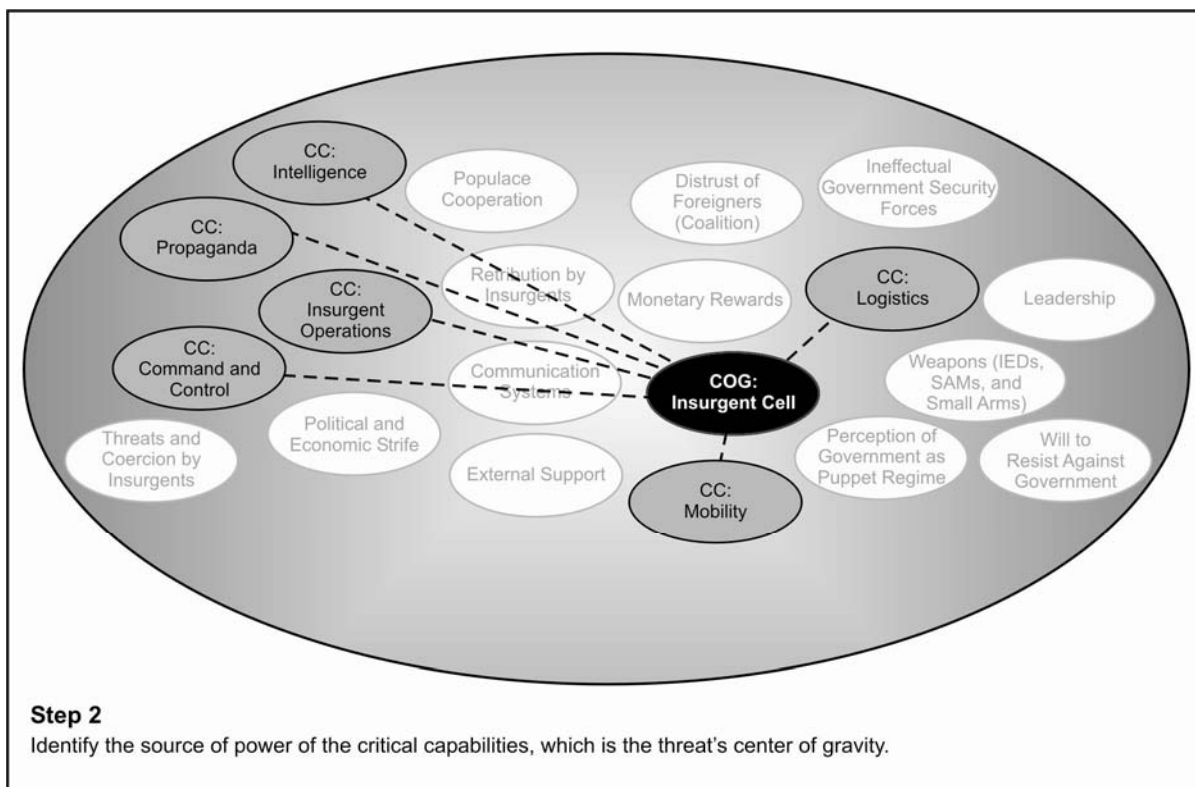


Figure 1-7. Typical COGs and critical factors mistaken for COGs

Table 1-1. Example of determining valid COGs with “does/uses” criteria

Item	“Does/Uses”	Explanation
Political and Economic Strife	No/Yes	Political and economic strife do nothing by themselves. These conditions are needed for insurgent cells to foment discontent among the population (and enable operations). This is a CR.
Intelligence	Yes/No	Intelligence is a function (CC) of the insurgent cell.
Leadership	No/Yes	Leadership is critical, but leadership by itself cannot conduct attacks. This is a CR.
External Support	No/Yes	External support, such as funding and personnel, enable insurgent operations and is a CR.
Propaganda	Yes/No	Propaganda is a function of the insurgent cell. This is a CC.
Weapons	No/Yes	Weapons are not actors and cannot do anything by themselves. Weapons are used by the insurgent cell to carry out attacks. This is a CR.
Populace Cooperation	No/Yes	Populace cooperation enables the insurgent cell to conduct successful operations. This is a CR.
Communication Systems	No/Yes	Communication systems facilitate C2. This is a CR.
Insurgent Operations	Yes/No	Insurgent operations are a function of the insurgent cell. This is a CC.
Command and Control	Yes/No	C2 is a function of the insurgent cell. This is a CC.
Ineffectual Government Security Forces	No/Yes	Ineffectual security forces contribute to conditions favorable to insurgent operations. This is a CR.
Mobility	Yes/No	Mobility is a function of the insurgent cell. This is a CC.
Logistics	Yes/No	Logistics are a function of the insurgent cell. This is a CC.

Table 1-1. Example of determining valid COGs with “does/uses” criteria (continued)

Item	“Does/Uses”	Explanation
Insurgent Cell	Yes/Yes	The insurgent cell has the inherent ability to “do” the identified CCs and makes the cell a threat COG. Also, the insurgent cell uses the above CRs to conduct operations.

1-31. **Identify critical requirements.** Each CC is analyzed to determine what conditions, resources, or means exist that enable threat functions or missions. CRs are usually tangible elements, such as communications means, weapons systems, or even geographical areas and terrain features. (Figure 1-8 is an example of identifying a threat COG’s CRs.) The CR is valid if its absence or loss disables the threat’s CC and the threat considers the identified CR as critical. U.S. systems and capabilities are not a mirror image of those of the threat.

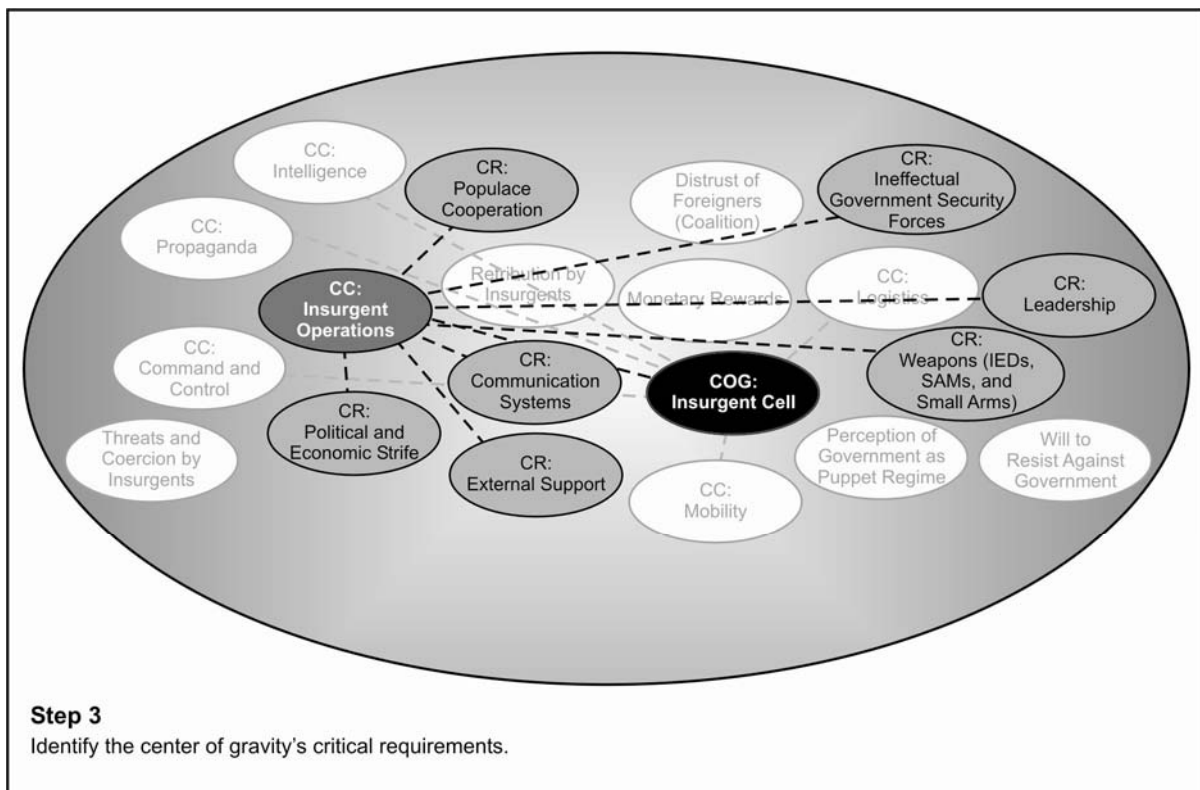


Figure 1-8. Identifying CRs of the threat

1-32. **Identify critical vulnerabilities.** Each CC is analyzed to determine which CRs are vulnerable to neutralization, interdiction, or attack. CVs may be tangible structures or equipment, or an intangible perception, populace belief, or susceptibility. (Figure 1-9, page 1-18, is an example of identifying threat CRs [and components of CRs] vulnerable to attack.) The CV is valid if its exploitation disables the associated CR and the friendly force has the resources to affect the identified CV.

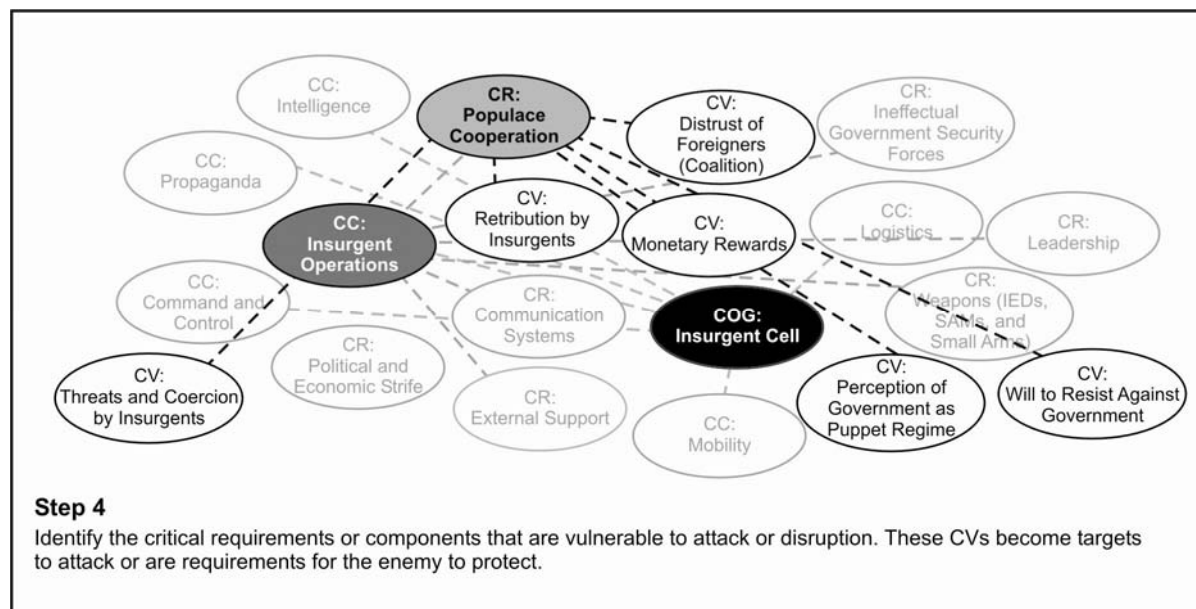


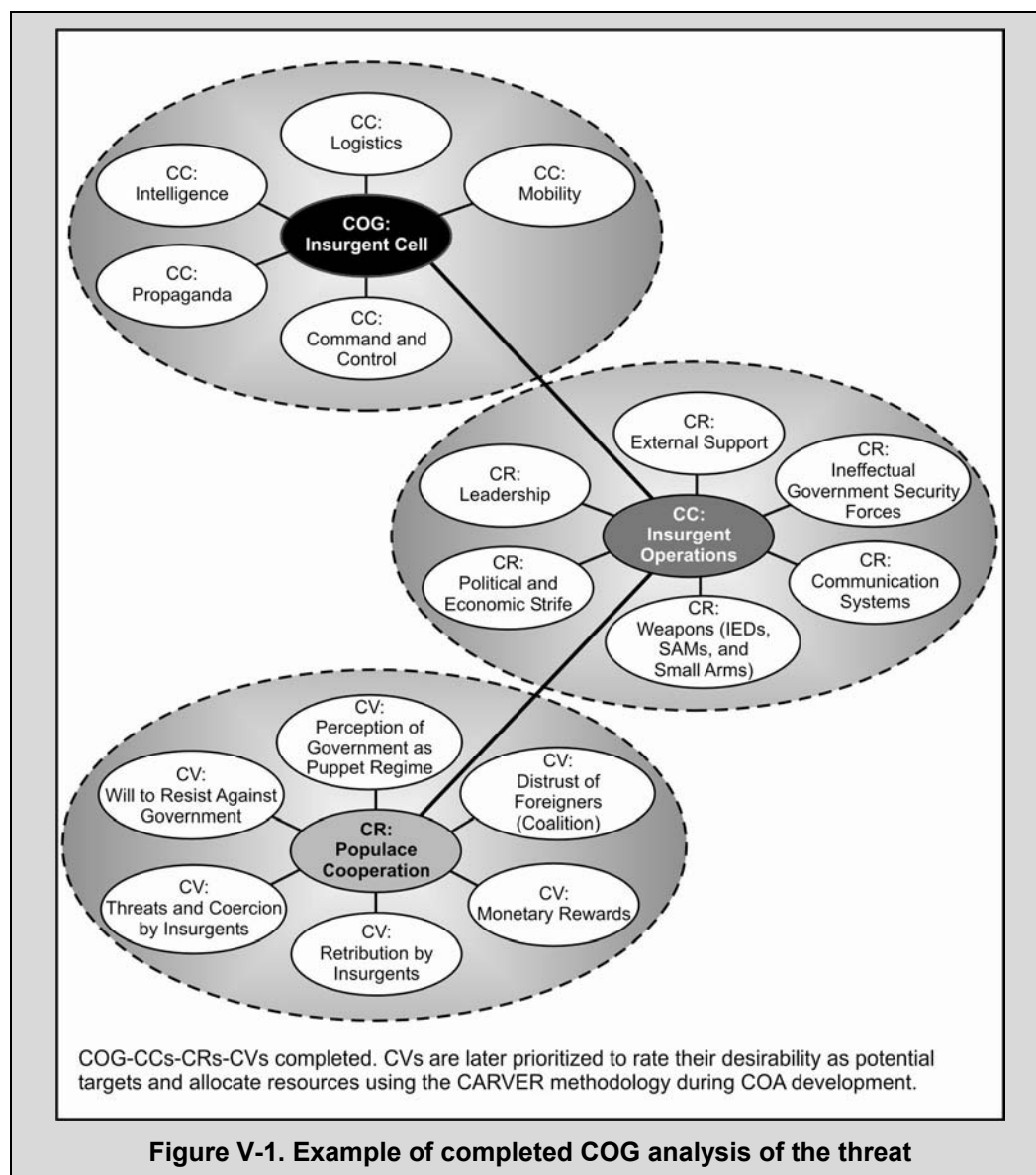
Figure 1-9. CRs (and components of CRs) vulnerable to attack

Figure V-1, page 1-19, illustrates a COG analysis of the threat. The PSYOP planner and POTF G-2 analyzed the threat from a systems perspective using information (political, military/security, economic, social information, infrastructure and technology, and environmental/physical characteristics of the AO) from steps 1 and 2 of the IPB. From this analysis, the planner and G-2 determined CCs of the threat included intelligence, logistics, mobility, C2, propaganda, and insurgent operations.

Using “does/uses” criteria, the planner and G-2 concluded that the insurgent cell was the source of power for these CCs, identifying the insurgent cell as a threat COG. The insurgent cell is a COG because only it has the capability to perform the functions of the identified CCs. Concentrating on the “insurgent operations” CC, the PSYOP planner and G-2 determined that populace cooperation, leadership, external support, ineffectual government security forces, communication systems, weapons, and political/economic strife were CRs for insurgent operations.

The PSYOP planner and G-2 concluded that of these CRs, “populace cooperation” and its related components of retribution by insurgents, threats/coercion by insurgents, monetary rewards paid by insurgents, distrust of foreigners, perception of the government as a puppet regime, and will to resist against the government were most vulnerable to attack, or influence, by PSYOP activities.

The POTF G-2 and PSYOP planner will later prioritize CVs to rate their desirability as potential targets for PSYOP using the criticality, accessibility, recuperability, vulnerability, effect, recognizability (CARVER) targeting methodology during step 3 of the MDMP, COA development.



Step 4: Determine Threat Courses of Action

1-33. Step 4 integrates the results of the previous tasks into a meaningful conclusion. Given what the threat normally prefers to do and the effects of the significant characteristics of the information environment on threat propaganda, PSYOP planners determine the threat's likely propaganda objectives and COAs. After the first three steps, PSYOP planners have defined the information environment, conducted initial research for TAA, and analyzed competing information. This information, taken together, allows the PSYOP planner to propose PSYOP activities that seek to modify behavior and counter other competing or hostile information to achieve the desired behavior change and, ultimately, the supported commander's objectives. During this task, the G-2/S-2 determines possible threat COAs and displays this information on a situation template, a graphic depiction of expected threat force dispositions for a specific COA. Ideally, propaganda information is depicted on the G-2/S-2's situation template similar to any other relevant threat information. If needed, the PSYOP planner and POTF G-2/S-2 produce a separate propaganda situation template to provide clarity for the commander and his staff. The propaganda situation template depicts where, when, and why the threat will employ propaganda means. The propaganda situation template is developed to support the G-2/S-2's selected threat COAs and considers likely propaganda concept and objectives (why),

the location of primary propaganda assets (where), and a prediction of when in the operation propaganda assets will be employed (when). The PSYOP planner develops an overall concept and supporting objectives for threat propaganda activities for each COA developed by the G-2/S-2 and is integrated into the G-2/S-2's products. (Figure 1-10 is an example of a propaganda situation template.)

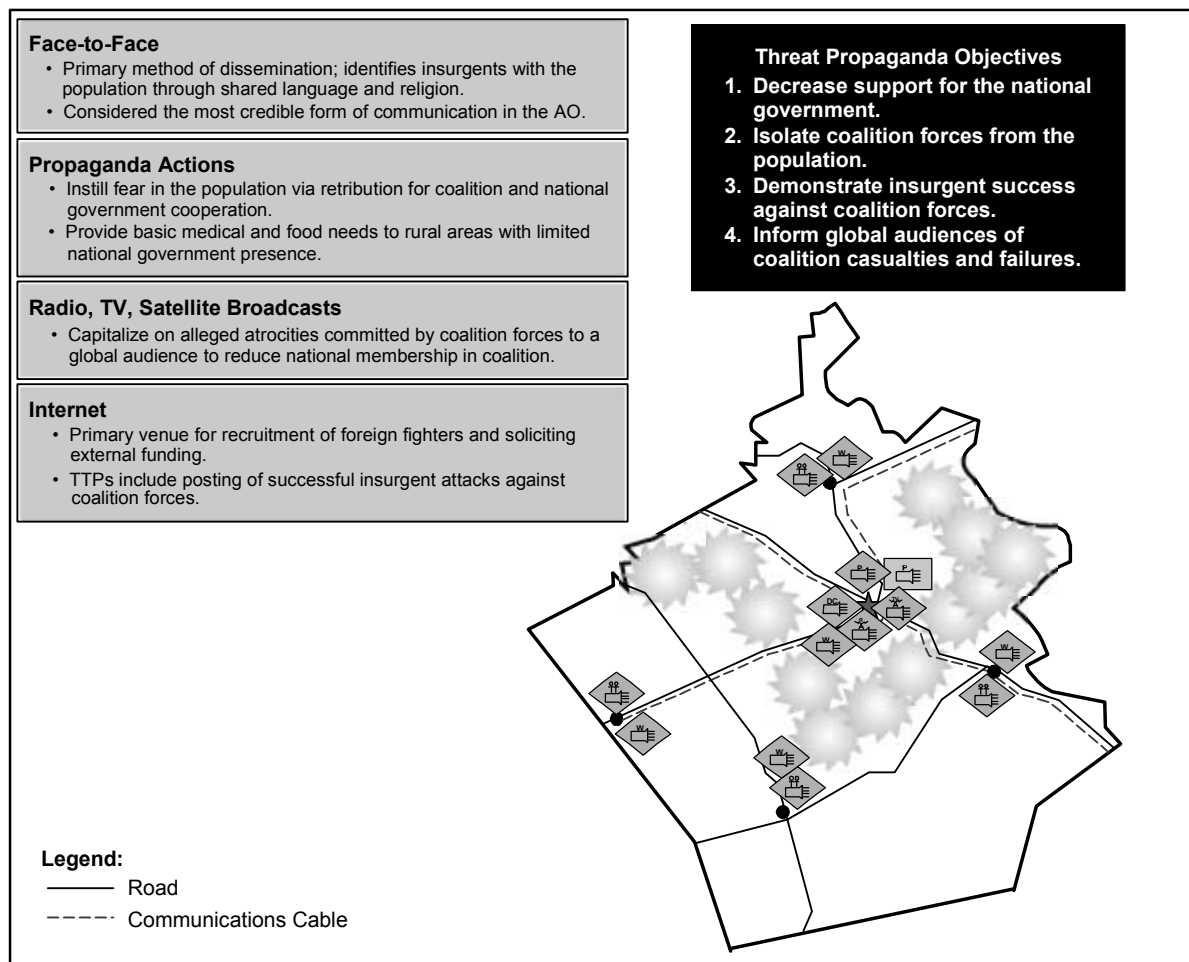


Figure 1-10. Propaganda situation template example

Step 2: Mission Analysis (Continued)

1-34. After the first two tasks of step 2 of the MDMP are completed, the following tasks are done:

- **Task 3: Determine Specified, Implied, and Essential Tasks.** While conducting mission analysis with the staff, the PSYOP planner establishes what PSYOP must do to support the mission. He studies the higher HQ OPORD, keying on his specific areas of concern. He must identify specified and implied PSYOP tasks that are in the OPORD as well as essential tasks when planning COAs with the G-3:
 - **Specified tasks** are tasks specifically assigned to a unit by its higher HQ.
 - **Implied tasks** are tasks that must be performed to accomplish a specified task or the mission, but are not stated in the higher HQ order. Implied tasks are derived from a detailed analysis of the higher HQ order, the threat situation, COAs, and the terrain.
 - **Essential tasks** are specified or implied tasks that must be executed to accomplish the mission. Essential tasks are always included in the unit's mission statement.

- *Task 4: Review Available Assets.* The PSYOP planner determines organic and supporting assets, compares assets to mission requirements, and considers non-PSYOP assets capable of contributing to PSYOP activities. The PSYOP planner reviews all available assets, coordinates with the supporting PSYOP commander, and develops a mission-tailored task organization. When the PSYOP task organization is determined, the planner must consider C2, intelligence support, and logistics support.
- *Task 5: Determine Constraints.* Constraints are restrictions placed on the command by a higher command. They dictate an action or inaction, thus restricting the freedom of action a subordinate commander has for planning. In a coalition environment, each member nation will have different national policies for PSYOP. There may also be laws or treaties that constrain the conduct of PSYOP and often include the size of the PSYOP force allowed in-theater, strategic lift assets available, themes to stress and avoid, and communication bandwidth available. The PSYOP planner must identify and understand how these constraints affect PSYOP execution.
- *Task 6: Identify Critical Facts and Assumptions.* The PSYOP planner—
 - Lists all assumptions received from higher HQ.
 - States expected conditions over which the commander has no control but that are relevant to the plan.
 - Lists conditions that invalidate the plan or its concept of operations.
- *Task 7: Perform Risk Assessment.*
- *Task 8: Determine Initial CCIRs and Essential Elements of Friendly Information (EEFI).* The CCIRs identify information needed by the commander to support his commander's visualization and to make critical decisions, especially to determine or validate COAs. Although EEFI are not part of the CCIRs, they are a commander's priority. EEFI help the commander understand what threat commanders want to know about friendly forces and why.
- *Task 9: Determine the Initial Intelligence, Surveillance, and Reconnaissance (ISR) Plan.* The ISR plan is not a military-intelligence-specific product. The G-3/S-3 is the staff proponent of the ISR plan. It is an integrated staff product executed by the unit at the direction of the commander. The G-3/S-3, assisted by the G-2/S-2, uses the ISR plan to task and direct the available ISR assets to answer the CCIRs (priority intelligence requirements [PIRs] and friendly force information requirements) and other intelligence requirements. PSYOP planners nominate RFIs and information requirements (IRs) identified during mission analysis for inclusion into the ISR plan to answer intelligence gaps for information and intelligence required for planning.
- *Task 10: Update the Operational Timeline.* The PSYOP planner ensures the G-3 understands the lead times required for product development, production, and approval.
- *Task 11: Write the Restated Mission.*
- *Task 12: Deliver a Mission Analysis Briefing.*
- *Task 13: Approve the Restated Mission.*
- *Task 14: Develop the Initial Commander's Intent.*
- *Task 15: Issue the Commander's Planning Guidance.*
- *Task 16: Issue a Warning Order (WARNORD).*
- *Task 17: Review Facts and Assumptions.*

STEP 3: COURSE OF ACTION DEVELOPMENT

1-35. After receiving the restated mission, commander's intent, and commander's planning guidance, the staff develops COAs for the commander's approval. The purpose of COA development is to determine one or more ways to accomplish the mission. PSYOP support to COAs may vary due to differences in employment of the main effort, task organization, TA, objectives, the use and composition of forces, the scheme of maneuver, or the footprint for dissemination by PSYOP. The main effort may be objective-oriented, geographically oriented, TA-oriented, or supported-unit-oriented. It could also be a mix of all of the above. When analyzing the main effort, the level of PSYOP required (normally operational or tactical) to accomplish the commander's objectives must be considered, as well as the assets and preparation time required at each level.

1-36. In step 1 of COA development, the POTF G-2/S-2 prioritizes CVs identified in step 3 of the IPB using the CARVER methodology to rate the desirability of potential targets and wisely allocate resources. Army special operations forces use the CARVER methodology throughout the targeting and mission planning process to select the best targets to attack or influence. As the factors are considered, they are given a numerical value representing the desirability of attacking the target, with 1 having a low desirability and 10 having a high desirability for a given factor. The values are then placed in a matrix. (Figure 1-11 is an example of a blank CARVER matrix.) After CARVER values for each target or component are assigned, the sum of the values indicate the highest value target or component to be attacked within the limits of the commander's intent. (JP 3-05.1, *Joint Special Operations Task Force Operations*, has more information on CARVER.)

POPULACE COOPERATION (Critical Requirement)							
TARGET COMPONENT (Critical Vulnerability)	C	A	R	V	E	R	TOTAL
Legend:							
10 – High desirability for attacking the target.							
5 – Average desirability for attacking the target.							
1 – Low desirability for attacking the target.							

Figure 1-11. Example of CARVER matrix

1-37. The PSYOP planner determines aspects of the threat COG that are exploitable by PSYOP to integrate COG analysis into planning. The PSYOP planner evaluates each CR and CV to establish its relationship to the information environment. CRs or CVs that are not a part of the information environment or those that cannot be affected by PSYOP are not considered. The CARVER methodology is used to determine the impact of targeting threat CVs and which CVs PSYOP are best employed against. The PSYOP planner applies the following six factors against each CV to determine the impact on the threat organization:

- **Criticality:** An estimate of the CV's importance to the threat and is the primary consideration in targeting a threat CV. (Table 1-2, page 1-23, lists value criteria for criticality.) A vulnerability is critical when its exploitation will significantly influence the threat's ability to conduct or support operations. Criticality depends on several factors:
 - **Time:** How rapidly will the desired behavior change in the target affect the threat's CR?
 - **Quality:** What percentage of the threat's CR will be curtailed by the desired change in behavior of the target?
 - **Surrogates:** What will be the effect on the threat's CR?
 - **Relativity:** How many targets are there? What are their locations? How is the relative value of the desired behavior change determined? What will be the effect on the threat's overall critical capability?

Table 1-2. Assigning criticality values

CRITERIA	SCALE
Immediate effect on the threat's CR; the threat cannot function without the CV.	9–10
Effect within 1 week on the threat's CR.	7–8
Effect within 1 month on the threat's CR.	5–6
Effect within 2 months on the threat's CR.	3–4
No significant effect on the threat's CR.	1–2

- *Accessibility*: A determination of whether the CV is accessible to the friendly force in time and place. In other words, does the friendly force have the resources and capability to influence the threat's CV? Table 1-3 lists value criteria for accessibility.

Table 1-3. Assigning accessibility values

CRITERIA	SCALE
Easily accessible; target can be reached by all PSYOP dissemination methods, to include face-to-face communication.	9–10
Moderately accessible due to threat and terrain; target can be reached by all PSYOP dissemination methods, to include face-to-face communication.	7–8
Limited accessibility due to threat and terrain; target can be reached by all PSYOP dissemination methods, to include face-to-face communication.	5–6
Only accessible by leaflet air drop and aerial broadcast station dissemination.	3–4
Not accessible or inaccessible due to terrain, ground threat level, air defense threat level, and lack of receivers.	1–2

- *Recuperability*: An evaluation of how much effort, time, and resources the threat must expend to counter effects of a PSYOP series on target behavior if the CV is successfully exploited. Table 1-4 lists value criteria for recuperability.

Table 1-4. Assigning recuperability values

CRITERIA	SCALE
Mitigation of the effects of the PSYOP series requires 1 month or more.	9–10
Mitigation of the effects of the PSYOP series requires 1 week to 1 month.	7–8
Mitigation of the effects of the PSYOP series requires 72 hours to 1 week.	5–6
Mitigation of the effects of the PSYOP series requires 24 to 72 hours.	3–4
Same day mitigation of the effects of the PSYOP series.	1–2

- *Vulnerability*: A determination of whether the friendly force has the means or capability to affect the CV due to existing characteristics, motives, or conditions of the target. The scale of the CV needs comparison with the capability of the friendly force to affect it. Table 1-5, pages 1-23 and 1-24, lists value criteria for vulnerability.

Table 1-5. Assigning vulnerability values

CRITERIA	SCALE
Very vulnerable to PSYOP products and actions due to existing target characteristics, motives, or conditions.	9–10
Vulnerable to influence by PSYOP products and actions due to existing target characteristics, motives, or conditions.	7–8
Moderately vulnerable to influence by PSYOP products and actions due to existing target characteristics, motives, or conditions.	5–6

Table 1-5. Assigning vulnerability values (continued)

CRITERIA	SCALE
Slightly vulnerable to influence by PSYOP products and actions due to existing target characteristics, motives, or conditions.	3–4
Invulnerable to influence by PSYOP products and actions due to existing target characteristics, motives, or conditions.	1–2

- *Effect*: A determination of the extent of the effect achieved if the CV is successfully exploited. The effect of a target attack is a measure of possible military, political, economic, psychological, and sociological impacts at the target and beyond. The effect is closely related to the measure of target criticality. Possible effects can be speculative and must be labeled as such. Effects of the same PSYOP product or action may be quite different at the tactical, operational, and strategic levels of war. Table 1-6 lists value criteria for effect.

Table 1-6. Assigning effect values

CRITERIA	SCALE
Overwhelming positive effects; no significant negative effects.	9–10
Moderately positive effects; few significant negative effects.	7–8
No significant effects; neutral.	5–6
Moderately negative effects; few significant positive effects.	3–4
Overwhelmingly negative effects; no significant positive effects.	1–2

- *Recognizability*: A determination if the CV, once selected for exploitation, can be identified during the operation by the friendly force, and the degree to which impact indicators can be collected. Table 1-7 lists value criteria for recognizability.

Table 1-7. Assigning recognizability values

CRITERIA	SCALE
The target is clearly recognizable; impact indicators require little effort for collection.	9–10
The target is easily recognizable; impact indicators require a slight effort for collection.	7–8
The target is difficult to recognize or might be confused with other targets; impact indicators require a moderate effort for collection.	5–6
The target is difficult to recognize, even within close range, without the aid of local nationals or regional experts; the target is easily confused with other targets and impact indicators require a significant effort for collection.	3–4
The target cannot be recognized under any conditions, except by local nationals or regional experts; impact indicators are near impossible to collect.	1–2

1-38. These CARVER factors and their assigned values are used to construct a CARVER matrix (Figure 1-12, page 1-25, shows an example of a CARVER matrix developed for PSYOP.) The matrix is a tool for rating the desirability of potential targets and wisely allocating PSYOP resources. To construct the matrix, the PSYOP planner lists the threat's CVs in the left column. As each CV is evaluated for each CARVER factor, he enters the appropriate value into the matrix. Once all the potential CVs are evaluated, he adds the values for each potential target. The sums represent the relative desirability of each potential CV; this constitutes a prioritized list of targets. Those targets with the highest totals are exploited first. If additional personnel, PSYOP products, and munitions are available, the PSYOP planner allocates these resources to the remaining potential CVs in descending numerical order. This allocation scheme maximizes the use of limited resources. The POTF G-2 uses the CARVER matrix to present planners with a variety of options within the context of discussing strengths and weaknesses of attacking each CV of a threat COG.

POPULACE COOPERATION (Critical Requirement)							
TARGET COMPONENT (Critical Vulnerability)	C	A	R	V	E	R	TOTAL
Threats and Coercion by Insurgents	8	10	7	8	9	8	48
Insurgent Retribution Toward Populace for Coalition Cooperation	8	10	7	10	10	3	48
Insurgent Monetary Rewards for Populace Cooperation	5	5	3	1	3	4	21
Populace Distrust of Foreigners	10	4	2	2	8	9	35
Perception of the Government as a Puppet Regime	9	2	1	1	7	1	21
Legend:							
10 – High desirability for attacking the target.							
5 – Average desirability for attacking the target.							
1 – Low desirability for attacking the target.							

Figure 1-12. Example of CARVER matrix developed for PSYOP

1-39. One CARVER matrix is produced for each threat CR that is vulnerable to attack. The CARVER matrix provides PSYOP planners a basis for developing POs, SPOs, PSYOP series, the potential target audience list (PTAL), and guidance for potential propaganda response and counteraction. These actions are done during step 7 of the MDMP, orders production, and Phase II (TAA) and Phase III (Series Development) of the PSYOP process. In Figure 1-12 above, a POTF PSYOP planner would most likely develop the PSYOP objective “decrease effectiveness of opposition forces” to attack the insurgent cell’s CR of “populace cooperation.” The planner would then develop SPOs to address some or all of the components (CVs) of the insurgent cell’s CR of “populace cooperation,” based on their respective value rating in the CARVER matrix.

STEP 4: COURSE OF ACTION ANALYSIS

1-40. COA analysis (war gaming) is a process that includes rules and steps that help commanders and staffs visualize the flow of a battle. COA analysis considers friendly dispositions, strengths, and weaknesses; threat assets and probable COAs; characteristics of the AO; a feasibility check; war gaming; risk assessment; and evaluation of war-game results for each COA. The war game of the COA is critical for the commander and staff to ensure all elements, including PSYOP, are fully integrated and synchronized. An early decision to limit the number of COAs war-gamed, or to develop only one COA, saves the greatest amount of time. Prior to the war game, PSYOP planners select criteria by which to evaluate the results of the war gaming of each COA. Alternative COAs are evaluated after the war game based on how well they meet these same criteria, thereby driving a staff recommendation. Each COA must be suitable, feasible, acceptable, distinguishable, and complete.

STEP 5: COURSE OF ACTION COMPARISON

1-41. The COA comparison starts with all staff members analyzing and evaluating the advantages and disadvantages of each COA from their perspectives. Staff members each present their findings for the others’ consideration. Using the evaluation criteria developed before the war game, the staff outlines each COA, highlighting its advantages and disadvantages. Comparing the strengths and weaknesses of the COAs identifies their advantages and disadvantages with respect to one another. The staff compares

feasible COAs to identify the one with the highest probability of success against the most likely threat COA and the most dangerous threat COA.

1-42. From a PSYOP perspective, a dangerous threat COA is the threat's ability to use U.S. PSYOP products to discredit U.S. efforts. For example, the commander directs PSYOP Soldiers to produce a leaflet telling the threat forces that the escape route they are using is mined even though the threat knows it is not. In this case, the threat could take the leaflet and discredit the U.S. effort by developing their own product showing them holding the leaflet on the very route that the United States claims is blocked. This action would embarrass the government of the United States and damage any credibility that the United States had built up with various TAs. The PSYOP planner will evaluate each COA to determine which will best utilize PSYOP assets, provide flexibility for contingencies, and has the highest probability of achieving mission success from the PSYOP viewpoint. Based upon the PSYOP planner's evaluation of potential threat response, particularly propaganda responses, the PSYOP planner will continue to propose and evaluate future potential friendly COAs.

STEP 6: COURSE OF ACTION APPROVAL

1-43. The COAs are then briefed to the commander along with the staff's recommendation. The commander makes the final decision. Once the decision is made, and the commander gives any final guidance, the staff immediately issues an updated WARNORD, refines the COA, and completes the plan.

STEP 7: ORDERS PRODUCTION

1-44. The staff prepares the order or plan by turning the selected COA into a clear, concise concept of operations (CONOPS) and required supporting information. The CONOPS for the approved COA becomes the CONOPS for the plan. The COA sketch becomes the basis for the operation overlay. Orders and plans provide all the information that subordinates need for execution. Mission orders avoid unnecessary constraints that inhibit subordinate initiative. The staff assists subordinate staffs with their planning and coordination. The PSYOP Tab (a sample PSYOP Tab is found in Appendix B) to the base plan must ensure, regardless of the selected COA, that the following additional information is included:

- Media analysis.
- PO/SPO.
- PTAL.
- Initial assessment criteria.
- Approval process procedures.
- PSYOP support request procedures.
- Potential propaganda responses or counteractions.

PSYOP OBJECTIVES

1-45. The development of PSYOP programs, POs, and SPOs are not separate activities from the MDMP. They take place concurrently and are interwoven throughout the MDMP. POs provide the framework around which the overall PSYOP program is built. The PSYOP planner must remember that approval of POs, TAs, and themes is reserved by U.S. policy at the levels of the President or SecDef, combatant command, joint force commander, and U.S. Country Teams. PSYOP programs are coordinated with other national-level information programs to meet U.S. objectives.

1-46. A PO is a general statement of measurable response that reflects the desired behavioral change of foreign TAs. The purpose of a PO is to state the desired behavior changes in selected TAs that will best support the accomplishment of the supported commander's mission. POs are written in a sentence using a "verb – object" structure. The verb describes the direction of the desired behavior change. The object is the overall behavior to be changed. Some action verbs commonly used in PSYOP are "reduce," "decrease," "increase," "build," or "gain." For example, one of the supported commander's critical tasks identified during the MDMP could be "Create a safe and secure environment for the people of Bosnia." This statement is not a statement of measurable response reflecting a desired behavioral change. Restated as

“Decrease violence within Bosnia,” the statement can now be used as a PO because it clearly describes the intended direction of behavior change to support achievement of the commander’s directive to “Create a safe and secure environment for the people of Bosnia.”

1-47. Across the range of military operations, planners develop POs to cover each phase of the operation. The following are examples of possible POs:

- Decrease interethnic violence in the AO.
- Increase participation in the electoral process.
- Decrease effectiveness of opposition forces.
- Decrease injuries resulting from mines and unexploded ordnance (UXO).
- Increase support for the provisional government.

1-48. POs are developed at the highest operational level of PSYOP support and do not change when subordinate units work on their respective plans. Soldiers at a POTF, as well as Soldiers on a tactical Psychological Operations team (TPT), use the same POs. For example, during an air campaign, a POTF develops, designs, and produces a leaflet that advises threat soldiers not to turn on air defense artillery equipment. This product falls under the PO “Decrease combat effectiveness of threat forces.” Two weeks later, after ground forces have entered the AO, a TPT conducts a loudspeaker broadcast ISO a deception to redirect attention from the main effort. This product helps achieve the PO “Decrease combat effectiveness of threat forces.”

SUPPORTING PSYOP OBJECTIVES

1-49. Once POs are completed, planners focus the PSYOP plan by writing SPOs. SPOs are the specific behavioral responses desired from the TA to accomplish a given PO. SPOs are unique for each PO, and each PO always has two or more SPOs. If two or more SPOs cannot be developed for a PO, the PO is too narrow in focus and needs to be rewritten. All SPOs must assist in achieving the PO. Figure 1-13 provides an example of PO and SPO linkage.

PO: Increase Support for the Provisional Government
SPO 1: TA enlists in the armed forces.
SPO 2: TA joins police forces.
SPO 3: TA reports insurgent activity to local authorities.
SPO 4: TA votes in government elections.

Figure 1-13. Example of PO and SPO linkage

1-50. SPOs are written in a sentence using a “subject – verb – object” structure. The subject is always “TA.” TAs are not specified in the SPO because often multiple TAs must be targeted to accomplish the desired behavioral change. The “verb – object” combination describes the desired behavioral change in much the same way as the PO. For example, if the PO is “Increase support for the provisional government,” the SPO might be “TA reports insurgent activity to local authorities.” In this example, the SPO directly supports the PO.

1-51. SPOs should not be written in absolutes. An absolute is a verb that cannot be measured because it is a lack of a behavior insinuating an end state. The focus should be on what behavior a TA can be expected to do. Terms such as “ceases,” “refrains,” “feels,” or “stops” should not be used. Just like the POs, the verb should describe the direction of the desired change. The verbs “maintain” and “continue” are not really directions and imply an end state. If the behavior is important enough to address, then a direction for the behavior to move toward should be stated. Verbs that imply the direction of behavior change, such as “report,” “turn in,” “gain,” and “build” are acceptable. Figure 1-14, page 1-28, provides examples of strong and weak verbs. The following are more examples of SPOs:

- TA surrenders to coalition forces.
- TA destroys coca crops.
- TA increases voting.

- TA turns in military-grade weapons to local authorities.
- TA reports the location of mines and UXO to demining authorities.
- TA decreases emplacement of IEDs along U.S.-traveled routes.

Strong Verbs	Weak Verbs
Increases/Decreases	Refrains
Reports	Stops
Votes	Halts
Participates (in something specific)	Believes
Publicly condemns/states	Feels
Surrenders	Loves
Turns in	Ceases
Organizes/Holds	Restrains
Attends	Maintains
Registers	Continues
Surrenders	Hates

Figure 1-14. Examples of strong and weak verbs

1-52. During operations or missions, the PSYOP unit will often need to develop additional SPOs to support the commander’s or ambassador’s mission. In this situation, a unit must obtain approval from the appropriate level HQ that it supports and deconflict the SPOs with the highest operational PSYOP element. Upon approval, the SPO is incorporated into the overall PSYOP plan to maintain centralized control. Figure 1-15 shows an example of SPO development.

PO: Increase Support for the Provisional Government
<p>What measurable and observable behaviors would characterize “support for provisional government?”</p> <p>What are the specific behaviors PSYOP Soldiers want the TA to engage in?</p> <ul style="list-style-type: none"> ● Enlisting in armed forces. ● Joining police forces. ● Reporting insurgent activity to government authorities. ● Voting in government elections. <p>Guidelines for developing SPOs:</p> <ul style="list-style-type: none"> ● Can you count the number of times that the behavior occurs? Answer should be “YES.” ● Will someone else know exactly what to look for when you tell them the behavior? Can you see someone performing this behavior when it occurs? Answer should be “YES.” <p>SPO 1: TA enlists in the armed forces.</p> <p>SPO 2: TA joins police forces.</p> <p>SPO 3: TA reports insurgent activity to local authorities.</p> <p>SPO 4: TA votes in government elections.</p>

Figure 1-15. Example of SPO development

POTENTIAL TARGET AUDIENCES

1-53. Following the development of POs and SPOs, planners identify PTAs. PTAs are those audiences the planner initially thinks have the ability to accomplish the SPOs. Planners group the PTAs under their

applicable SPOs. Initial PTAs are, by nature, broad and represent the planner's best estimate given limited information on the targeted population, and the time constraints of the planning process. Given the SPO "TA decreases acts of interethnic violence," the following are examples of PTAs:

- Ethnic Red Tribe.
- Ethnic White Tribe.
- Ethnic Blue Tribe.
- Tribal leadership.

1-54. PTAs can vary greatly depending on the type of operation and the information available during initial planning. Once an AO becomes mature, usually during Phases IV and V of an operation, the PTAs become very specific; for example, Red Tribe males, ages 14 to 19 years old, in Redsville. Determining PSYOP assessment criteria is the next task for the PSYOP planner.

INITIAL ASSESSMENT CRITERIA

1-55. Development of assessment criteria occurs during the planning process. This development ensures organic assets and PSYOP enablers, such as intelligence, are identified to collect impact indicators of SPO achievement for assessment by PSYOP Soldiers. These assessment criteria provide guidance for intelligence collectors (J-2/G-2/S-2) to develop IRs and PIRs.

1-56. PIRs are intelligence requirements, stated as a priority for intelligence support, which the commander and staff need to understand the adversary or the environment. Examples of PIRs are—

- Is the threat propaganda directed at a specific U.S. commander/unit?
- When will the local imam hold a public forum on local events?
- How long are posters staying up in Red town?

1-57. IRs are those items of information regarding the adversary and the environment that need to be collected and processed to meet the intelligence requirements of a commander. Examples of IRs are—

- How will the weather affect this week's leaflet drops/radio broadcasts?
- Does the United States have air superiority to allow aircraft to fly a leaflet mission?
- What is the air commander's mandate for flight altitudes?

1-58. Assessment criteria are written as questions that, when answered, describe trends in behavior change. Over time, these behavior trends will help determine the degree of success in achieving the SPO. Assessment criteria allow PSYOP units to benefit from other Army or joint ISR assets. The assessment criteria are further refined at the conclusion of TAA. Assessment criteria are key to accurate PSYOP evaluation. They focus the collection effort—as it relates to PSYOP—on areas that indicate to what extent SPOs are being achieved.

1-59. To determine the assessment criteria, the SPO behavior must be "characterized" in relation to the related PTAs. For each PTA, the specific, measurable, and observable behavior is measured to determine behavior trends. For SPO behaviors, such as "surrendering" and "reporting," the behavior is reasonably specific, measurable and observable, and consistent (performed in the same manner) for each PTA. Behaviors such as "support," "participation," and "effectiveness" describe a multitude of different underlying behaviors and are performed differently depending on the TA. PSYOP planners avoid these general terms and focus on the specific underlying behaviors each term implies. The following is an example of how to derive the initial assessment criteria.

SPO: TA votes in government elections.

PTAL: Voting-age civilians; civic leadership; political party leadership.

Characterize the behavior in relation to each PTA:

Behavior: Voting in elections.

Voting-age civilians: Registering to vote and voting.

Civic leadership: Verbally encouraging by making public statements to register and vote.

Political party leadership: Nominating candidates for election; verbally encouraging by making public statements to register and vote.

Initial assessment criteria:

- What observable behaviors would allow evaluation of success?
 - Voting-age civilians: How many voting-age civilians registered to vote? How many voting-age civilians voted?
 - Civilian leadership: How many pro-election public statements were made by civilian leadership?
 - Political parties: How many political parties nominated candidates? How many candidates were nominated by each political party? How many pro-election public statements were made by representatives of each political party?
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1-60. These assessment criteria provide the basis for the initial PSYOP IRs included in the supported unit's IR plan. During Phase II of the PSYOP process, TAA, the specific assessment criteria are determined for each PSYOP series. These refined assessment criteria become the specific IRs necessary to help determine the effectiveness of the PSYOP effort in Phase VII of the PSYOP process, Evaluation. (Chapter 7 includes an in-depth discussion of assessment criteria.)

BASELINE DATA

1-61. Baseline data produced by the initial answers to assessment criteria is critical in showing the effectiveness of the PSYOP effort. There is no way to show success if a starting point was never identified. There are many ways to obtain the information required for the baseline. These include—

- Firsthand observations.
- Open-source intelligence.
- Human intelligence.
- Imagery intelligence.
- Survey.
- Research.

1-62. Information is gathered from numerous sources. Historical information about the culture, general perceptions, attitudes, beliefs, and behaviors can be found in most open sources. The SSD will provide much of this information during initial planning. This information is used to orient the evaluation and analysis personnel to the TAs. Reading available newspapers and magazines in the target language is another way to become familiar with the TA's environment. Taking the opportunity when possible to be in the local community and make firsthand observations is another method of gathering PSYOP-relevant information. Once the collection effort is underway, the analyst needs a way to manage all of the information.

SUMMARY

1-63. When PSYOP are planned and centrally controlled and coordinated, they are more effective. The more deliberate the planning process is prior to execution, the more likely the PSYOP effort will be coordinated and integrated with the supported unit's plans. The PSYOP planner should first integrate completely with the commander's MDMP and fully understand the commander's objectives as expressed in an OPORD. Concurrently, the PSYOP planner determines the POs, linking them with the commander's objectives as expressed in the PSYOP Tab, and ensures that the PSYOP approval process is outlined in the PSYOP Tab. Each SPO is linked to the commander's objectives and critical tasks in relation to POs and TAs. The PSYOP Tab, as a whole, outlines the PSYOP priority of work ISO the achievement of the supported commander's critical tasks and desired end states. The next chapter outlines Phase II of the PSYOP process, which is when in-depth research and analysis of the PTAs occur.

Chapter 2

Phase II: Target Audience Analysis

Target audience analysis (TAA) formally begins upon receipt of the Psychological Operations objectives (POs), supporting Psychological Operations objectives (SPOs), and potential target audience list (PTAL). The Target Audience Analysis Model (TAAM) provides the framework by which PSYOP Soldiers identify and study TAs. Using the TAAM, PSYOP Soldiers examine the motivations and consequences of behavior to determine how best to influence the TA. The end products of TAA are the PSYOP arguments used (the overall argument and approach to obtain the desired behavior from the TA) and recommended actions that the U.S. military and its allies can take to influence the behavior of selected foreign audiences.

TAA is the cornerstone of effective PSYOP. To change a group's behavior, PSYOP Soldiers must understand *why* the TA behaves as it does. Conducting effective TAA is one of the most vital skills that a PSYOP Soldier can cultivate. PSYOP will be ineffectual or even detrimental to mission accomplishment without this critical analysis of the TA.

CONDUCTING INITIAL RESEARCH FOR TARGET AUDIENCE ANALYSIS

2-1. PSYOP Soldiers should keep abreast of current events and study the history, culture, society, and political makeup of their respective target countries or regions to increase their awareness of long-standing and emerging PSYOP-relevant issues. These issues could adversely affect U.S. policies in the combatant commander's (CCDR's) theater of operations. Acquiring more than a general knowledge of countries, their institutions, populace, and culture is a fundamental responsibility of every PSYOP Soldier.

2-2. Upon the completion or near-completion of PSYOP planning, TAA begins. PSYOP Soldiers initiate TAA by conducting preliminary research on information related to the AO and its population to identify the specific individuals, organizations, and key demographic sets that PSYOP may target.

2-3. Accurate and worthwhile TAA requires research and in-depth analysis of large amounts of information. PSYOP Soldiers conducting TAA must evaluate these sources of information to determine their credibility, accuracy, and relevance. Sources of information for TAA research, to include responses to information requirements (IRs) that are integrated into the commander's collection efforts, are the following:

- Results of PSYOP-specific intelligence preparation of the battlefield (IPB), to include the PSYOP characteristics overlay, threat center of gravity (COG) analysis, and threat templates.
- Open-source information, to include Internet sites, news agencies, academic journals, and unclassified government and nongovernment information.
- PSYOP or supported unit documentation, to include situation reports (SITREPs), after action reports, OPLANs, and other archival information.
- Finished intelligence products produced by USG and allied agencies.
- PSYOP-relevant research and published studies produced by civilian analysts assigned to the Research and Analysis Division, 4th POG(A).

ROLE OF THE STRATEGIC STUDIES DETACHMENT IN TARGET AUDIENCE ANALYSIS

2-4. The SSD analysts are an invaluable resource for conducting TAA. Most of these analysts have doctoral degrees in the fields of social and political sciences, history, economics, and cultural anthropology, among others, and are tasked with continuously researching and writing studies about their country or region of expertise. Consequently, they are uniquely qualified to assist throughout the TAA process. When PSYOP Soldiers and SSD analysts combine their efforts to complete the target audience analysis work sheets (TAAWs), the results are assured to be complete, accurate, and timely.

PSYOP STRATEGIC STUDIES DETACHMENT PRODUCTS

2-5. SSD analysts write the PSYOP portions of the Department of Defense Intelligence Production Program and produce several different PSYOP-specific studies. The types and topics of these studies are coordinated through each of the GCCs that the regional PSYOP battalions support. The analyses contained in these published studies support the development of a feasibility analysis, OPLANs, and contingency-related, timely assessments for crisis response. Much of this information is invaluable for conducting TAA. PSYOP Soldiers begin TAA by referring to the PSYOP-specific studies and by consulting the SSD analysts directly for further information and clarification. The most common of these studies are explained in the following paragraphs.

2-6. In preparation for the PSYOP mission, these studies should be augmented with additional and timely intelligence data. Information may be derived from a variety of sources. The SSD analysts assist the PSYOP Soldiers in obtaining relevant and reliable information. In garrison, the analysts access and analyze a vast amount of classified and unclassified information from multiple sources. PSYOP Soldiers provide valuable firsthand information gleaned while conducting operations during deployments. Together, the Soldiers and analysts share information to conduct the most thorough PSYOP-relevant analysis to support operational planning and execution.

Special Psychological Operations Study

2-7. The special Psychological Operations study (SPS) has a relatively broad focus, and may address a variety of different subjects. The SPS provides more in-depth analysis on a specific topic than any other type of PSYOP study, and therefore generally takes longer to produce—usually upwards of six months. The PSYOP commander/officer in charge can request an SPS through the POTF to help focus future PSYOP plans/series development in support of (ISO) the U.S. Ambassador or warfighting commander. This lengthy study may provide the following:

- Analysis of long-standing issues or problems in a particular target country.
- Detailed assessment of the PSYOP environment in a specific region or “hot spot” within a country.
- In-depth analyses of key groups and sometimes individuals—PTAs.
- Analysis of the social institution and its PSYOP significance.
- Local audiences’ perceptions of the United States and its policies.
- Exploration of an issue of particular importance to the population of a given area and the implications for PSYOP.

Special Psychological Operations Assessment

2-8. The special Psychological Operations assessment (SPA) is a time-sensitive intelligence memorandum (usually an electronic message, as well as a posting on the intelligence link [INTELINK]), and is therefore produced more quickly than an SPS. The SPA gives readers a timely assessment of the PSYOP significance of a crisis situation, an important event, or a pressing issue. The SPA also assesses how PSYOP may affect U.S. national interests or political-military operations. A SPA may also provide in-depth analysis of a newly identified critical TA for PSYOP, and possibly with respect to an unexpected event, or a shift in U.S. policy or a commander’s priority.

Psychological Operations Analytical Products

2-9. The following is a list of additional products that the SSDs produce upon request of the GCCs or USG agencies:

- *Assessments of the PSYOP environment*: Analysis of the basic psychological conditions in a country or region of interest.
- *PSYOP audience analyses*: Analyses of key groups of interest for PSYOP.
- *PSYOP issue analyses*: Analyses of attitudes toward a specific issue or set of issues of concern in a country or region.
- *PSYOP spot reports*: Time-sensitive analysis of discrete events and issues of immediate concern to PSYOP.

ACCESSING THE PSYOP STUDIES

2-10. Commanders can obtain PSYOP studies through the 4th POG(A) home page on the classified intelligence link-Secret (INTELINK-S) system via the SECRET Internet Protocol Router Network (SIPRNET). PSYOP studies can be downloaded or printed from the INTELINK-S system. In the event that INTELINK-S is unavailable, the end user can contact the 4th POG(A) for a copy of a study. The authors usually maintain extra copies of the studies. Copies can be obtained and stored at the detachment level. A current courier card for classified material is required to transport electronic or hard copies of the studies.

ANALYZING THE PSYOP TARGET AUDIENCE

2-11. PSYOP TAA is a detailed and comprehensive examination of selected groups and/or individuals to determine how best to influence their behavior favorable to U.S. policies. The TAAM is designed specifically to determine how to elicit certain behaviors from individuals within a particular group. Through TAA, PSYOP Soldiers perform these critical functions for the development of effective PSYOP:

- Identify groups and individuals that can accomplish SPOs.
- Understand the motivations for TA behavior.
- Identify potential vulnerabilities PSYOP can use to influence behavior.
- Develop a PSYOP argument and the recommended actions to influence TA behavior.

THE FIVE KEY QUESTIONS

2-12. The TA is analyzed in relation to a given SPO; that is, the specific behavioral goal for that group or individual. TAs have unique characteristics and they are motivated and affected by different events, stimuli, and experiences. The degree to which they can be influenced and how they are best influenced could vary greatly or slightly. Thus, the PSYOP Soldier must determine each TA's conditions and vulnerabilities as they relate to the specific SPO. (The conditions and vulnerabilities of the PSYOP TA will be discussed later in this chapter.) PSYOP arguments and Psychological Operations actions (PSYACTs) are tailored to each TA to more precisely influence its behavior toward the achievement of the SPOs.

2-13. Accurate and thorough analyses of the TA will yield vital information for the PSYOP Soldier. PSYOP TAA seeks to answer five key questions:

- What TAs will be most effective in accomplishing the SPO?
- What are the reasons for the TA's current behavior?
- What are the best means of communication to reach the TA?
- How can the TA be influenced to achieve the desired behavior?
- What are the appropriate criteria by which to assess behavior change?

PSYOP TARGET AUDIENCE ANALYSIS MODEL

2-14. The TAAM is a practical research and analysis method that yields the necessary information for developing PSYOP products and actions. The TAAM is implemented in Phase II of the PSYOP process as a critical step toward developing effective PSYOP, and it incorporates the pertinent information obtained

during planning and from incoming data and intelligence. This analytical model is based on eight sequential and interrelated steps. Each step is as important as the next, as the precision and relevancy of the resulting information will serve as the basis for the creation of the PSYOP arguments and for the determination of the appropriate PSYACTs to influence the intended audience. The analysis is captured in a TAAW, which provides the recommended arguments and PSYACTs that PSYOP Soldiers use to develop PSYOP series. (Chapter 3 discusses series development.) The PSYOP TAAM consists of the following eight steps:

- Step 1: Identify and refine TAs.
- Step 2: Determine effectiveness.
- Step 3: Identify conditions.
- Step 4: Identify vulnerabilities.
- Step 5: Determine susceptibility.
- Step 6: Determine accessibility.
- Step 7: Develop PSYOP arguments and recommend PSYACTs.
- Step 8: Refine assessment criteria.

STEP 1: IDENTIFY AND REFINE TARGET AUDIENCES

2-15. PTAs were identified and approved as part of the PSYOP plan during Phase I based upon very limited information, and included only general categories of groups. This list was intentionally broad and encompassed a target country or region. The PTAL, along with the POs and SPOs, established the overall left and right limits for PSYOP activity. Given that the PTAL contains nonspecific TAs, the first step of the TAAM is to identify and refine TAs for further analysis.

2-16. TAs are identified in relation to a given SPO. Each SPO targets a specific behavior of a particular group. The intended TA should be comprised of those groups or individuals who are not engaging in behavior that supports U.S. objectives.

2-17. When identifying TAs in relation to a given SPO, they are divided into two categories: primary and secondary actors. *Primary* actors are comprised of those individuals or groups that are engaging in or likely to engage in the behavior targeted by the SPO. These are considered the “doers.” For the SPO “TA votes in national election,” primary actors are the TAs who would cast their ballots, and for the SPO “TA decreases emplacement of IEDs along coalition routes,” primary actors are the individuals or groups who are engaging in or likely to engage in planting IEDs. *Secondary* actors are those individuals or groups that have the ability to directly or indirectly influence the behavior of the primary actors. Secondary actors are often leaders and key communicators. For the SPO “TA votes in national election,” secondary actors are those TAs able to exert influence on primary actors to vote or not to vote. For the SPO “TA decreases emplacement of IEDs along coalition routes,” these are the TAs who may exert influence on the primary actors to plant or not plant IEDs.

2-18. Identifying effective TAs becomes less difficult as operations progress. During initial mission analysis, broad PTAs are identified based upon incomplete information and limited time available for planning. A refinement of the broad PTAs begins at the initial stages of TAA. As operations advance, PSYOP Soldiers usually have greater access to the TAs and an ever-expanding body of information to analyze, making it easier to refine the TAs and identify additional ones. Ideally, TAA will become increasingly more focused on specific TAs with more detailed and factual information, improving its reliability and usefulness.

Types of Target Audiences

2-19. PSYOP can better influence a well-defined and thoroughly researched TA. For example, the TA “Greater Albania political party members, Kacanik municipality, Kosovo” is a very well-defined TA. “Farmers growing coca to supplement income, Chapare region, Bolivia” is also a well-defined TA. Defining a TA as completely as possible is essential in TAA. One method to facilitate this is to categorize individuals or groups. Typically, there are four types of PSYOP TAs:

- Organizations.
- Demographic sets.

- Leaders.
- Key communicators.

Organizations

2-20. People form or join organizations to achieve some goal or purpose. Military units; political, religious, or social advocacy groups; profit-making enterprises; political or legislative bodies; unions; charities; and professional associations are examples of this type of TA. Members of an organization are goal-oriented and although they may develop close ties with some members within the organization, they typically view them as associates or coworkers. PSYOP Soldiers consider organizations to be the best type of TAs in terms of the members' shared purpose, common attributes, and exposure to many of the same internal and external sources of information. The members share a common interest that PSYOP Soldiers can exploit.

Demographic Sets

2-21. Demographic sets are collections of people who share specific demographic characteristics. They are the most commonly exploited TA by PSYOP. There is no limit to the size or description of demographic sets. They may be very broad or extremely well defined. The more specifically defined the demographic set, the better the TA for PSYOP. The problem with demographic sets is that, even if they are specifically defined, they may not share similar characteristics or attributes, motivations, or experiences, except in the broadest sense. Blue-collar factory workers between the ages of 21 and 35 are an example of a fairly well-defined demographic set. Some examples of TA demographics include—

- Geographic area (region, district, town, or province).
- Gender.
- Age.
- Ethnicity.
- Tribe.
- Socioeconomic status (rural poor, urban rich, middle class, elite, and so on).
- Occupation.
- Religion.
- Education level.
- Political affiliation.

Leaders

2-22. Leaders are individuals or small groups whose power over others is known and acknowledged, most often by virtue of their position within society, self-imposed or otherwise, or within a given organization. Leaders can occupy positions of authority and power over varying sizes and types of groups, geographic areas (sectors, regions, territories, or nation-states), government agencies, private entities, security forces (sanctioned or otherwise), criminal organizations, and political, economic, social, or religious organizations. Leaders can make very effective TAs, as they can potentially affect the thoughts and actions of those they lead. However, they are not easily susceptible to persuasion by PSYOP. When leaders can be persuaded, the impact can be tremendous. The Korean Worker's Party Central Committee Secretariat is an example of leaders whose susceptibility to PSYOP is extremely low, but their potential to affect change is great. Therefore, if they could be persuaded, they could begin a series of events contributing to a change in their government's policies.

Key Communicators

2-23. Key communicators are individuals deemed credible by members of a specific TA. Members of the TA trust and rely on a particular key communicator for information, opinions, or interpretation of information. In this case, the TA is more susceptible if the message is delivered by a key communicator that they trust. Identifying and communicating with key communicators, whether they are teachers, principals, religious figures, town elders, or prominent businessmen, can be very helpful. A key communicator can also be used as a spokesperson in a series of PSYOP products. The use of key communicators can significantly enhance the credibility of PSYOP.

Refining Target Audiences

2-24. As the SSD analyst and the PSYOP Soldiers conduct research on the AO, the SPOs and PTAL generated during planning (Phase I) provide focus and direction in identifying those specific leaders, key communicators, organizations, and demographic sets that are related to each of the targeted behaviors addressed by the SPOs. By answering three questions, TAs can be identified and further refined:

- What TAs are engaging (or likely to engage) in the targeted behavior (SPO)? *These are primary actors.*
- What TAs are directly or indirectly influencing the behavior of the primary actors? *These are secondary actors.*
- What are the subcategories among the primary and secondary actors? (Specific individuals, organizations, and demographic sets.) *These are refined TAs.*

2-25. Refined TAs should follow logically from the broader categories identified in the first two questions. Subcategories are developed from further subdivision by relevant demographics (geography, age, sex, political affiliation, and so on) and the identification of specific organizations (institutions, military units, or councils) down to specific individuals (leaders and key communicators). The following example illustrates how TAs are identified and refined using these questions.

PO: Decrease sectarian violence in the area of operations.

SPO: TA decreases acts of kidnapping and murder of rival ethnic groups.

PTAL: Red Tribe, White Tribe, and Blue Tribe.

Question 1: What TAs are engaging (or likely to engage) in the targeted behavior (SPO)? (These are the primary actors; in this case, the TAs who are carrying out the kidnappings/murders.)

Answer: Red militia groups, White militia groups, and Blue militia groups.

Question 2: What TAs are directly or indirectly influencing the behavior of the primary actors?

Answer:

Red religious leaders	White religious leaders	Blue tribal leaders
Red tribal leaders	White tribal leaders	Blue civic leaders
Red militia members' families	White militia members' families	Blue militia members' families
Red political groups	White political groups	Blue political groups

Question 3: What are the subcategories among the primary and secondary actors? (These are the specific individuals, organizations, and demographic sets.) The response to this question can potentially yield an extensive list of TAs.

Answer: (This example addresses the Red Tribe only. The White and Blue Tribes would each have a number of subgroups.)

Red militia groups:

Nashburg Martyr Brigade:

Leader: Ali Al Asamani

Full-time fighters

Reserve fighters

Birmingham Martyr Brigade:

Leader: Muhammed Al Barani

“Old Guard” (inner circle)

“New Guard” (new recruits)

Faithful of Ali Militia:

Leader: Faris Al Disinjani

Full-time fighters

Reserve fighters

Red religious leaders:

Ali Al Muhammed

Abdul Rahman

Muqtada Al Sarani

Ayatollah Rafeeq Al Hareiri

Grand Council on Religious Faith (GCRF)

Red tribal leaders:

Sijan Tribe: Sheik Muhammed

Ruhani Tribe: Sheik Ali Al Sarani

Rafeek Tribe: Sheik Fariq Al Jiran

Tareeq Tribe: Sheik Abu Hameed

Red political groups:

Sons of the Faith Movement (SFM)

Martyrs of the Faith Union (MFU)

Council of Ali

2-26. Initially, TAs identified through answering these questions may only be broad categories. As additional information is collected and more in-depth TAA is possible, the answers to these three questions evolve over time. Further subcategories (specific individuals, organizations, and key demographics) can be

identified, relationships between TAs determined, and the level of influence of any given TA on the overall behavior can be better ascertained.

STEP 2: DETERMINE EFFECTIVENESS

2-27. In PSYOP TAA, effectiveness refers to *the ability of the TA to accomplish the desired behavioral change* (accomplish the SPO). Effectiveness is a term that is used widely throughout PSYOP and the military. Its use in TAA should not be confused with the overall impact of the PSYOP effort or how well products will work. The purpose of determining TA effectiveness is so that PSYOP can accurately target those audiences who have the greatest probability of accomplishing the mission. PSYOP Soldiers can then prioritize targets to conserve limited resources and time.

2-28. Before TA effectiveness can be determined, the PSYOP Soldier must define the desired behavior. The desired behavior is the specific action this TA must take to accomplish the SPO. The guidelines for defining specific behaviors are as follows:

- Can the number of times the behavior occurs be counted? *Answer should be “Yes.”*
- Will collectors (intelligence collectors, TPTs, planners, and so on) know exactly what to look for by the description of the behavior? *Answer should be “Yes.”*

NOTE: If the answer was “No” to either question, then the desired behavior is too vague and needs to be further quantified. The desired behavior must be specific, measurable, and observable to be effectively targeted by PSYOP.

The following is an example of defining the desired behavior.

SPO: TA decreases acts of kidnapping and murder of rival ethnic groups.

TA 1: Reserve Fighters in the Nashburg Martyr Brigade (NMB)

Desired behavior: NMB Reserve Fighters lay down arms, resign or leave the NMB, and return to their homes.

TA 2: Senior Leadership of NMB

Desired behavior: NMB senior leadership makes public statements ordering NMB militia members to discontinue violence against Red Tribe members.

The following questions should be answered in determining the TA’s effectiveness to accomplish a given SPO.

2-29. *What degree of power, control, or authority does the TA have in regard to the desired behavior?* For a TA to be effective, it must have some type of power, control, or authority. In other words, TA members have some control over their environment, they have the authority to act or make decisions, and they have the power to accomplish a goal. In the example SPO “TA decreases acts of kidnapping and murder of rival ethnic groups,” the various militia members carrying out the attacks have a significant amount of power, control, and authority over their own actions. The militia leaders, who give the orders and plan the attacks, have an even greater amount of power, control, and authority to affect the behavior.

2-30. *What restrictions affect the TA in regard to the desired behavior?* No TA is all-powerful. All TAs will have some restrictions on their effectiveness. The following are the most common types of restrictions, but the list is not exhaustive:

- Physical/environmental restrictions:
 - TA is physically unable.
 - TA is geographically restrained.
- Political restrictions:
 - TA lacks political power.
 - TA’s alliances prevent action.
- Economic restrictions:
 - TA lacks economic power.
 - TA must sacrifice livelihood.

- Legal restrictions: Desired behavior violates laws or regulations.
- Sociological restrictions: Desired behavior would cause expulsion or censure of TA from group or society.
- Psychological restrictions: TA's fears or phobias prevent action.

2-31. *If the TA takes the desired action, what is the overall effect on the SPO?* Assuming the PSYOP series of products and actions are successful in persuading the TA to change its behavior, what effect will this particular TA have on the overall accomplishment of the SPO? To accomplish any given SPO, numerous TAs must be influenced. However, some TAs will exert more influence on the SPO than others. For example, using the SPO "TA decreases acts of kidnapping and murder of rival ethnic groups," information received shows that 90 percent of all acts of kidnapping and murder of rival ethnic groups in the AO occur between Red and White Tribe militia groups. Only 10 percent are instigated by or involve Blue Tribe militia groups. Therefore, if PSYOP are completely successful and persuade every member of every Blue Tribe militia group to stop, the overall effect on the SPO is limited to 10 percent of acts. Consequently, the effectiveness of Blue Tribe militia groups would be markedly less than Red and White Tribe militia groups, when considering overall achievement of the SPO within the AO.

2-32. The effectiveness rating is one factor considered in prioritizing multiple TAs when resources are scarce. Once the potential effectiveness of a TA has been analyzed, the effectiveness is rated on a scale from 0 to 5, with 0 being undetermined and 5 being very effective:

- 5 = Very effective.
- 4 = Effective.
- 3 = Moderately effective.
- 2 = Minimally effective.
- 1 = Not effective.
- 0 = Undetermined. (This category is used if there is insufficient information on a TA to make a determination on the TA's effectiveness.)

NOTE: If TA effectiveness is undetermined or rated very low (1 or 2), the analyst should consider halting the analysis and choosing another TA.

The following is an example of Step 2: Determine Effectiveness.

TA: Reserve Fighters of the Nashburg Martyr Brigade (NMB)

SPO: TA decreases engagement in acts of kidnapping and murder of rival ethnic groups.

Desired behavior: NMB Reserve Fighters cease kidnappings and murders of White Tribesman, lay down arms, and return to their homes.

What degree of power, control, or authority does the TA have in regard to the desired behavior? As primary actors carrying out the kidnappings and murders against White tribesmen, the TA has a significant degree of control and power to stop their participation in attacks.

What restrictions affect the TA in regard to the desired behavior? Although the TA may stop its own participation, the leadership of the brigade will continue to call or demand that this activity continue. Consequently, full-time or core members will continue to carry out attacks. The TA may be coerced by the other members to resume its involvement in violent activities.

If the TA takes the desired action, what is the overall effect on the SPO? The overwhelming majority (over 90 percent) of all acts of kidnapping and murder of rival ethnic groups in the AO involves the Red and White Tribes. The NMB is the main group carrying out attacks in the southern portion of the AO, and other Red Tribe militia groups have been inspired by their success. If the TA is persuaded to stop, a significant decrease in kidnappings and murders could be expected to occur in the southern portion of the AO, and potentially demoralize other Red Tribe militia groups, causing a decrease in similar acts in other areas.

Effectiveness Rating: 3 (Moderately Effective)

STEP 3: IDENTIFY CONDITIONS

2-33. To influence or change a behavior, PSYOP Soldiers must first understand that behavior. While identifying conditions, the PSYOP Soldiers are focused on trying to understand *why* the TA is behaving the way it is (not engaging in the desired behavior) by looking at the causes and effects of the current behavior.

2-34. All behavior serves a purpose. Therefore, any given behavior is based upon a continual cost benefit analysis. As long as the TA believes that the benefits sufficiently exceed the costs, it will engage in a behavior. By identifying the causes and effects of the TA's current behavior, PSYOP Soldiers gain insight into how to influence that behavior.

2-35. Conditions are defined as the existing elements that affect a TA's behavior. Conditions can be external, such as situations and events, or internal, such as values, beliefs, and attitudes. External conditions include the following:

- Situations—an existing factor or collection of factors in the TA's environment that affects behavior.
Example: Members of the Red Tribe cannot safely conduct business in the affluent White Tribe-dominated section of Nashburg.
- Events—any occurrence that affects the behavior of the TA.
Example: A series of recent mine/UXO explosions in and around Birminghamville have resulted in serious injuries involving numerous children.

Internal conditions include the following:

- Attitudes—consistent, learned predispositions to respond in a particular way to a given object, person, or situation.
Example: Blue Tribe members have a negative attitude regarding supporting coalition efforts because of several well-publicized incidents of poor treatment by coalition forces in the area within the past year.
- Values—conceptions of ultimate right and wrong.
Example: Maintaining the family honor is of supreme importance and is the fundamental duty of the TA at any cost.
- Beliefs—convictions about what is true or false based on experiences, perceptions, public opinion, supporting evidence, authorities, or faith.
Example: TA is inclined to distrust White Tribe members and blame them for a series of attacks targeting Red Tribe businesses.

Cause-and-Effect Analysis

2-36. Cause-and-effect analysis identifies the motivations and consequences of the TA's current behavior, and often, those that impede or restrict the TA from engaging in the desired behavior. Cause-and-effect analysis is a cognitive behavioral model that draws from numerous disciplines, including psychology, sociology, and anthropology. The model is a conceptual framework for understanding human behavior, which includes thoughts and actions in the context of the social and physical environment. This model of behavior incorporates established principles and concepts of psychological and behavioral functioning into a coherent pattern of how people think, feel, behave, and experience. The purpose of this model is to achieve a better understanding of what functions behavior serves. There are three primary components to cause-and-effect analysis:

- *Behavior:* Overt actions exhibited by individuals, such as committing acts of sectarian violence, giving money or other types of financial support to insurgents, casting votes in national elections, or reporting terrorist activities to authorities. The term *behavior* refers to the specific behavior that the TA is currently engaging in.
- *Causes:* The conditions that lead to the TA's current behavior. Causes motivate or trigger a behavior. Causes can be internal or external conditions that motivate a TA to behave in a particular way. Examples may include acts of physical violence, discrimination, cultural values, tribal influences, strikes, boycotts, beliefs regarding legitimacy of current government, and disputes over resources (land, water, and so on).

- *Effects*: The consequences that result from and immediately follow the TA's current behavior. These consequences can be positive or negative. They can strengthen or weaken a behavior, therefore increasing or decreasing the likelihood of the behavior occurring again. Examples may include revenge for perceived wrongs, no danger of getting caught, threats of injuries or deaths, destruction of property, praise from peers/leaders, avoiding unsafe situations, financial gain, and increased political power.

2-37. Determining the conditions is the key to understanding the behavior of TAs. If PSYOP Soldiers can understand what causes and reinforces a particular behavior, they are more likely to be able to influence or change that behavior. Identifying conditions is accomplished through cause-and-effect analysis using a cause-and-effect chart (C/E chart).

2-38. The C/E chart is used to organize information by recording the type of behavior observed and the conditions that precede and follow the behavior. Observing and recording these conditions answers the question, "Why is the TA engaging in its current behavior?" and identifies aspects of the behavior (causes and effects) that can be manipulated to change that behavior. Figure 2-1, page 2-11, is a sample format and guide for the C/E chart.

NOTE: More information on cause-and-effect analysis is available in the book, *Applied Behavior Analysis*, by J. Cooper, T. Heron, and W. Heward.

Completing the C/E Chart

2-39. There are four tasks to completing the C/E chart. They are—

- Task 1: Fill in the header data.
- Task 2: Define the current behavior for the TA.
- Task 3: Identify the causes of the current behavior.
- Task 4: Identify the effects of the current behavior.

Task 1: Header Data

2-40. This data provides a frame of reference for the PSYOP Soldiers, and assists in record-keeping and information management. Additional information may be provided, but, at a minimum, the header data should include the classification, the analyst's name, date of analysis, the TA, and the SPO.

Task 2: Defining TA Behavior

2-41. In filling out this section of the C/E chart, the first step is to define the TA's current behavior (the behavior PSYOP Soldiers are trying to change). The PSYOP Soldier should attempt to define the TA's behavior as specifically as possible with the information available. As further research is conducted, this definition can be refined. The following is an example.

SPO: TA decreases acts of kidnapping and murder of rival ethnic groups.

TA: Reserve Fighters in the Nashburg Martyr Brigade (NMB)

Current behavior: NMB Reserve Fighters are carrying out attacks against White Tribe civilians and engaging in small-scale skirmishes with various White Tribe militia groups in Nashburg. Attacks against White Tribe civilians include shootings and kidnappings of prominent White Tribe businessmen in and around Nashburg.

2-42. The definition of TA current behavior may be very similar to the SPO, or very different depending on the targeted behavior and the TA. Specifically defining this behavior frames and focuses the rest of the analysis. Once the analyst has a well-defined TA and a well-defined behavior, in-depth analysis can begin. The same guidelines for defining specific behaviors should be used when defining the desired behavior (paragraph 2-28, page 2-7).

CLASSIFICATION	
HEADER DATA	
Analyst: Name and Rank (Example: SGT Smith)	Date: Current or last revision
TA: Refined TA (Example: Maroon Martyr Brigade Members, Nashburg Elder Council)	
SPO: Targeted behavior from PSYOP Tab or Appendix (Example: TA votes in June national elections)	
CURRENT BEHAVIOR: The specific actions of the TA in relation to the SPO. How is the TA currently behaving?	
CAUSES	
Conditions directly or indirectly contributing to the current behavior.	
EXTERNAL CONDITIONS	
What are the situations/events contributing to the TA's current behavior? Examples:	
<ul style="list-style-type: none"> • Boycott. • Police brutality. • Specific acts of violence. • Poor access to government resources. • Calls from religious leaders. 	
INTERNAL CONDITIONS	
What are the attitudes/values/beliefs contributing to the TA's current behavior? Examples:	
<ul style="list-style-type: none"> • Tribal values. • Anger resulting from past events. • Racial prejudices. • Distrust of government. 	
These conditions can fall under several broad categories, such as—	
<ul style="list-style-type: none"> • Economic. • Political. • Social/cultural. • Environmental/physical. • Military/security. 	
EFFECTS	
Conditions that result (immediately following) from the TA engaging in the current behavior. What are the consequences of the TA's current behavior?	
POSITIVE CONSEQUENCES	
How is the TA rewarded for this behavior? Examples:	
<ul style="list-style-type: none"> • Financial gain. • Increased prestige. • Increased political power. • Revenge for perceived wrongs. 	
Positive consequences fall under several broad categories:	
<ul style="list-style-type: none"> • Escape/avoidance. • Access to tangibles. • Justice/revenge. • Power/control. • Acceptance/affiliation. 	
NEGATIVE CONSEQUENCES	
How is the TA punished for this behavior? What are the undesirable consequences of this behavior for the TA? Examples:	
<ul style="list-style-type: none"> • Financial loss. • Risk of death or capture. • Separation from family. • Loss of prestige. 	
SECONDARY CONSEQUENCES	
How does this behavior affect other groups and behaviors? Examples:	
<ul style="list-style-type: none"> • Increased security patrols by coalition forces. • Destabilizing central government. • Closure of central marketplace. • Increased power for rival political faction. 	
CLASSIFICATION	

Figure 2-1. Cause-and-effect chart

Task 3: Identifying Causes of Behavior

2-43. Conditions directly or indirectly motivating the TA's current behavior are listed under the CAUSES section of the C/E chart. The PSYOP Soldier is attempting to answer the question, "What is contributing to the occurrence of this behavior?" These conditions can be external (situations and events) and/or internal (attitudes, values, and beliefs) conditions affecting the TA, and may be grouped under five broad categories:

- Economic (income, employment, infrastructure).
- Political (laws, elections, leaders, issues).
- Social/cultural (cultural norms, religious beliefs).
- Environmental/physical (droughts, earthquakes, terrain, sanitation, health).
- Military/security (disposition, status, relation to TA, crime rate).

2-44. All conditions listed on the C/E chart should cite a specific source (intelligence report, SITREP, article, interview, and so on) whenever possible. Logical assumptions can be made as they can be very beneficial for the analysis, but should be annotated as such. (This is particularly true when identifying internal conditions.) Figure 2-2, pages 2-12 and 2-13, identifies example causes of behavior.

2-45. Some categories may not be applicable for every TA or behavior. Furthermore, these categories are not all-encompassing, but only serve as guides, and should not limit the analysis. The PSYOP Soldiers can identify as many conditions as necessary to capture all the relevant factors motivating the behavior, from a small handful to several pages. The PSYOP Soldier must remember that conditions will change; the TAAW should be kept on file and updated regularly. (Appendix B provides an example of a completed TAAW.)

EXTERNAL: "What are the situations and/or events contributing to this behavior?"

ECONOMIC

- TA is offered large sums of money to plant IEDs along coalition travel routes. (Intelligence report 372-01)
- Unemployment rate for the TA is estimated at 30 percent. (Provisional government report dated 03AUG06)

POLITICAL

- Mullah Ali Bin Saleem calls for unity among the warring tribes. (*Nashburg Times* article dated 27JUL06)
- TA political party candidate withdraws from election race, citing threats against him and his family. (Intelligence report 345-03)

SOCIAL/CULTURAL

- A long history of ethnic discrimination exists between the TA and members of the Blue Tribe; ongoing ethnic tensions have resulted in numerous incidents between the two groups. (SPA dated 04APR06)
- Desecration of TA cultural landmarks in Birminghamville has resulted in numerous retaliation strikes against Blue Tribe public centers. (Intelligence report 363-01)

ENVIRONMENTAL/PHYSICAL

- Drought conditions in and around the Nashburg area for the last 2 years have led to widespread hunger and discontent with the provisional government among the TA. (SPA dated May 06)
- Poor sanitary conditions in White Tribe residential areas have led to recent outbreaks of cholera and dysentery. (*Nashburg Times* article dated 12JUL06)

MILITARY/SECURITY

- Recent coalition raids looking for rebel groups in the Nashburg area have resulted in a backlash of resentment toward the coalition, including several public demonstrations by the TA. (TPT 961 SITREP dated 05AUG06, Intelligence report 456-05)
- Patriotsville security forces have been unable to stop recent attacks on the TA by rebel groups. (Intelligence report 234-09)

Figure 2-2. Example causes of behavior

INTERNAL: “What are the attitudes/values/beliefs contributing to this behavior?”**ECONOMIC**

- Belief that Blue Tribe members are taking all the good-paying jobs in the area. (*Nashburg Times* news article dated 04JUL06, TPT 952 SITREP dated 12JUL06)
- TA is optimistic about its economic future under the new government. (TPT 933 SITREP dated 08JUN06; *Birmingham Banner* editorial, 15JUN06)

POLITICAL

- TA members believe that only candidates from their own tribe will represent them fairly if elected. (Statements by tribal leadership reported in *Nashburg Times* article dated 14JUL06)
- TA perceives the new government as a puppet of the coalition. (Statement by Sheik Omar Hussein following installment of provisional government, 04MAY06)
- TA places a high value on its tribal affiliation. Loyalty to the tribe is expected, especially to tribal leaders. Tribal members can be expected to support any political candidates from their tribe. (Assumption based upon results of past political elections)

SOCIAL/CULTURAL

- TA is highly distrustful of strangers and is predisposed to blame any negative events on them. (SPS dated April 06)
- TA's cultural beliefs necessitate all disputes be resolved by the community elders versus provincial police or state judicial system. (SPS dated April 06)
- Belief that the male is solely responsible for supporting his family, and that females do not work outside the home. (Cultural Assessment, April 06)

ENVIRONMENTAL/PHYSICAL

- TA members believe that drought conditions are a sign of God's displeasure with them. (TPT 344 SITREP dated 22JUN06)
- TA believes that the poor sanitary conditions of the local water sources are a result of illegal dumping/sabotage by rival White Tribe members. (CA Environmental Assessment Survey, 30JUL06)

MILITARY/SECURITY

- TA believes that local security forces are ineffectual and pawns of the coalition. (TPT 445 SITREP dated 27MAY06 and SCAME report dated 10AUG06)
- TA members perceive people that enlist in the provisional military are traitors to their tribe. (Public statements by tribal leadership reported in *Nashburg Times* dated 31JUL06, and attacks on recruits, Intelligence report 768-02)

Figure 2-2. Example causes of behavior (continued)**Task 4: Identifying Effects of Behavior**

2-46. The conditions that result from and immediately follow the TA's current behavior (the consequences) are listed under the EFFECTS portion of the C/E chart. These consequences can be positive or negative and can strengthen or weaken a behavior. Consequences of behavior determine the probability or likelihood that a behavior will occur again in the future. Consequences that are desirable to a TA have a strong motivational effect, whereas undesirable consequences reduce motivation. Generally, the more immediate the consequences following a behavior, the more influence the consequence has on the behavior. Consequences are primarily governed by two laws or principles of behavior:

- *Law of effect:* Behavior that is reinforced will be repeated.
- *Power of immediate gratification:* Short-term pleasurable activities usually outweigh long-term consequences. Immediate consequences usually have the greatest influence.

2-47. In PSYOP cause-and-effect analysis, three categories of consequences are identified—positive, negative, and secondary. *Positive consequences* are the conditions, resulting from behavior, that are desirable to the TA and increase the likelihood that the behavior will occur again. *Negative consequences* are the conditions, resulting from behavior, that are undesirable to the TA and decrease the likelihood that the behavior will occur again. *Secondary consequences* are the results of the TA's behavior on others. As with causes, these effects can be internal or external conditions.

Task 4a: Positive Consequences

2-48. Positive consequences increase the likelihood of a behavior occurring. These include both positive and negative reinforcement.

NOTE: All forms of reinforcement increase the likelihood of a behavior occurring.

2-49. Reinforcement that follows a behavior increases the likelihood of that behavior occurring again; therefore, any consequence that increases the likelihood of a behavior occurring again is a reinforcer. A reinforcer may be specific to a TA. A reinforcer for one TA may do nothing for another, or even have the opposite effect. A reinforcer can be anything a TA finds desirable (pleasant) or undesirable (unpleasant).

2-50. Positive reinforcement involves engaging in a behavior to get something desirable, such as food, money, or praise from peers. Positive reinforcement increases the likelihood of the behavior occurring again because this behavior results in a desirable consequence (for example, fear in enemies) for a TA.

2-51. Negative reinforcement involves engaging in a behavior to remove or avoid something undesirable, such as being injured, ostracized, or feelings of anxiety and frustration. Negative reinforcement increases the likelihood of the behavior occurring again because performing the behavior removes or avoids an undesirable outcome (for example, death, injuries, or other reprisals).

2-52. Reinforcement may be social or material. Social reinforcers are affirmations received from others, such as peers and formal/informal leaders. These can include verbal, nonverbal, and physical gestures. Social reinforcers can be very powerful in many cultures. Material or tangible reinforcers are objects, things, and possessions that are coveted. These may include money, equipment, land, and so on.

NOTE: By decreasing positive consequences of the current behavior and/or increasing positive consequences of the desired behavior, PSYOP can influence the TA to achieve the SPO.

2-53. All behavior is purposeful. Positive consequences ultimately answer the question, “What purpose does the behavior serve?” Most positive consequences for behavior will fall into the following categories:

- *Escape/avoidance:* Usually occurs in response to a specific person, event, or request; used to get out of doing something or away from something unpleasant.
- *Access to tangibles:* Often occurs when something is denied or taken away; used to obtain something desirable.
- *Justice/revenge:* Used to punish others or pay back for perceived wrongs.
- *Power/control:* Used to gain or maintain control of others; to dominate, be in charge of, or control their environment.
- *Acceptance/affiliation:* Belonging or gaining acceptance from a group; used to impress members of a peer group.

The following are examples of positive consequences.

How is the TA rewarded for this behavior? (What does the TA get out of this?)

- TA receives \$500 for every IED it successfully plants and detonates. (*Access to tangibles*)
 - TA gains social status for taking revenge for wrongs against its tribe. (*Acceptance/affiliation; justice/revenge*)
 - TA avoids retribution from insurgent groups by refraining from reporting their activities. (*Escape/avoidance*)
 - White Tribe members are fleeing area, reducing their influence in Red Tribe areas. (*Power/control*)
-

NOTE: More information on positive consequences is available in the book, *The Story of Psychology*, by M. Hunt.

Task 4b: Negative Consequences

2-54. Negative consequences decrease the likelihood of a behavior occurring. These are the risks, drawbacks, or punishments a TA receives for engaging in a behavior. These might include risk of injuries to self and others, losing rights or privileges, or a lack of sovereignty. It is important to note that the TA is often unaware or dismissive of these consequences. The following are examples of negative consequences.

What are the drawbacks (undesirable/negative effects) for the TA engaging in this behavior?

- TA risks capture, injuries, and death when it attacks White Tribe members.
- TA is shunned by other tribesmen in its community for cooperating with coalition forces.
- TA risks significant financial losses if it refuses to support the local warlord.
- Feelings of remorse for actions against fellow tribesmen (from interviews with local chieftain).

NOTE: By increasing negative consequences of the current behavior and/or decreasing negative consequences of the desired behavior, PSYOP can influence the TA to achieve the SPO.

Task 4c: Secondary Consequences

2-55. Secondary consequences are the effects or consequences of the TA's behavior on others. These consequences are often unintended and do not directly impact the TA's behavior. These may include increasing the power of rival factions, influencing others to engage in similar behaviors, and reducing the effectiveness of a new government. By analyzing secondary consequences, PSYOP Soldiers gain a fuller understanding of TA behavior in relation to other TAs and behaviors. The following is an example of secondary consequences.

How does the behavior affect other groups? (What is the relationship to other TAs/behaviors?)

- Increased security patrols by coalition forces as a result of recent rebel group attacks.
 - White Tribe members riot in Birmingham following boycott by TA of national elections.
 - Birmingham militia groups start attacking coalition targets following success of similar Nashburg militia attacks against coalition forces.
 - Legitimacy of upcoming elections questioned by international community following boycott by TA (opposition party).
-

STEP 4: IDENTIFY VULNERABILITIES

2-56. The key to influencing behavior is to identify a TA's vulnerabilities. These vulnerabilities are then used to change the causes and effects of the TA's current behavior. The manipulation of causes and effects is a way that PSYOP can control and influence human behavior.

2-57. A TA's behavior can be influenced through modification of the real or perceived motivations and rewards for the behavior (causes and effects). This modification is accomplished through a series of actions and media products. All behavior serves some purpose and consequences drive behavior based upon a continual cost-benefit analysis. As long as the TA believes that the benefits exceed the costs, it will engage in a behavior. By emphasizing, de-emphasizing, or changing the perceived benefits (positive consequences) or costs (negative consequences), PSYOP can influence behavior.

Behavior Modification

2-58. Behavior can be modified by changing the conditions or situations that lead up to the TA's current behavior. Behavior can also be modified by the manipulation of the consequences of the TA's current behavior or by introducing new consequences (rewards and punishments) a TA receives for engaging in a behavior.

2-59. *Decreasing* a behavior involves devaluing or reducing the positive consequences and increasing the value of the negative consequences a TA receives. Removing something desirable or pleasant to a TA that is currently reinforcing a behavior, or introducing something into the TA's environment that it finds unpleasant, are ways of decreasing a behavior.

2-60. *Increasing* a behavior involves increasing the value of the positive consequences and decreasing the value of the negative consequences a TA receives. Introducing or emphasizing things in the TA's environment that are desirable or pleasant when it engages in the desired behavior, or removing things that are unpleasant when it engages in the desired behavior, are ways of increasing a behavior.

2-61. Behavior change can be accomplished by challenging or emphasizing beliefs. Also, manipulating existing consequences or introducing new ones can bring about behavior change. The following are examples of changing behavior through modifying conditions.

(1) SPO: TA decreases acts of kidnapping and murder of rival ethnic groups.

Condition: Disintegration of law and order in area due to weak government security forces, resulting in complete freedom of movement of militia members.

How to modify condition/change behavior: If security or coalition forces are able to reestablish security in the area, they can decrease the movements of the militia members and reduce acts of kidnapping and murder. Military forces might change this condition through a series of cordon and searches and increased use of security checkpoints. A PSYOP series offering large rewards for reports of militia activity might also result in reduction of militia movements.

(2) SPO: TA votes in national elections.

Condition: TA believes voting is unsafe due to threats of physical violence made recently by militia groups.

How to modify condition/change behavior: TA is avoiding voting out of fear of physical harm. To change behavior, PSYOP might challenge this belief. A PSYOP series emphasizing coalition and government security forces will safeguard voting sites during the election, providing specific examples of past success in products, and conducting PSYACTs (such as increased presence patrols) might result in this condition being modified to influence the desired behavior.

(3) SPO: TA decreases implanting IEDs along coalition routes.

Condition: TA is offered \$500 per IED placed and detonated along coalition-traveled routes. This sum of money is almost a month's wages for the TA.

How to modify condition/change behavior: This condition represents a powerful positive consequence of the TA's behavior. PSYOP could potentially change this condition by offering a competing or larger reward for reporting this activity to the security forces.

(4) SPO: TA decreases acts of kidnapping and murder of rival ethnic groups.

Condition: TA believes that justice (righteousness of actions) is done by taking revenge on enemies. This action is justified by tribal law.

How to modify condition/change behavior: PSYOP might emphasize the deaths of innocent bystanders (wrongs committed by the TA) in the process of seeking vengeance. Doing so would increase the negative consequences of the TA behavior and potentially reduce the activity.

NOTE: More information on behavior modification is available in the book, *The Story of Psychology*, by M. Hunt.

Determining Vulnerabilities

2-62. Vulnerabilities are characteristics, motives, or conditions of the TA that can be used to influence behavior. Characteristics refer to TA qualities, traits, and attributes. Motives are anything that is required or desired by the TA (needs and wants). Conditions refer to current situations and events, and attitudes, values, and beliefs of the TA. During TAA, four categories of vulnerabilities are identified:

- Motives.
- Psychographics.
- Demographics.
- Symbols.

Motives

2-63. Behavior serves many purposes. One purpose of behavior is to satisfy needs and wants. The desire of the TA to fulfill, alleviate, or eliminate a need or want provides the motivation for the TA to change its behavior. These needs and wants fall into two categories: primary and secondary.

2-64. Primary motives involve physiological needs such as food, water, and air, and safety needs such as security and shelter. These basic needs give rise to motives. When people feel hunger, they are motivated to eat; when people feel pain, they are motivated to reduce the source of the pain. Primary motives are extremely powerful in driving behavior and overwhelm other needs and wants. During Operation DESERT STORM, many Iraqi units were cut off from their supply lines for weeks and subjected to fierce coalition air strikes. PSYOP leaflets promising food, shelter, and fair treatment for surrender were very successful, and thousands of Iraqi soldiers surrendered to coalition forces.

2-65. Secondary motives are learned through association with primary motives or in more complex social interaction. For example, people learn to want money because it can be exchanged for food and other desired goods. Aggression, power/control, achievement, confidence, and reassurance are all types of learned social motives. Secondary motives include money or goods, education, infrastructure, governmental representation, healthcare, and so on. Examples of secondary motives include—

- TA wants better education opportunities for its children.
- TA wants better-paying jobs.
- TA wants its interests represented by the government.
- TA wants revenge for perceived wrongs.
- TA wants self-rule.

To determine motives, PSYOP Soldiers—

- *Review each condition on the C/E chart, as well as the list of psychographics and demographics.* Motives do not have to be directly related to the SPO to be useful for influence.
- *Identify any primary motives.* These are strong vulnerabilities to influence and, in most cases, override other issues of the TA. Primary motives must be satisfied before secondary motives.
- *Identify secondary motives.* How a TA satisfies secondary motives is reflected in the positive consequences of behavior. Humans satisfy needs and wants for many reasons, but most fall into the five categories of positive consequences: escape/avoidance, access to tangibles, justice/revenge, power/control, and acceptance/affiliation.
- *Prioritize motives as critical, short-term, and long-term.* PSYOP Soldiers prioritize motives by immediacy of the need or want, and/or delay in satisfaction. Critical motives are immediate biological/safety needs to sustain life (for example, food and water). Short-term motives are very important to the TA, and they are currently satisfying them or actively making efforts to satisfy them in the near future (for example, improved security, better jobs, and access to healthcare). Long-term motives are desired by the TA but are not immediately important, and satisfaction may be delayed until some point in the future (for example, democratic representation).

NOTE: Vulnerabilities should be numbered sequentially. A source for each listed vulnerability should be included whenever possible.

Psychographics

2-66. Psychographics are psychological characteristics of a TA. These are internal psychological factors—attitudes, values, lifestyles, motivations, and opinions. Psychographics might include characteristics such as fears, loves, hates, cultural norms, and values. Psychographics are vulnerabilities because they provoke an emotional response from the TA that can be used to increase the effectiveness of a PSYOP argument or PSYACT. Although often difficult to derive from standard intelligence and open sources, they can prove to be very effective in persuasion.

2-67. Psychographics include the following:

- Fears: What does the TA fear?
- Hates: What does the TA hate?
- Anger: What angers the TA?
- Loves: What does the TA love?
- Shame or embarrassment: What does the TA consider shameful or embarrassing?
- What is the TA dissatisfied with? (What are its gripes?)
- What are the cultural norms? (How is the TA expected to act?)
- What does the TA value? (What is important to the TA?)
- What are the frustrations? (What does the TA want that it cannot get?)

Some examples of psychographics include the following:

- Green Tribe fighters have a very acute fear of fire/being burned alive based upon past experiences while fighting the Ruskinian Army in the 1980s. The Ruskinians used incendiaries, to include napalm, on Green Tribe positions.
- TA considers any effeminate characteristics/actions by males to be very shameful/embarrassing. These actions include crying, caring for children, housework, and physical displays of affection, such as holding hands and hugging between men.
- Male members of the TA are expected to work outside the home and provide for their immediate family and often other elderly/infirm members of their extended family.
- Red Tribesmen in the Birminghamville area are highly dissatisfied with the perceived lack of progress on the electrical distribution system in the city.
- TA places a high value on education and will make great sacrifices to ensure the best education for its children.

2-68. Additional motives can be derived from TA psychographics. Frustrations occur when a want is not met. What a TA hates is also a source of strong frustration. By examining what is causing a TA frustration, additional vulnerabilities can be determined. What a TA values can also be used as a source of motives/wants. The following are some examples of frustrations and values:

- TA is frustrated by the lack of access to quality medical care (wants quality medical care).
- TA is frustrated by corruption in the local police forces (wants police free from corruption).
- TA is frustrated by his tribe's inability to agree on a particular issue (wants his tribe to have strong leadership).
- TA hates the thought of his country being occupied (wants troops to leave).
- TA values education (wants educational opportunities).

Demographics

2-69. Specifically, PSYOP Soldiers are looking for any demographic characteristics of the TA or the circumstances of its immediate environment that significantly affect the TA's emotions or behavior. The fact that a TA is extremely poor, illiterate, well-educated, 80 percent unemployed, married with 2.5 children, or lives in a primitive rural village or a modern urban city can have a significant impact on how it views the world, and on its behavior. Demographic characteristics that might be considered include—

- Gender.
- Religion.
- Age.
- Socioeconomic status.
- Ethnicity.
- Political affiliation.
- Level of education (very important in determining how to access and persuade).
- Occupation.
- Geography (beliefs and values can vary widely from region to region).

2-70. Not all demographic characteristics will be useful as vulnerabilities. The challenge is to determine which of these characteristics have a significant impact on the TA's emotional or behavioral responses and under what circumstances. For a given TA's members, their ethnicity may significantly affect their behavior and emotions regarding voting and politics, but have almost no effect on whether they enlist in the military. Demographic characteristics provide additional insight on the motivations of the TA. Some examples of demographics include the following:

- Members of the TA over age 50 have lived through the last three civil wars and, consequently, are highly cynical of efforts by the new government to establish a democratic system.
- The TA lives in an extremely remote and mountainous region, and information from the outside is very scarce. Consequently, the TA is very open to any sources of information and will actively seek out any sources available.
- The TA is well-educated and usually works as a professional or owns a business. TA members work long hours and stay very busy. They react strongly to any mention of economic problems.

Symbols

2-71. For the purposes of PSYOP, symbols are any visual, audio, or audiovisual object having cultural or contextual significance to the TA (Figure 2-3). Often a symbol invokes an emotion or thought in addition to its obvious and immediate significance or meaning when presented to a particular TA. Symbols can be very powerful in persuasion. "A picture is worth a thousand words," as the saying goes and, like pictures, so symbols serve to convey complex ideas and emotions in relatively simple images and/or sounds. By associating or avoiding symbols that evoke certain emotions or convey certain ideas to the TA, PSYOP can greatly increase the persuasiveness of an argument.

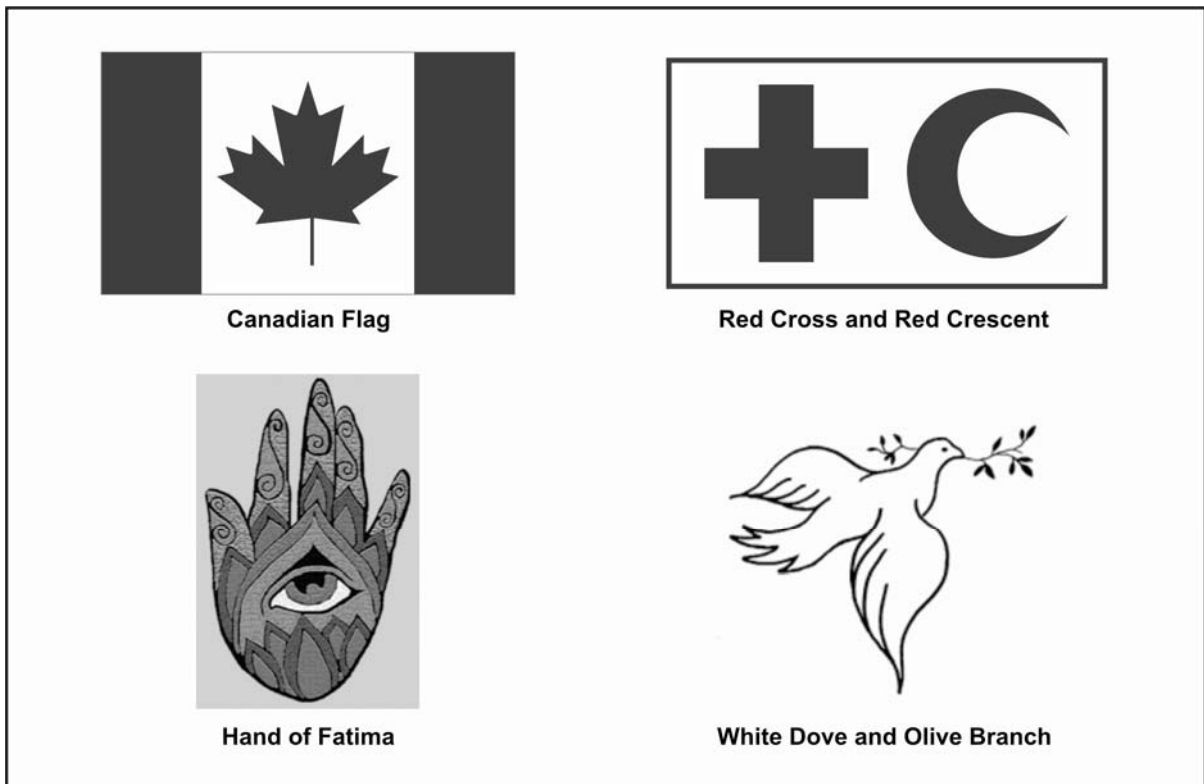


Figure 2-3. Examples of symbols

2-72. Cultural differences provide a significant challenge in using symbols in PSYOP. What is meaningful and powerful for one TA may be ambiguous, arbitrary, or possibly insulting for another. People interpret

symbols subjectively, based on their own personal and cultural understanding. For symbols to be useful, they must meet three criteria:

- *Symbols must be recognizable by the TA.* Marketers and advertisers spend millions of dollars and great time and effort developing, designing, and familiarizing their TAs with symbols that will help convey their messages. This process is called product branding. PSYOP Soldiers rarely have the time, manpower, or funding to create new symbols for their messages. Therefore, PSYOP Soldiers should always strive to use symbols that are already recognizable to the TA. If a new symbol is created, then it is best to use something closely related to a symbol that is already familiar to the TA.
- *Symbols must have meaning for the TA.* Without meaning, the symbol will not carry the message. Once the TA recognizes the symbol, it must be able to easily discern its meaning.
- *Symbols must convey or support the argument.* Even if the TA recognizes the symbols and they have meaning for the TA, the symbols must be appropriate for the PSYOP argument and product. PSYOP Soldiers must pay particular attention to the use of state and religious symbols. If overused, they may offend or annoy the TA. Additionally, patriotic or religious symbols might offend the TA if used by “outsiders.” An option may be the subtle use of symbols, such as in the background of a poster.

STEP 5: DETERMINE SUSCEPTIBILITY

2-73. Susceptibility is the likelihood the TA will be open to persuasion. Determining susceptibility aids in prioritizing targets, as well as in developing PSYACTs to influence the TA to achieve the SPO. If susceptibility is moderate to high, then a PSYOP series using an argument focused mainly on media products (few PSYACTs) may be the recommended COA. If susceptibility is low, then a PSYOP series composed mostly of PSYACTs may be the best method to achieve the SPO. Susceptibility is determined by assessing the susceptibility, rating the susceptibility, and then making a recommendation.

Task One: Assessing the Susceptibility

2-74. The first task in determining susceptibility is to assess the susceptibility by looking at the perceived risk, perceived reward, and the consistency with values and beliefs. To do this, the PSYOP Soldier must answer the following questions:

- *Perceived risk:* What are the perceived risks (negative consequences) by the TA to engage in the desired behavior?
- *Perceived reward:* What are the perceived rewards (positive consequences) by the TA to engage in the desired behavior?

NOTE: Risks and rewards can be social, emotional, financial, and physical. Risks may include the threat of physical harm, financial loss, or disapproval of peers. Rewards may include financial gain, political power, approval of peers, or increased self-esteem. Risks and rewards can be immediate to long-term. Immediate risks and rewards are stronger than long-term risks and rewards. Example: Very few people are willing to walk a tightrope (immediate risk), but many people smoke (long-term risk). The higher the perceived rewards and the lower the perceived risks, the more likely the behavior will occur.

- *Consistency with values and beliefs:* How consistent is the desired behavior with the values and beliefs of the TA?

NOTE: Generally, behavior will be consistent with the relative moral or ethical, religious, political, and cultural beliefs, values, and norms of the TA. Behavior that is inconsistent or incongruent with values and beliefs will decrease over time. Alternately, if behavior continues to be incongruent with values and beliefs, then TAs are likely to justify this behavior by modifying their values and beliefs. The more consistent a desired behavior change is with the TA’s values and beliefs, the more likely the behavior will occur.

Task Two: Rating the Susceptibility

2-75. Once susceptibility has been assessed, a rating is determined. This rating aids in prioritizing TAs for PSYOP, as well as determining a recommended PSYOP COA to achieve the SPO. Susceptibility is rated on a 1 to 5 scale:

- 5 = Very susceptible (high-to-moderate reward, low risk, and consistent with values and beliefs).
- 4 = Susceptible (high-to-moderate reward, moderate-to-low risk, mostly consistent with values and beliefs).
- 3 = Moderately susceptible (moderate-to-low reward, moderate-to-low risk, somewhat consistent with values and beliefs).
- 2 = Slightly susceptible (low reward, moderate-to-low risk, somewhat consistent with values and beliefs).
- 1 = Not susceptible (low reward, moderate-to-high risk, not consistent with values and beliefs).

Task Three: Making a Recommendation

2-76. Based upon the assessment of susceptibility, a recommendation is given. This recommendation is a guide for use in Step 7 of TAA, Develop PSYOP Arguments and Recommend PSYACTs, as well as in the next phase of the PSYOP process, Series Development.

2-77. The lower the susceptibility rating, the less likely a PSYOP product will be successful in influencing TA behavior, which does not mean that the TA cannot still be influenced. The lower the susceptibility, the more conditions will need to be modified for behavior change to occur. Therefore, more PSYACTs will need to be incorporated into the PSYOP series to accomplish the SPO. The following is an example of Step 5: Determine Susceptibility.

SPO: TA decreases acts of kidnapping and murder of rival ethnic groups.

TA: Reserve Fighters in the Nashburg Martyr Brigade (NMB)

Desired behavior: NMB Reserve Fighters lay down arms, resign or leave the NMB, and return to their homes.

Perceived risks: The TA could be attacked by other members of the militia if it does not follow orders. The TA will lose any additional income it would receive from the militia. If the TA leaves the militia, it could be ostracized by the militia and others in the community sympathetic to the militia's cause. As membership in the militia carries some prestige, that prestige will be lost.

Perceived rewards: If the TA members stop carrying out attacks, they will not be imprisoned or killed by government or coalition forces. As part-time members, they have left their families and old life behind; they can return to their families and their normal lives and jobs.

Consistency with values and beliefs: The need for revenge is strong in the culture and these attacks are viewed as justified action. However, forgiveness is considered a virtue in the TA's religion and the TA's actions are driven more by perceived wrongs and ideological differences than ethnic hatred. The greatest barrier is the value placed on loyalty to one's tribe. Stopping attacks would violate the existing orders of the tribal and militia leadership, violating the TA's values and beliefs.

Susceptibility rating: 2 (Slightly susceptible)

Recommendation: TA susceptibility is low enough that many PSYACTs will need to be incorporated into the PSYOP series to achieve the SPO. Additionally, the PSYOP Soldier must target other TAs that have influence over the primary TA.

STEP 6: DETERMINE ACCESSIBILITY

2-78. Accessibility is defined as the availability of an audience for targeting by PSYOP Soldiers. In evaluating TA accessibility, PSYOP Soldiers determine which media can reach the TA and to what degree the TA can be influenced by each media type. Determining TA accessibility seeks to answer the question, "What types of media will effectively carry PSYOP to the TA?" Questions to ask include—

- How is the TA receiving information currently?

- What are the most credible media and familiar formats to the TA?
- What media are most practical for use by PSYOP to reach the TA?

2-79. Determining accessibility consists of eight tasks that allow PSYOP Soldiers to evaluate each form of media for a specific TA. The following paragraphs explain each of these tasks.

Task One: Determine How the TA Currently Receives Information

2-80. This task involves determining the types of media the TA actively accesses or uses and their formats. Answering several questions with regard to various forms of media can accomplish this task. The following are examples of questions:

- Does the TA access radio? Is it FM, AM, or SW? Does the TA most frequently receive messages in the form of ads, talk shows, news, or documentaries? What is the length of ads, talk shows, news, or documentaries? What are the formats of the radio stations they listen to: news or entertainment?
- Are the newspapers the TA receives all black and white or do they have color photos and ads? Does the TA receive information through articles, editorials, ads, or all? What size are ads: 1/4, 1/2, or full page? Do the newspapers use inserts?
- How does the TA receive information through TV? What is the most prevalent format: ads, documentaries, comedy, or other programs? What is the normal length of each type?

Task Two: Determine Current Media Patterns and Usage

2-81. This task allows the PSYOP Soldiers to select the best media from those that the TA receives. The two primary methods of determining media patterns are reach and frequency:

- *Reach* is the total number of TA members that receive the medium at least once during a given period. Many marketers and advertisers use a four-week period. Any time period can be used, but it must be consistent for all media; therefore, the PSYOP Soldier must pick a standard and use it for all forms of media being evaluated. For printed material, such as newspapers, magazines, or newsletters, reach equals readership, which is the subscription rate plus other sales plus secondary readership. For example, a household would only be counted once for subscription rate. However, if there were three other people who read the same paper, in addition to the subscriber, this would result in a readership rate of 4. A common mistake with radio and TV is to count the number of radio receivers and TV sets owned. In some parts of the world, there may be only one TV set for every 50 people. Yet if 25 people regularly watch that one TV set, that equals a reach of 50 percent. Thus, viewership for TV and listenership for radio are more important than the number of radios and TVs owned.
- *Frequency* is the number of times an individual member of the TA receives a particular medium during a given time period. If a TA member subscribes to a newspaper five days a week and the given time period is four weeks, then the TA member would have a frequency rate of 20 for that medium. Most people will see or access certain types of media on a routine basis. This information is important for PSYOP Soldiers since repetition and reinforcement of a PSYOP argument are essential to behavior modification.

2-82. An example of reach and frequency for the TA is truck drivers working for a soft drink company in Blueland and the medium is billboards:

- Reach: 90 (±) percent of the TA has exposure in a one-week time period.
- Frequency: 5. Each driver passes the billboard once a day when he picks up his soft drink and thus is exposed five times during a week.

Task Three: Determine How the TA Uses the Medium

2-83. It must be determined if and why the TA members access the medium. Do they access this medium for entertainment or for news and information? If they access it for entertainment, they may not listen to serious messages. If they access the media for news and information, a longer, more serious message may be well received.

Task Four: Determine How Involved the TA Is in the Process

2-84. This task determines if the TA is actively or passively engaged. If the TA members actively access the medium for news or information, there is a greater probability it will be easier to gain and maintain their attention, and it is more likely that the TA will absorb and understand the message. If the TA passively accesses the media, such as listening to a radio while working, it will be more difficult to gain and maintain attention and the TA may not absorb the message.

Task Five: Determine Whether the TA Accesses the Media Individually or With Others

2-85. Accessing a medium in the presence of others will affect their perception of the message; however, it may lead to further discussion of the message enhancing its effectiveness. Therefore, if the TA discusses and thinks about the PSYOP argument, the better the chance that the TA will be persuaded.

Task Six: Determine What New Media Can Be Used to Access the TA

2-86. New media is anything that the TA does not currently receive. New media may attract and hold the TA's attention, simply because of its uniqueness or the novelty of the media. Additionally, new media may increase the overall reach and frequency by filling voids left by other media. There are disadvantages to new media that must be considered. New media may focus all attention on the media itself and detract from the actual message.

Task Seven: Include All of the Information on the TAAW

2-87. PSYOP Soldiers must include the following information for each medium:

- *List medium.* PSYOP Soldiers list the medium as specifically as possible; for example, TV spot, radio spot, newspaper insert, highway billboard, or video documentary. They do not list the medium as a major category; for example, TV, radio, print, audio, visual, or audiovisual.
- *Describe format.* As specifically as possible, PSYOP Soldiers describe the format. This description should include size, shape, number of pages, length (in time), color versus black and white, and so on. Also included are the names of any particular media outlets available, such as names of specific newspapers, magazines, or TV and radio stations.
- *List advantages and disadvantages.* PSYOP Soldiers list all advantages and disadvantages in using this medium for the TA. They include reach, frequency, literacy rate, TA involvement, and the TA's perception of the credibility of the medium.
- *Rate media.* PSYOP Soldiers rate each medium on a scale of 1 to 5, with 1 being the least preferred and 5 being the most preferred. This is a subjective rating based on the PSYOP Soldier's interpretation of the medium; however, a consistent standard should be kept throughout the TAAW. This is a critical rating as it will guide the product development team during series development in determining how many and what types of products to design.

Task Eight: Articulate the Technical Aspect of Each Media

2-88. To clearly articulate this, the PSYOP Soldier must know the physical location, frequency, and power of radio and TV transmitters, as well as the physical location, distribution methods, dissemination quantities, and technical capabilities of print media facilities. All of this information is crucial to determining the proper media and completing the PSYOP transmission matrix in Phase III.

STEP 7: DEVELOP PSYOP ARGUMENTS AND RECOMMEND PSYOP ACTIONS

2-89. In this step, the PSYOP Soldiers provide guidance and recommendations used to develop the PSYOP series. This guidance consists of two separate but related components: the PSYOP argument and recommended PSYACTs.

PSYOP Argument

2-90. The PSYOP argument is the overall argument and approach used to obtain the desired behavior from the TA. It is not a slogan or tagline and does not provide the specific messages or wording for individual product development, which is conducted in Phase IV. The PSYOP argument provides the guidance and overall framework for constructing the PSYOP series that will ultimately persuade the TA to behave in the desired manner. There are four steps to developing the PSYOP argument:

- Articulate a main argument.
- Identify any necessary supporting arguments.
- Determine what type of appeal will be useful to present the main argument.
- Determine which persuasion techniques have the greatest possibility of success (how PSYOP will present the supporting arguments).

Main Argument

2-91. The main argument is the reason that the TA should engage in the desired behavior. If the TA members accept this reason, they should engage in the desired behavior. If supporting arguments are presented using effective techniques, the TA should agree with the main argument.

2-92. Main arguments are developed to persuade the TA to adopt a particular COA. The TA members are motivated by telling them what action is desired, why it is desirable to them, and then showing how it satisfies needs or wants.

2-93. The main argument should be written in one or two sentences, summarizing the conclusion that the TA must reach to engage in the desired behavior. The main argument is constructed by linking the desired behavior with one or more vulnerabilities. The vulnerabilities provide the reasons for engaging in the desired behavior. The general format for this main argument is “Engaging in X (desired behavior) will result in Y (desirable outcomes for the TA).” Examples are—

- By voting, Red Tribe members will have a better future.
- Reporting insurgent activity will lead to a safer environment.
- Growing alternative (legal) crops will provide a good income and stable future for the TA’s family.
- By surrendering to coalition forces, the TA will receive food and water immediately.
- Not interfering with coalition forces in the area because the coalition is there to help the new provisional government stabilize the TA’s country by restoring law and order.
- Reporting suspected terrorist activities on the coalition hotline will allow authorities to make the TA’s town safe and secure.
- Participating in government business loan programs will bring economic prosperity to the TA’s town.
- Stopping the emplacement of IEDs along roads will result in law and order and coalition troops going home quickly.
- Voting in national elections allows the people to choose the leaders who represent them.
- Nominating a secular political candidate will result in someone who supports all people and not just one faith.
- Not interfering with coalition troops is the way to ensure the safety of the TA’s families.
- Supporting the building of new schools in the community by reporting terrorists who interfere with coalition efforts.
- Turning in military-grade weapons so that sectarian violence will not continue and the TA’s town will experience economic prosperity.
- Reporting sectarian violence to authorities for justice; seeking revenge only leads to an endless cycle of violence.
- Civic leaders publicly condemning acts of sectarian violence will break the cycle of martyrdom.

Supporting Arguments

2-94. Supporting arguments are used to provide factual evidence, address causes and effects, and exploit vulnerabilities. They increase the TA's motivation to accept the main argument (give the TA more reasons to believe the main argument). Points to consider regarding supporting arguments include—

- Supporting arguments are more effective when using facts and specific examples.
- Additional vulnerabilities may be used as supporting arguments.
- Consequences identified on the C/E chart are a good source of supporting arguments.
- Not every vulnerability may be used as a supporting argument. Some vulnerabilities may be better addressed with PSYACTs, or lead to another TA or behavior.
- Supporting arguments are not slogans or the specific language to be used in the PSYOP series. They provide guidance and direction for series and product development.

The following is an example of the main argument with supporting arguments.

SPO: TA decreases emplacement of IEDs along roadways.

TA: Red Tribe insurgents in Nashburg.

Vulnerabilities:

- TA wants coalition to leave. (Secondary motive.)
- TA wants law and order restored. (Secondary motive.)
- TA wants employment opportunities. (Secondary motive.)
- TA members are frustrated by slow reconstruction efforts in their area. (Psychographics.)
- TA members place great importance on caring for/taking care of their families; failure to do this brings shame. (Psychographics.)

Conditions:

- TA members are paid \$100.00 to plant IEDs by foreign fighters. (Positive consequence.)
- Significant social reinforcement for being part of "Great Jihad." (Positive consequence.)
- TA members have been injured/killed/captured making/emplacing IEDs. (Negative consequence.)
- Coalition increases their presence and activity in high IED areas. (Negative consequence.)
- No one invests in economic ventures in dangerous areas. (Negative consequence.)
- Significant injuries/deaths to civilians, including many children. (Secondary consequence.)

Main argument: Stopping the emplacement of IEDs along roads will result in law and order and coalition troops going home quickly.

Supporting arguments:

- Reporting those who emplace IEDs along roadsides will result in a safer city, which will in turn allow economic investment.
 - IEDs killed over 150 civilians and wounded 300 in the last six months.
 - For the TA's family to be safe, roadside IEDs must stop.
 - IEDs contribute to lawlessness and an unsafe environment; therefore, no jobs will come to the TA's town.
 - Security forces need the TA's help to stop the IEDs.
 - Coalition forces will not leave until the IEDs stop.
 - There were 50 IEDs planted along the roadside last month that killed 45 and wounded 70 innocent people, 32 of whom were children.
 - Economic prosperity requires an IED-free area.
 - Reconstruction efforts are hindered by IED attacks.
 - Those caught planting IEDs or assisting those who do will be dealt with harshly by the authorities.
-

Appeals

2-95. An appeal is the overall approach used to present the main argument. It is the flavor or tone of the argument. Appeals gain the TA members' attention and maintain their interest throughout the argument. Appeals are selected based upon the conditions and vulnerabilities of the TA. For example, a TA that does not believe the government of its country is legitimate will not be swayed by an appeal to legitimacy,

whereas a military TA may be greatly affected by an appeal to authority. The following is a list of general persuasive appeals commonly used in PSYOP:

- Legitimacy.
- Inevitability.
- In group-out group.
- Bandwagon.
- Nostalgia.
- Self-interest (gain/loss).

2-96. **Legitimacy** appeals use law, tradition, historical continuity, or support of the people. The following are types of legitimacy appeals:

- *Authority*: An appeal to laws or regulations, or to people in superior positions in the social hierarchy. For example, the Uniform Code of Military Justice, NCOs and officers, police officers, parents, or government officials. The TA must recognize the authority for the appeal to work.
- *Reverence*: An appeal to a belief-teaching institution or individual that is revered or worshiped; for example, the Dalai Lama, the Roman Catholic Church, or even a sports figure such as Michael Jordan.
- *Tradition*: An appeal to that which the TA is already used to. It is behavior that is repeated continually without question. Why do people have turkey on Thanksgiving? Because it has always been that way.
- *Loyalty*: An appeal to groups to which the TA belongs. Examples are military units, family, or friends. This appeal is usually used to reinforce behavior that already occurs.

2-97. **Inevitability** appeals most often rely on the emotion of fear, particularly fear of death, injury, or some other type of harm. For example, if a person does not surrender, he will die, or if a person does not pay his taxes, he will go to jail. It can also be an appeal to logic. Both require proof that the promised outcome will actually occur. Therefore, it is crucial that credibility be gained and maintained throughout the argument.

2-98. An **in group-out group** appeal seeks to divide a TA or separate two TAs. It creates an enemy of one group, and encourages the other group to rebel/discriminate against them. This appeal frequently points out major differences between TAs, or factions of a TA. If PSYOP cannot effectively portray the in group in a negative manner, the appeal will fail.

2-99. **Bandwagon** appeals play upon the TA's need to belong or conform to group standards. The two main types of bandwagon appeal are an appeal to companionship and an appeal to conformity. Peer pressure is an example of the conformity type of bandwagon appeal.

2-100. **Nostalgia** appeals refer to how things were done in the past. This appeal can be used to encourage or discourage a particular behavior. In a positive light, it refers to the "good old days" and encourages the TA to behave in a manner that will return to those times. In the negative, it points out how things were bad in the past and how a change in behavior will avoid a repeat of those times.

2-101. **Self-interest** appeals are those that play directly to the wants and desires of the individuals that make up a TA. This type of appeal can play upon the TA's vulnerability for acquisition, success, or status. A self-interest appeal can be presented in the form of a gain or loss. An appeal to loss would be exploiting the fact that if the TA does not engage in the desired behavior, PSYOP cannot satisfy a want. An appeal to gain would inform the TA that to satisfy a want, the TA must engage in a desired behavior.

Techniques

2-102. For the purposes of TAA, techniques refer to the specific methods used to present information to the TA. Effective persuasion techniques are based on the conditions affecting the TA and the type of information being presented. Determining the most effective technique or combination of techniques to persuade the TA is only accomplished through a cultivated understanding of the TA and its behavior.

2-103. Persuasion and influence are the primary tools of PSYOP. As such, PSYOP Soldiers must strive to become familiar with, and ultimately develop, tactical and technical proficiency in the use of persuasion techniques. The following are some specific techniques used to present supporting arguments to the TA:

- *Glittering generalities.* These are intense, emotionally appealing words so closely associated with highly valued concepts and beliefs that the appeals are convincing without being supported by fact or reason. The appeals are directed toward such emotions as love of country and home, and desire for peace, freedom, glory, and honor.
- *Transference.* This technique projects positive or negative qualities of a person, entity, object, or value to another. It is generally used to transfer blame from one party in a conflict to another.
- *Least of evils.* This technique acknowledges that the COA being taken is perhaps undesirable, but emphasizes that any other COA would result in a worse outcome.
- *Name-calling.* Name-calling seeks to arouse prejudices in an audience by labeling the object of the propaganda as something the TA fears, loathes, or finds undesirable.
- *Plain folks or common man.* This approach attempts to convince the audience that the position noted in the PSYOP argument is actually the same as that of the TA. This technique is designed to win the confidence of the audience by communicating in the usual manner and style of the audience. Communicators use ordinary or common language, mannerisms, and clothes in face-to-face and other audiovisual communications when they attempt to identify their point of view with that of the average person.
- *Testimonials.* Testimonials are quotations (in and out of context) that are cited to support or reject a given policy, action, program, or personality. The reputation or the role of the individual giving the statement is exploited. There can be different types of testimonial authority. Official testimonials use endorsements or the approval of people in authority or well known in a particular field. Personal sources of testimonials may include hostile leaders, fellow soldiers, opposing leaders, famous scholars, writers, popular heroes, and other personalities.
- *Insinuation.* Insinuation is used to create or increase TA suspicions of ideas, groups, or individuals as a means of dividing the adversary. The PSYOP Soldier hints, suggests, and implies, but lets the TA draw its own conclusions.
- *Presenting the other side.* Some people in a TA believe that neither of the belligerents is entirely virtuous. To them, messages that express concepts solely in terms of right and wrong may not be credible. Agreement with minor aspects of the enemy's point of view may overcome this cynicism.
- *Simplification.* In this technique, facts are reduced to either right, wrong, good, or evil. The technique provides simple solutions for complex problems and offers simplified interpretations of events, ideas, concepts, or personalities.
- *Compare and contrast.* Two or more ideas, issues, or choices are compared and differences between them are explained. This technique is effective if the TA has a needs conflict that must be resolved.
- *Compare for similarities.* Two or more ideas, issues, or objects are compared to try and liken one to the other. This technique tries to show that the desired behavior or attitude (SPO) is similar to one that has already been accepted by the TA.
- *Illustrations and narratives.* An illustration is a detailed example of the idea that is being presented. It is an example that makes abstract or general ideas easier to comprehend. If it is in a story form, it is a narrative.
- *Specific instances.* These are a list of examples that help prove the point.
- *Statistics.* Statistics have a certain authority, but they must be clear enough to show the TA why they are relevant. In most cases, it is best to keep the statistical evidence simple and short so the TA can easily absorb it.
- *Explanations.* These are used when a term or idea is unfamiliar to the TA.

Primary Influence Tactics

2-104. These primary influence tactics are widely applicable to many situations, cultures, and TAs. By using the appropriate influence tactics in products and actions, the persuasiveness of PSYOP will be magnified. The following are examples of primary influence tactics:

- *Rewards and punishments*: “If you do X, you will get Y,” or “if you do not do X, Y will happen to you.” Example: “Surrender, and you will be treated well; continue to fight, and you will be killed.”
- *Expertise*: “Speaking as an authority on the subject, I can tell you that rewards/punishments will occur if you do or do not do X.” Example: “Oil Minister Gregor (key communicator/expert) states that if rebel groups continue to sabotage oil pipelines, the national economy will be seriously affected.”
- *Gifts*: Giving something as a gift before requesting compliance. The idea is that the target will feel the need to reciprocate later. Example: “This well and cistern are a gift to the people of Birminghamville from the coalition forces...demonstration of our good will and hope for mutual cooperation in the future.”
- *Debt*: Calling in past favors. Example: “Coalition forces have done a lot for Birminghamville, Elder Chang: the new school, the well in the center of town... these insurgents are endangering all we have worked for together. We need your help in stopping these groups by reporting any information you and your people may discover.”
- *Aversive stimulation*: Continuous punishment, and the cessation of punishment, is contingent on compliance. Example: “We will continue to bomb your position unless you surrender immediately.”
- *Moral appeal*: Entails finding moral common ground, and then using the moral commitments of a person to obtain compliance. Example: “The killing of innocent civilians is wrong; please help the security forces stop this tragic loss of innocent life by reporting any information on terrorist activities.”
- *Positive and negative self-feeling*: “You will feel better/bad if you do X.” Example: “Become part of something bigger than yourself, know honor and take pride in your work...join the national security forces!”
- *Positive and negative altercasting*: “Good people do X / Bad people do Y.” Example: “Red Tribe members are brave and honorable people who care about the future of their country and are not intimidated by rebel groups. Call and report insurgent activity now on the coalition hotline.”
- *Positive and negative esteem of others*: “Other people will think highly/less of you if you do X.” Example: “Earn the respect of your friends and the pride of your family...join the Patriotsville National Guard now!”
- *Fear*: “Bad things will happen to you if you do X.” Example: “Only death and fire await those who continue to fight...surrender now.”

Cialdini’s Six Principles of Influence

2-105. These six principles are relevant to virtually any culture and any TA. By applying and combining these six basic principles, PSYOP Soldiers can increase their effectiveness in persuading a TA. These principles are particularly effective in face-to-face PSYOP:

- *Principle of scarcity*: People value more what they can have less of. They typically associate greater value with things that are rare, dwindling in availability, or difficult to acquire. PSYOP Soldiers should highlight unique benefits and exclusive information to persuade.
- *Principle of authority*: People are more easily persuaded by individuals perceived to be legitimate authorities or experts. They defer to experts who provide shortcuts to decisions requiring specialized information. PSYOP Soldiers should not assume their expertise is self-evident.
- *Principle of social proof*: People often look to the behavior of those around them for direction about what choices to make. This action is heightened when those around them are similar in

terms of age, education, social standing, and experience. PSYOP Soldiers should use peer pressure whenever and wherever available.

- *Principle of liking:* People prefer to say yes and to comply with the requests of those they like. To influence, PSYOP Soldiers should uncover real similarities and offer genuine praise.
- *Principle of reciprocity:* If someone grants favors, invited or uninvited, an overpowering need to repay that favor immediately blooms within the recipient of that favor. This human trait transcends all cultures and races.
- *Principle of consistency:* The desire for consistency is a central motivator of behavior. The drive to look and be consistent is a highly potent weapon of social influence, often causing people to act in ways that are clearly contrary to their own best interests. People do not like to appear inconsistent to others. Inconsistent behavior produces psychological tension that must be avoided. It is human nature that people strive to feel good about themselves, which includes behaving IAW their important values and beliefs. When the behavior is consistent with who people are and what they value, they feel good. People align with their clear commitments. PSYOP Soldiers should make others' commitments active, public, and voluntary.

Psychological Operations Actions

2-106. PSYACTs are conducted by military forces that are planned and conducted as part of a PSYOP series or a supporting program. PSYACTs are developed during Phase III of the PSYOP process, Series Development, and are used in conjunction with other types of products to modify the behavior of a TA. Specific PSYACTs are developed in a similar manner to other products and are annotated on a product/action work sheet (PAW). The plans and programs section or PSYOP planner submits the recommended PSYACT concept along with its supported series to the supported commander for approval and further planning and execution. The supported command's operation section coordinates PSYACTs separately, but PSYOP Soldiers must work closely with the section to ensure that each PSYACT is properly integrated and synchronized to ensure it has the proper effect on the TA.

Types of Psychological Operations Actions

2-107. PSYACTs are conducted to influence TA thoughts and perceptions. Ultimately, PSYACTs influence the TA in one of three ways: (1) modifying conditions (causes and effects) identified on the C/E chart, (2) exploiting identified vulnerabilities (psychographics, demographics, and motives), or (3) building rapport (remove barriers to persuasion). Only the limitations of the supported unit in planning and accomplishing the action and the imagination of PSYOP Soldiers restrict the variety of operations that can be considered PSYACTs. Any planned activity or action can be a PSYACT. Some military examples of PSYACTs are—

- Raids/strikes.
- Humanitarian assistance distribution.
- Civil Affairs (CA) projects.
- Shows of force.
- Demonstrations.
- Meetings with civic leaders.
- Civic action programs (medical, dental, and veterinary).
- Defense support to public diplomacy.
- Sewer, water, electricity, and trash.

2-108. Units conducting PSYACTs provide an extra dimension to the overall PSYOP plan. PSYACTs that are properly planned, coordinated, and included as a part of a PSYOP series allow PSYOP Soldiers to capitalize on the success of the actions and use that success in the conditioning or behavior modification of the TA.

Recommending Psychological Operations Actions

2-109. During TAA, the PSYOP Soldiers recommend potential PSYACTs for further consideration in series development. These PSYACTs are based upon the conditions and vulnerabilities. The PSYOP Soldiers review each condition on the C/E chart and the list of vulnerabilities, answering each of the following questions:

- What causes could be most readily modified to achieve the desired behavior change?
- What positive consequences could be most readily decreased to influence behavior change?
- What negative consequences could be most readily increased to influence behavior change?
- What secondary consequences could be most readily exploited to influence behavior change?
- How can U.S./friendly forces change the conditions to modify the TA's current behavior?
- How can the desired behavior be made more desirable to the TA? (Perceived rewards, motives.)
- How can the current behavior be made less desirable to the TA? (Perceived risks, motives.)
- What vulnerabilities can be exploited to influence TA behavior?

The following are examples of PSYACTs derived from conditions and vulnerabilities.

Condition: TA has been harassed by insurgent groups and threatened not to work.

How to use: Changing security situation for Red Tribe.

Recommended PSYACT: Increase security presence at work sites.

Condition: TA members believe that the new government is hostile to Red Tribe and does not represent their interests.

How to use: Challenge erroneous beliefs.

Recommended PSYACT: Publicized media event of new provisional government leadership sending representative/delegation to Red Tribe.

Condition: TA distrusts coalition forces and believes they are in the AO to exploit natural resources.

How to use: Emphasize good intentions/legitimacy of coalition.

Recommended PSYACTs: Medical civic action programs (MEDCAPs), veterinary civic action programs (VETCAPs), and dental civic action programs can be used to build trust and establish rapport, in addition to fulfilling needs/wants for medical care.

Condition: TA has no confidence in local security forces and only trusts coalition troops to fight rebels.

How to use: Coalition and local security forces are working to restore order and need the TA's cooperation.

Recommended PSYACT: Media event publicizing joint coalition/local police efforts to arrest insurgents.

Condition: Suicide bombers are lauded and regarded as martyrs.

How to use: Change the social reinforcement for the behavior.

Recommended PSYACT: Key leader holds public demonstration/march through the streets speaking out against the dishonorable act of suicide bombing.

STEP 8: REFINE ASSESSMENT CRITERIA

2-110. The initial PSYOP assessment criteria are determined during initial planning and are provided along with the POs, SPOs, and PTAs. (Chapter 1 discusses initial PSYOP assessment criteria.) The initial PSYOP assessment criteria are refined at the conclusion of TAA based upon the TA-specific desired and current behavior. These refined assessment criteria determine what impact indicators must be collected for a given TA.

2-111. Impact indicators are the answers to the PSYOP assessment criteria questions. They are specific, measurable, and observable behaviors performed by the TA. These are the indicators of behavioral change.

Analysis of the impact indicators over time will show behavior trends, which determine whether the SPOs are being achieved.

2-112. The refined PSYOP assessment criteria should ask for specific, measurable, and observable data regarding the TA's behavior. Measurable means the data can be quantified, observable means the data can be seen or heard, and specific refers to the criteria that behavior change is measured against. Refined PSYOP assessment criteria typically include several of the following specific elements:

- *Setting*: City, town, or area (Example: Patriotsville, AO).
- *Frequency*: How often a behavior occurs (day/week/month) (Example: 3 times per day, 12 instances a month).
- *Intensity*: Consequences or severity (results) (Example: 11 injuries, 4 deaths).
- *Rate*: Number of occurrences per time unit (Example: Attacks continue to occur at a rate of 1 every 2.5 days).
- *Place*: Specific location (Example: Nashburg marketplace, morning prayer at the Blue Mosque).
- *Time*: Time period that the behavior occurred (Example: Mid-afternoon, morning, evening).

2-113. When refining PSYOP assessment criteria, the PSYOP Soldier must review the current and desired behavior definitions for the TA. If the SPO is *increasing* a behavior ("TA increases..."), then the refined PSYOP assessment criteria are derived from the TA's *desired* behavior definition. If the SPO is *decreasing* a behavior ("TA decreases...") then the refined PSYOP assessment criteria are derived from the TA's *current* behavior definition. The following are examples of Step 8: Refine Assessment Criteria.

Example 1:

SPO: TA votes in government elections.

TA: Voting-age Blue Tribe males in Patriotsville.

Desired behavior: Voting-age male blue tribesmen in Patriotsville vote in the upcoming June elections.

Current behavior: Blue tribesmen are making statements challenging the legitimacy of the interim government and threatening to boycott government-held elections.

Initial assessment criteria: How many citizens voted in the elections?

Refined assessment criteria: How many Blue Tribe males in Patriotsville voted in the June elections?

Note: In this example, the SPO is increasing a behavior; therefore, the refined assessment criteria measures changes in the TA's desired behavior.

Example 2:

SPO: TA decreases acts of kidnapping and murder of rival ethnic groups.

TA: Reserve Fighters in the Nashburg Martyr Brigade (NMB).

Desired behavior: NMB Reserve Fighters lay down arms, resign or leave the NMB, and return to their homes.

Current behavior: NMB Reserve Fighters are carrying out attacks against White Tribe civilians and engaging in small-scale skirmishes with various White Tribe militia groups in Nashburg. Attacks against White Tribe civilians include shootings and kidnappings of prominent White Tribe businessmen in and around Nashburg.

Initial assessment criteria: How many acts of kidnapping and murder occurred this month?

Refined assessment criteria: How many acts of kidnapping and murder occurred/were reported last month in Nashburg, and how many injuries/deaths resulted?

Note: In this example, the SPO is decreasing a behavior; therefore, the refined assessment criteria measures changes in the TA's current behavior.

Example 3:

SPO: TA decreases injuries from mines/UXO.

TA: Rural Green Tribe adolescents.

Desired behavior: Green Tribe adolescents avoid mines/UXO.

Current behavior: Green Tribe adolescents are being injured and killed by hidden mines/UXO.

Initial assessment criteria: How many injuries/deaths from mines/UXO occurred last month?

Refined assessment criteria: How many injuries/deaths from mines/UXO occurred last month in rural farming areas around Patriotsville?

Note: In this example, the SPO is decreasing a behavior; therefore, the refined assessment criteria measures changes in the TA's current behavior.

SUMMARY

2-114. The ability of PSYOP to modify the behavior of a foreign TA is largely dependent upon the results of TAA. The TAAM offers PSYOP Soldiers the best possible framework from which to devise the most effective means to influence behaviors. The most thorough and complete information and analysis in the TAAW greatly enhances the PSYOP Soldiers' ability to produce a series of products and actions that will successfully modify the TA's behavior. Employing the eight-step model can be time consuming for both the PSYOP Soldier and the SSD analyst, but TAA is an essential task toward achieving success. Furthermore, detailed TAA will facilitate the PSYOP product approval process, as it yields substantial documentation outlining the rationale behind each series of products. Once a TAAW is completed, it is sent to the product development section or tactical Psychological Operations development detachment (TPDD) for series design.

Chapter 3

Phase III: Series Development

Phase III of the PSYOP process is a complex, creative, and collaborative process that creates synergy between multiple products and actions to achieve the desired behavior change for a single target audience (TA). The goal of changing this behavior is to support the accomplishment of a supporting Psychological Operations objective (SPO). History demonstrates that it is only on rare occasions that a single product can change the behavior of a TA. Research shows that a TA is best influenced by a consistent and coordinated series of multiple products and actions that incorporate an appropriate mix of media. PSYOP series are all actions and products developed in support of (ISO) a single SPO and single TA combination.

The target audience analysis work sheet (TAAW) is the source document for a series. The size of the series is determined by what is required to change the behavior of the TA. Series development requires forethought and planning while mitigating many of the problems PSYOP Soldiers encounter when creating one product at a time; for example, trying to achieve too much with a single product, focusing on a single product versus a broader approach, and difficulties in determining potential effects of a single product. Five tasks are involved in series development:

- Task 1: Complete a series concept work sheet (SCW).
- Task 2: Complete a series dissemination work sheet (SDW).
- Task 3: Complete a series execution matrix (SEM).
- Task 4: Complete the Psychological Operations transmission matrix (PTM).
- Task 5: Conduct an internal series review board.

TASK 1: SERIES CONCEPT WORK SHEET

3-1. The SCW is the tool used to begin development of a series. Series development is enhanced when conducted as a group effort, where many ideas can come together into a comprehensive plan. The group examines the TAAW and discusses the path the TA must be led down to arrive at the desired behavior change. Although the TAAW recommends the PSYOP argument and media, series concept development selects specific arguments and the types of media to use. The question is, "How does the TA proceed from its current behavior to the desired one?" Using the TAAW as the source document, the group determines the types of products and actions necessary to change the targeted behavior of the TA. The group determines any specific phrases or symbols to be repeated for all or most of the products in the series. Input from media personnel, SSD representatives, and other experts is considered to ensure that the agreed-upon concepts are feasible and compatible with the proposed media types.

Series Development Example

In the fall of 2001, during the early days of Operation ENDURING FREEDOM (OEF) in Afghanistan, U.S. Army Special Forces (SF) and, later, other coalition forces were inserted in northern Afghanistan. Their purpose was to conduct unconventional warfare ISO the Afghan Northern Alliance forces. Northern Alliance forces began to move through northern Afghanistan to take back key towns and cities controlled by the Taliban and al-Qaeda. There was great concern at this time that the U.S. and coalition forces not be viewed by the Afghan people as just another invading force like the Soviets in the 1980s. With this in mind, PSYOP planners crafted their first Psychological Operations objective (PO), "Reduce the effectiveness of Taliban and al-Qaeda forces in Afghanistan." This PO was supported by several SPOs. The first SPO was "TA increases support to the Northern Alliance and U.S./coalition forces." The main argument was "Coalition forces are here to help the people of Afghanistan to end the rule of the Taliban and al-Qaeda." Supporting arguments were (1) The forces of al-Qaeda are not Afghan—they are foreign invaders; (2) al-Qaeda has empowered the Taliban to oppress the people of Afghanistan into doing what al-Qaeda wants the people of Afghanistan to do; (3) Mullah Omar and other Taliban leaders are merely puppets controlled by al-Qaeda; (4) Coalition forces are here to help the people of Afghanistan establish a government for Afghanistan run by the people of Afghanistan—not by foreign invaders; and (5) The United States and coalition forces have delivered thousands of tons of food and aid supplies to the people of Afghanistan. What have the Taliban and al-Qaeda done to help the people of Afghanistan?

The main technique employed in the construction of these supporting arguments was compare and contrast. PSYOP messages compared the Afghan people with the foreign invaders that often did not even speak their native dialects. Al-Qaeda was portrayed as an army of foreign invaders—terrorists—bent upon using the people and the land of Afghanistan to support their own worldwide terrorist objectives. The Taliban and al-Qaeda were portrayed as self-interested groups not concerned with the welfare of the Afghan people. Leaflets and radio broadcasts were made that showed the tons of food supplies and economic aid that the international community had provided the people of Afghanistan over the years and compared that with what the Taliban and al-Qaeda had done to the people of Afghanistan.

During the early days of OEF, the U.S. and coalition footprint in Afghanistan was very small. Special Forces operational detachments A were working with Afghan Northern Alliance forces to destroy Taliban and al-Qaeda forces, first in northern Afghanistan and then moving further south to Kandahar. As a result, there was not enough of a U.S. physical security presence to enable PSYOP forces to plan for the use of local radio, TV, or newspaper services to communicate with the people of Afghanistan. Mark-129 leaflet bombs dropped from B-52s and the radio broadcasts from United States Air Force (USAF) EC-130s (COMMANDO SOLO) flying over Afghanistan were the two most effective methods chosen to get these messages out to the people of Afghanistan. Series development was very important for a number of reasons during this phase of OEF. Due to the mountainous terrain, which limited the reach of AM and FM broadcasts, the Afghan people were culturally receptive to receiving their news on shortwave (SW) radio. The British Broadcasting Corporation—the most trusted international source of news in this area of the world—broadcast on SW. Further analysis determined that COMMANDO SOLO aircraft could reach most of Afghanistan with SW broadcasts. B-52s, flying supporting missions ISO the Northern Alliance and U.S. SF, could also be detailed to drop Mark-129 leaflet bombs holding 60,000 leaflets each. Care was taken during series development to ensure that the supporting arguments were staged (executed) chronologically beginning with supporting argument one.

As supporting argument one was communicated to the TA, different ways of saying the same message or theme (the forces of al-Qaeda are not Afghan—they are foreign invaders of Afghanistan) were developed. Leaflets and radio broadcasts were developed to be executed over the same times and places on the ground. Eventually, reports regarding the Afghan people's response to the message came back to PSYOP planners in the Psychological Operations task force (POTF) from face-to-face contact between the liberated Afghans and PSYOP Soldiers and other SOF personnel on the ground. Early reports indicated that the voices used on the radio broadcasts sounded like "old men with bad Afghan accents." In response, PSYOP planners changed the voices on the broadcasts to include the voice of a young female. Another comment from the people on the ground was that the PSYOP music used as the hook during PSYOP broadcasts was too modern. In response, PSYOP planners went on a buying trip to Afghan populations within the United States and purchased more traditional Afghan folk music. This music had largely not been played on Afghan radio since before the Soviet invasion. The music functioned as an emotional time machine taking Afghans back to a happier time prior to the Soviet invasion and subsequent rule of the Taliban and al-Qaeda. On an emotional level, the music, coupled with the messages, helped the Afghan people to believe that better times were coming. This growing hope and faith in the future of Afghanistan was vital to later PSYOP efforts.

In one instance when the Northern Alliance and U.S. forces were about to capture a key northern city formerly held by the Taliban and al-Qaeda forces, the local Northern Alliance commander gave his personal word that if the inhabitants of the city would open their gates and surrender, no retribution would occur on the surviving noncombatant members of the city. This message was broadcast by COMMANDO SOLO. The city gates opened and the city surrendered without further loss of life.

3-2. The exchange of ideas, exhaustive research and analysis reflected in the TAAW, and creativity are all keys to successful series development. The five steps discussed in the following paragraphs will assist the working group in efficiently developing a series concept. Figure 3-1, page 3-4, is an example of a series.

STEP 1: PRODUCT NUMBERING AND TRACKING

3-3. To effectively manage a PSYOP plan, there must be a product tracking mechanism in place. A product numbering system is used throughout the PSYOP process to track and manage products. In addition to being a tracking mechanism, product numbers describe the intent of each product by annotating the PO, SPO, TA, and media type. The PSYOP product numbering system is a tool designed to allow products to be accurately and easily sorted, tracked, and filed.

3-4. An established universal product numbering system greatly facilitates work when different units are involved in an operation. The high possibility that a POTF or Psychological Operations support element (PSE) will consist of tactical and regional elements from both Active Army and USAR forces necessitates an established system. A product number is designed to follow a product from beginning to end. This number is established during the planning phase and becomes a fifteen-character code by the series development phase. Once established, the product number does not change and is therefore easily tracked within a database. This system allocates 15 characters that distinguish each individual product according to the following criteria:

- *Country Code/Mission Code*: First two-character code (AA-ZZ) identifies the country or named operation. (Appendix C includes information on Department of State [DOS]-approved country codes.)
- *Calendar Year Code*: The third and fourth characters denote the last two digits of the calendar year the product was developed (07-99).
- *PSYOP Objective*: The fifth character code (A-Z) is designated in the PSYOP Tab.

- *Supporting PSYOP Objective*: The sixth and seventh characters (01-99) are designated in the PSYOP Tab.
- *Target Audience*: The eighth and ninth characters (aa-zz) are designated by the target audience analysis section.
- *Product Type*: The tenth and eleventh characters (AA-ZZ) are designated in the product type information chart, Figure 3-2, page 3-5.
- *Product Number*: The twelfth through fifteenth characters (0001-9999) are the actual product number in sequence for each TA.

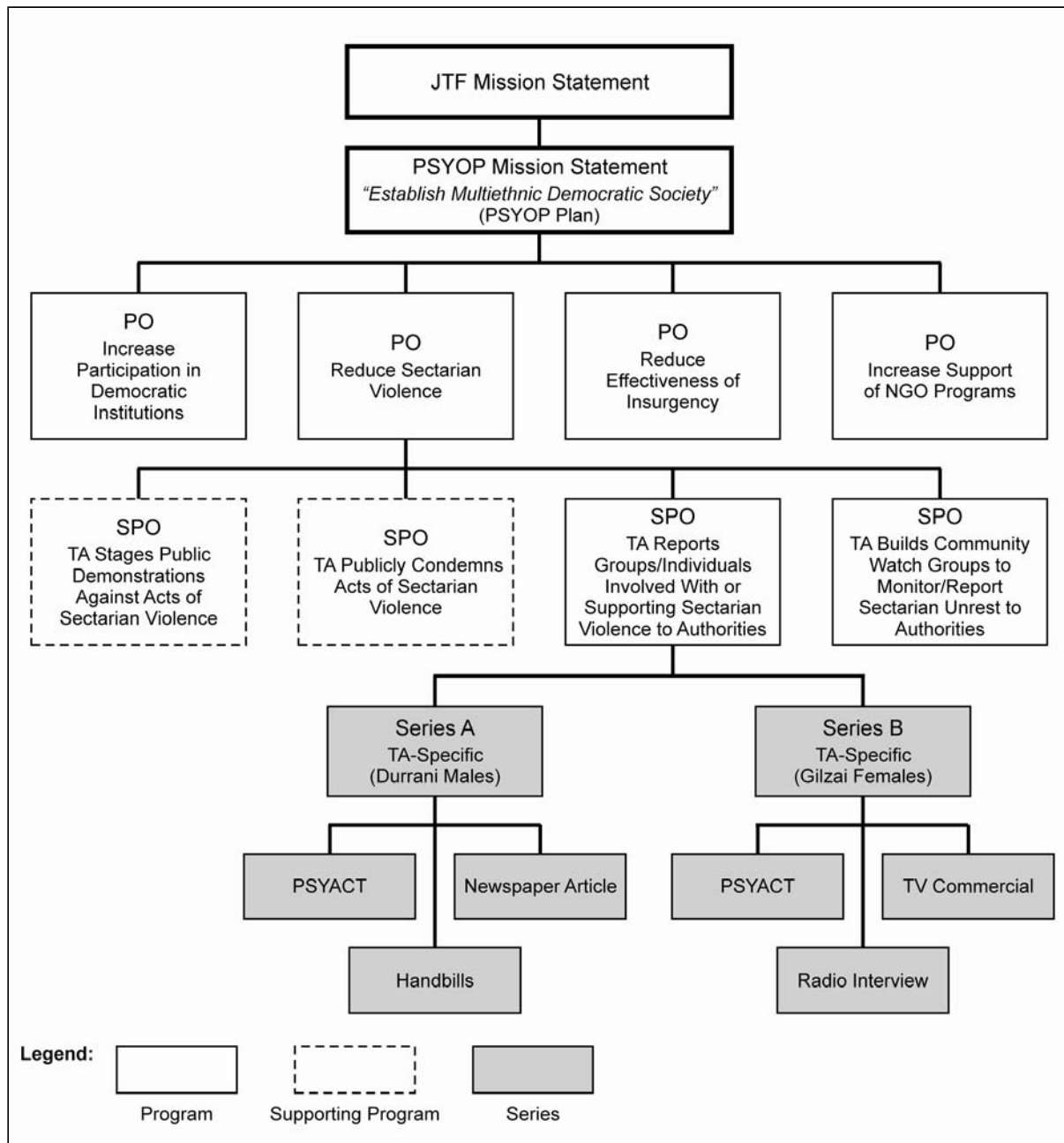


Figure 3-1. Example of a series within the framework of a PSYOP plan

AC—Action	FF—Face to Face	NP—Newspaper/Insert	TC—Tactical Communication
BB—Billboard	GF—Graffiti	NV—Novelty	TE—T-shirt
BU—Button/Pin	HB—Handbill	OO—Other	TF—Tri-fold
CB—Comic Book	HV—Hat/Visor	PM—Pamphlet	TH—Theater
CL—Clothing (Other)	IN—Internet	PS—Poster	TV—Television
DE—Decal/Sticker	LF—Leaflet	RD—Radio	TY—Toy
DG—Durable Goods	LS—Loudspeaker	RL—Rally/Demonstration	VD—Video/Cinema
EM—E-Mail	LT—Letter	SP—Sports Equipment	WR—Wireless Message
FD—Packaged Food	MS—Medical Supply	SS—School Supply	VG—Video Game

Figure 3-2. Product type information chart

3-5. In the example in Figure 3-3, product number LY07A01abHB0001 depicts handbill “0001” for South Korean audience “alpha bravo.” It corresponds to SPO “01,” which falls under PO “A.” Country codes (Appendix C) are standardized according to the DOS list. Use of this list ensures understanding not only between PSYOP units and DOS assets, but also establishes a single convention for organizations, such as the Department of Justice and the Drug Enforcement Administration. The POTF or PSE commander, based on guidance from the supported unit commander or land component commander, will designate a two-letter code for a mission or named operation.

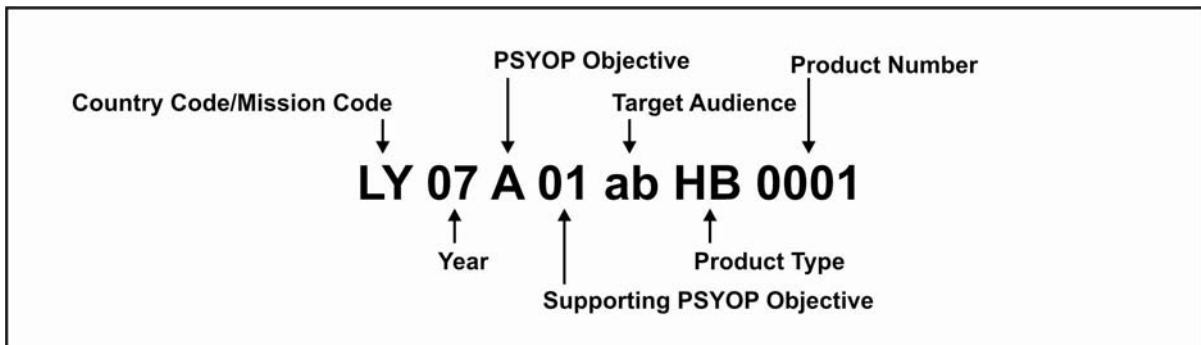


Figure 3-3. PSYOP numbering and filing system

3-6. The different methods used to transmit a PSYOP product or action are limitless, and new technology will no doubt create new media. The standardized list in Figure 3-2 will cover the vast majority of products and actions. Most products will fall under the above-stated categories, and PSYOP Soldiers should avoid making numerous additional designations. The product type of Novelties (NV) is a broad category that can cover several types of products, such as key chains or lighters. Durable goods (DG) is also a broad category that includes consumer goods, other than clothing, that will be of use in homes and offices for a long period of time. Examples include small radios, dishes, or cups. The category of other (OO) is designated not only for current products that may be difficult to categorize under existing categories but also to serve as a catchall for emerging media. The designation OO will be used for all products that fall outside the categories presented in Figure 3-2.

3-7. Product numbers for visual media are placed in the bottom right-hand corner of the product. Product numbers should contrast in color with the background of visual media types, but not so much as to detract from the intended impact of the product. The font size of product numbers on visual media will be small enough so that it does not interfere with the TA’s perception of the product. Placing product numbers on visual media is extremely helpful with the evaluation process as feedback can easily be matched with its corresponding product. Product numbers for audio and audiovisual media are placed in the top right-hand corner of the scripts and annotated on the label and cover of the compact disc (CD), digital video disc (DVD), videocassette, or audiocassette. Placing the actual product number on the disseminated product is at the discretion of the commander, based on mission requirements and local security conditions.

STEP 2: DETERMINE THE ARGUMENTS THAT WILL SUPPORT THE PSYOP ARGUMENTS

3-8. A PSYOP argument is the main argument, the supporting arguments, appeals, and persuasive techniques. To provide an analogy, if the PSYOP argument is the house that PSYOP Soldiers want to build, then the foundation is the main argument or central idea. Supporting arguments are the interior and exterior walls, which make the house unique. The persuasive technique or techniques used are the roof. They cap off the house and give it style. It is only when they are all put together that a house is built (Figure 3-4). To decide how many walls are needed in the house, PSYOP Soldiers analyze the TA's specific vulnerabilities and then develop supporting arguments. As stated in Chapter 2, supporting arguments are used to provide factual evidence, address cause and effects, and exploit vulnerabilities. Considering the sequence of arguments, the suitability of an argument for a specific media type, the number of arguments that the media type can convey on one product, and how the arguments can be reinforced through media mix will help determine which supporting arguments to use. (Chapter 2, paragraphs 2-90 through 2-94, discusses main and supporting arguments.)

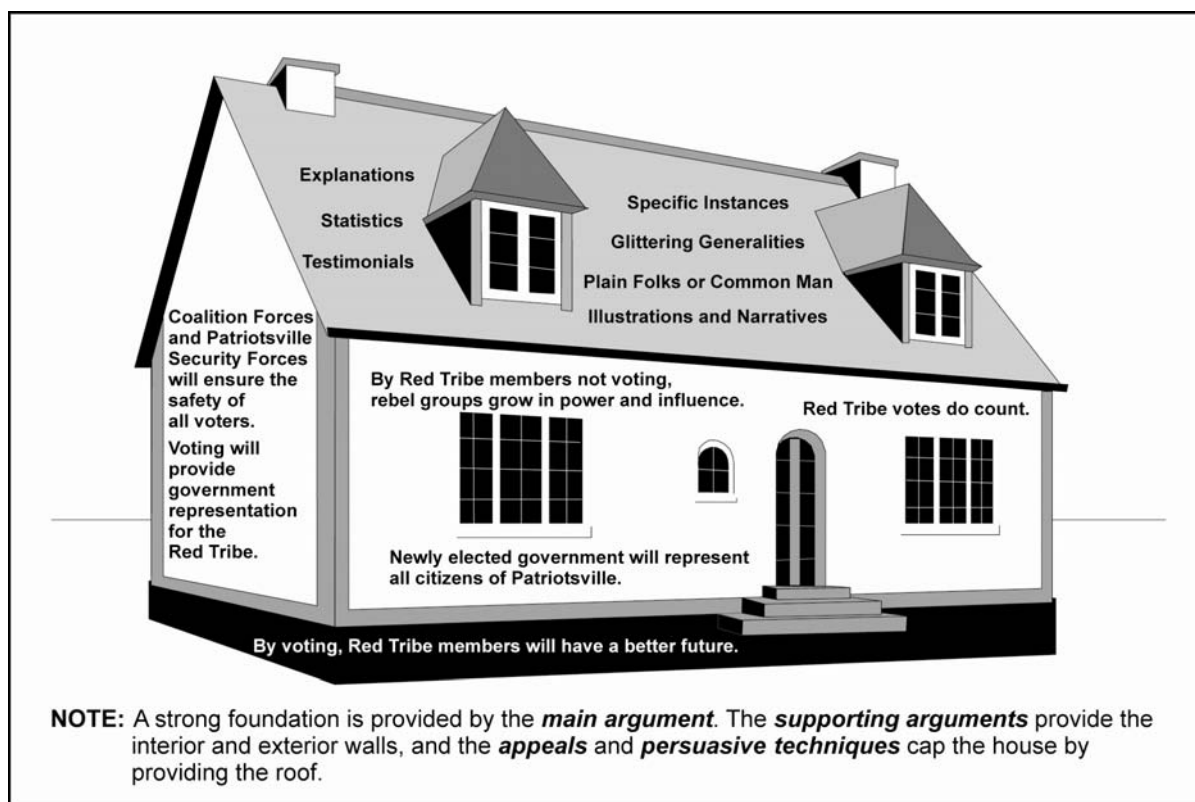
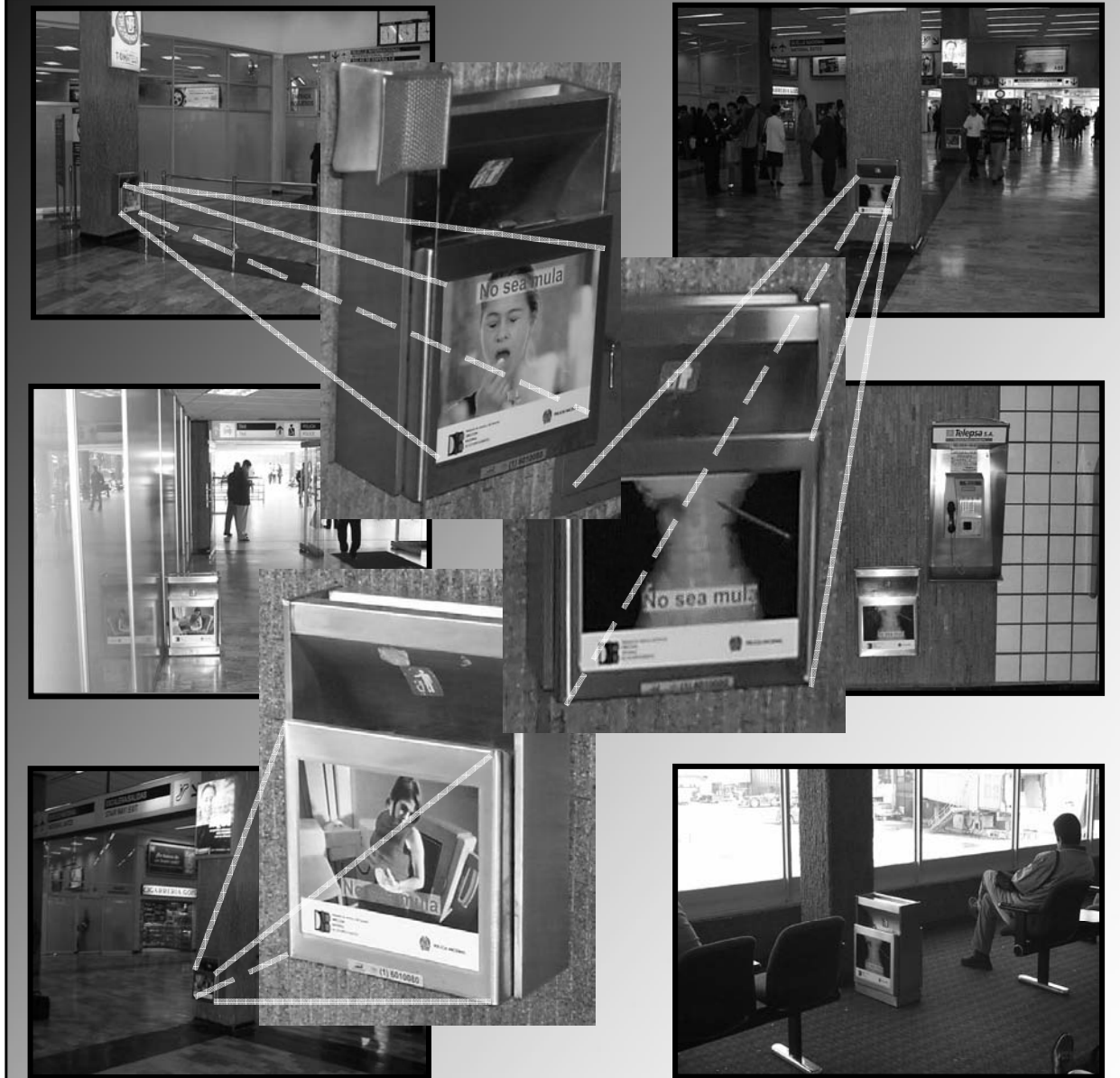


Figure 3-4. Argument analogy

STEP 3: DETERMINE MEDIA TYPES TO BE EMPLOYED

3-9. Media are selected based upon the accessibility determination made during TAA and subsequently annotated on the TAAW. By evaluating all available media, PSYOP Soldiers determine the best way to communicate with the TA. In evaluating TA accessibility, PSYOP Soldiers determine which media can reach the TA and to what degree the TA can be influenced by each media type. Determining TA accessibility helps to answer the question, "What types of media will effectively carry arguments to the TA?" It is critical to select types of media that ensure an appropriate mix and sufficient coverage of the TA. A good media mix allows the TA to see the same arguments through various media forms, with each subsequent exposure reinforcing the overall PSYOP argument. An example of media mix is shown in Figure 3-5, page 3-7.

Media mix: doing it right



An example of media mix can be taken from counter-narcoterrorism operations in Colombia. The PSYOP support element in Colombia used a variety of media to send a recurring argument to the TA, young women illegally transporting drugs. Products were primarily placed in and around international airports, where TAA determined they would have the most impact. The media mix included video on closed-circuit television [the electronic version of this manual includes the video], as well as print through billboards and advertising space on trash receptacles. All products could stand alone, but used as a series, were mutually supportive and created a greater overall impact.

Figure 3-5. Media mix example

STEP 4: DETERMINE THE AMOUNT OF EACH MEDIA TYPE

3-10. PSYOP Soldiers should review the supporting arguments and determine how many products by media type they will need. When determining the proper mix of media, the PSYOP Soldier considers the complexity of the PSYOP argument. The complexity of the PSYOP argument is determined by the number of supporting arguments needed to convey the main argument to the TA. The greater the number of supporting arguments used may increase the number of products required within each media type. The PSYOP Soldier also considers the number of supporting arguments that each type of media can convey on a single product and the arguments best suited for the specific type. Accessibility of the TA and the duration of the series are factors that help determine how many products over a period of time will be needed to maintain the TA's interest.

STEP 5: DETERMINE HOW THE SERIES IS TO BE STAGED

3-11. A PSYOP argument has several supporting arguments that are carefully planned out and sequenced and build on one another. Each supporting argument may be a distinct stage. In that situation, supporting argument 2 (stage II) products, for example, should not be disseminated if the TA has rejected supporting argument 1 (stage I). Therefore, at a decision point (DP), after the products in one stage have been disseminated, PSYOP forces determine if the TA is ready for the products in the next stage. The stages must be articulated in the SCW.

NOTE: Once these five steps have been completed, an SCW is produced, similar to the example provided in Figure 3-6, pages 3-8 and 3-9.

Enclosure 5 (Series Concept Work Sheet) to Change 1 (Series XX07A02ka) to Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) to XX Operation Order Number XX

SERIES CONCEPT WORK SHEET

Series Number: XX07A02ka.
PO: Reduce effectiveness of insurgency.
SPO: TA increases insurgent activities reported.
TA: Parents of young XX children in XX City.
Date: 15 August 2007.
Main Argument: Reporting insurgent activity will increase security.
Supporting Argument 1: XX Security Forces will arrest identified insurgents.
Supporting Argument 2: Reporting can be done anonymously.
Supporting Argument 3: Reporting insurgent activity is the most direct way parents can protect their children.
Appeal: Self-preservation. Appealing to the TA's desire for security and offering it the ability to participate in its own protection.
Technique: Compare and Contrast. Emphasize the positives if reporting happens—for example, peaceful neighborhoods. Emphasize the negatives if nobody reports insurgent activity—for example, children being killed or maimed.
Symbols to Use: XX Security Force shield. It is important that the TA associates its security to the XX Security Forces.
Stages: Stage I: All the products and actions that stress supporting argument 1; Stage II: All the products and actions that stress supporting argument 2; Stage III: All the products and actions that stress supporting argument 3.
Media Type 1: 8.5-inch by 5.5-inch two-sided handbill.
Number of Media Type 1: Three.
Products:
XX07A02kaHB0001 – Emphasize main argument and supporting argument 1.

Figure 3-6. PSYOP SCW example

<p>XX07A02kaHB0002 – Emphasize main argument and supporting argument 2.</p> <p>XX07A02kaHB0003 – Emphasize main argument and supporting argument 3.</p> <p>Media Type 2: Radio Script</p> <p>Number of Media Type 2: Three.</p> <p>Products:</p> <p>XX07A02kaRD0001 – This script must be no longer than 30 seconds; however, hit upon entire argument while focusing on supporting argument 1.</p> <p>XX07A02kaRD0002 – This script must be no longer than 30 seconds; however, hit upon entire argument while focusing on supporting argument 2.</p> <p>XX07A02kaRD0003 – This script must be no longer than 30 seconds; however, hit upon entire argument while focusing on supporting argument 3.</p> <p>Media Type 3: TV</p> <p>Number of Media Type 3: Three.</p> <p>Products:</p> <p>XX07A02kaLS0001 – Emphasize main argument and supporting argument 1.</p> <p>XX07A02kaLS0002 – Emphasize main argument and supporting argument 2.</p> <p>XX07A02kaLS0003 – Emphasize main argument and supporting argument 3.</p> <p>Media Type 4: One-page newspaper insert.</p> <p>Number of Media Type 4: Two</p> <p>Products:</p> <p>XX07A02kaNP0001 – Letter to the editor focusing on entire argument.</p> <p>XX07A02kaNP0002 – Informational in nature stressing argument 2.</p> <p>Media Type 5: Face-to-face communication.</p> <p>Number of Media Type 5: Three.</p> <p>Products:</p> <p>XX07A02kaFF0001 – Will be disseminated with HB0001 and should stress the same arguments.</p> <p>XX07A02kaFF0002 – Will be disseminated with HB0002 and should stress the same arguments.</p> <p>XX07A02kaFF0003 – Will be disseminated with HB0003 and should stress the same arguments.</p> <p>Media Type 6: PSYACT.</p> <p>Number of Media Type 6: One.</p> <p>Product:</p> <p>XX07A02kaAC0001 – Raid by Iraqi police on insurgent safe house. This will legitimize supporting argument 1 in the eyes of the TA.</p>
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Figure 3-6. PSYOP SCW example (continued)

TASK 2: SERIES DISSEMINATION WORK SHEET

3-12. The SDW sequences and synchronizes the dissemination of all products and actions within the series as reflected on the SCW. There are several considerations in completing the SDW. PSYOP Soldiers begin the SDW by determining the overall series duration. The duration can begin and end based on a specific date, a phase of an OPLAN or OPORD, or based upon specific events.

3-13. The arguments used in a series must be planned and sequenced in the proper order. There are several factors to consider when sequencing supporting arguments. Sometimes supporting arguments stand alone, sometimes they are mutually supporting, and sometimes a supporting argument cannot be introduced until a previous supporting argument is accepted. PSYOP Soldiers must avoid oversaturating the TA with products at any one time but ensure sufficient coverage to change the behavior of the TA. Determining the quantity of products is determined by several factors, such as population of the TA and method of delivery.

3-14. The SDW determines the location and time that each product will be disseminated. Information obtained through situation reports (SITREPs) and answers to IRs may be necessary to complete and update the SDW accurately. Figure 3-7, pages 3-10 through 3-12, provides an example of the SDW. Six criteria for product dissemination to consider are the following:

- *Duration* is the start and end date for a particular product. If a product is staged, the stage must be identified here. Like series duration, a calendar date or a specific event can be the determining factor in product duration. Duration reflects the amount of time the product must be accessible by the TA to ensure sufficient exposure to the argument.
- *Timing* is the time of the day, week, month, or year that the product is to be disseminated.
- *Frequency* is the number of times during the duration period that the product will be disseminated.
- *Location* is the geographic area where the product is to be disseminated. The area is dictated by the location of the TA. For mass media, the location is the broadcast agent.
- *Placement* is the physical placement of the product within the geographic location—for example, on telephone poles, in shop windows, in schools, or at local markets. For products going out through mass media, placement is the type of outlet (radio, TV, or newspaper) and the portion of programming or section of the periodical the product should be inserted into.
- *Quantity* refers to the number of copies that need to be produced. Quantity is determined by the type of media; for example, face-to-face products will require one copy per disseminating unit, and radio will require one per disseminating station. Printed products will usually require, at most, one for each member of the TA. The one notable exception is when targeting a small TA located in a denied area. In this case, to ensure at least minimal coverage, the number of leaflets should exceed the number of TA members. Saturation of the TA and the dissemination means will help determine the number of leaflets needed for a particular TA.

Enclosure 6 (Series Dissemination Work Sheet) to Change 1 (Series XX07A02ka) to Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) to XX Operation Order Number XX

SERIES DISSEMINATION WORK SHEET

Series Number: XX07A02ka.
 PSYOP Objective: Reduce effectiveness of insurgency.
 Supporting PSYOP Objective: TA increases insurgent activities reported.
 Target Audience: Parents of young XX children in XX City.
 Date: 15 August 2007.
 Series Duration: 4 September 2007 through 1 October 2007.
 Product Number: XX07A02kaHB0001.
 Duration: Stage I product. Disseminated on 12 September 2007, with XX07A02kaFF0001 and XX07A02kaLS0001.
 Timing: At the public market between 1100 and 1300 local.
 Frequency: Once.
 Location: Public market in XX City.
 Placement: Given to TA attending the marketplace.
 Quantity: 500.
 Product Number: XX07A02kaHB0002.
 Duration: Stage II product. Disseminated on 19 September 2007, with XX07A02kaFF0002 and XX07A02kaLS0002.
 Timing: At the public market between 1100 and 1300 local.
 Frequency: Once.

Figure 3-7. PSYOP SDW example

Location: Public market in XX City.
 Placement: Given to TA attending the marketplace.
 Quantity: 500.
 Product Number: XX07A02kaHB0003.
 Duration: Stage III product. Disseminated on 26 September 2007, with XX07A02kaFF0003 and XX07A02kaLS0003.
 Timing: At the public market between 1100 and 1300 local.
 Frequency: Once.

Location: Public market in XX City.
 Placement: Given to TA attending the marketplace.
 Quantity: 500.
 Product Number: XX07A02kaRD0001.
 Duration: Stage I product. 12 September through 15 September 2007.
 Timing: Between the hours of 0700 and 1000, and 1900 and 2200 local.
 Frequency: Three times during morning block and three more times during evening block.
 Location: XX City – Three different stations.
 Placement: IKJF, IABC, and ILVM.
 Quantity: Three.
 Product Number: XX07A02kaRD0002.
 Duration: Stage II product. 19 September through 23 September 2007.
 Timing: Between the hours of 0700 and 1000, and 1900 and 2200 local.
 Frequency: Three times during morning block and three more times during evening block.
 Location: XX City – Three different stations.
 Placement: IKJF, IABC, and ILVM.
 Quantity: Three.
 Product Number: XX07A02kaRD0003.
 Duration: Stage III product. 26 September through 29 September 2007.
 Timing: Between the hours of 0700 and 1000, and 1900 and 2200 local.
 Frequency: Three times during morning block and three more times during evening block.
 Location: XX City – Three different stations.
 Placement: IKJF, IABC, and ILVM.
 Quantity: Three.
 Product Number: XX07A02kaLS0001.
 Duration: Stage I product. Disseminated on 12 September 2007, with XX07A02kaFF0001 and XX07A02kaHB0001.
 Timing: At the public market between 1100 and 1300 local.
 Frequency: Once.

Location: Public market in XX City.
 Placement: Broadcast to TA attending the marketplace.
 Quantity: One.
 Product Number: XX07A02kaLS0002.
 Duration: Stage II product. Disseminated on 19 September 2007, with XX07A02kaFF0002 and XX07A02kaHB0002.
 Timing: At the public market between 1100 and 1300 local.
 Frequency: Once.

Location: Public market in XX City.
 Placement: Broadcast to TA attending the marketplace.
 Quantity: One.
 Product Number: XX07A02kaLS0003.
 Duration: Stage III product. Disseminated on 26 September 2007, with XX07A02kaFF0003 and XX07A02kaHB0003.

Figure 3-7. PSYOP SDW example (continued)

Timing: At the public market between 1100 and 1300 local.
Frequency: Once.
Location: Public market in XX City.
Placement: Broadcast to TA attending the marketplace.
Quantity: One.
Product Number: XX07A02kaNP0001.
Duration: 19 September and 26 September 2007.
Timing: Throughout the day.
Frequency: Each Sunday edition.
Location: XX City.
Placement: Full page in *The XX City Times* on page 2.
Quantity: One.
Product Number: XX07A02kaNP0002.
Duration: 22 September and 29 September 2007.
Timing: Throughout the day.
Frequency: Each Sunday edition.
Location: XX City.
Placement: Full page in *The XX City Times*.
Quantity: One.
Product Number: XX07A02kaAC0001.
Duration: Stage I product. 10 September 2007.
Timing: 1100-1300.
Frequency: Once.
Location: XX City.
Placement: Near Marketplace in XX City.
Quantity: One.
Product Number: XX07A02kaFF0001.
Duration: Stage I product. Disseminated on 12 September 2007, with XX07A02kaHB0001 and XX07A02kaLS0001.
Timing: At the public market between 1100 and 1300 local.
Frequency: Once.
Location: Public market in XX City.
Placement: Given to TA attending the marketplace.
Quantity: One
Product Number: XX07A02kaFF0002.
Duration: Stage II product. Disseminated on 19 September 2007, with XX07A02kaHB0002 and XX07A02kaLS0002.
Timing: At the public market between 1100 and 1300 local.
Frequency: Once.
Location: Public market in XX City.
Placement: Given to TA attending the marketplace.
Quantity: One.
Product Number: XX07A02kaFF0003.
Duration: Stage III product. Disseminated on 26 September 2007, with XX07A02kaHB0003 and XX07A02kaLS0003.
Timing: At the public market between 1100 and 1300 local.
Frequency: Once.
Location: Public market in XX City.
Placement: Given to TA attending the marketplace.
Quantity: One.

Figure 3-7. PSYOP SDW example (continued)

TASK 3: SERIES EXECUTION MATRIX

3-15. The SDW is the source document for the SEM. The SEM graphically depicts the execution of a series and is used to—

- Confirm that each product and action is coordinated and synchronized.
- Allow the plans and programs section to deconflict the execution of multiple series easily.
- Allow the supported commander and staff to visualize how and when a series will be executed.
- Determine the suspense dates for all product prototypes—either calendar dates (for example, 1 September) or operational dates (for example, D+1).
- Establish the timelines for translation, pretesting, production, distribution, dissemination, and posttesting.
- Identify stages (if present) of series by placing stage number in dissemination blocks.
- Demonstrate timing of DPs for the execution of the stages.

3-16. The SEM allows the plans and programs section to time, synchronize, and deconflict translation, testing, production, distribution, and dissemination of all products within a series. The SEM, when complete, allows the plans and programs section to determine the priorities for the execution of a series. The responsibilities are formally assigned in the Change to the Appendix, which is written in Phase V (Approval) of the PSYOP process.

3-17. DPs control the execution of stages within the series. DPs are indicated on the SEM by the presence of a five-pointed star containing a number. There are a number of factors that a DP is based on; for example, impact indicators, political or operational considerations, and spontaneous events. A determination must be made on whether the TA has accepted the arguments presented in the previous stage before executing the next stage. A DP may be placed before the first dissemination in a series. DPs are crucial to ensuring that time and resources are allocated properly.

3-18. The SEM also establishes the suspense dates for all product prototypes and actions in the series. The product prototype suspense dates are determined so that the internal series review board convenes prior to the approval phase. In the following examples (Figures 3-8 through 3-11, pages 3-14 through 3-17), the SEMs cover a three-month period. The various sections within the organization may use the SEM for management purposes, and may organize the SEM by day, week, or two-week periods to fit their needs.

























TAB B (SERIES EXECUTION MATRIX) TO CHANGE 1 (SERIES XX07A02ka) TO APPENDIX P (INFORMATION OPERATIONS) TO XX ID OPERATION ORDER NUMBER																												
Series XX07A02ka	SEPTEMBER			OCTOBER			NOVEMBER																					
HB0001																												
HB0002																												
HB0003																												
RD0001																												
RD0002																												
RD0003																												
LS0001																												
LS0002																												
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Translation	Pretesting	Production	Distribution	Dissemination	Posttesting	Action Coordination	Decision Point																					

Figure 3-8. SEM example annotating series and product numbers

NOTE: There are fifteen total products in the series.

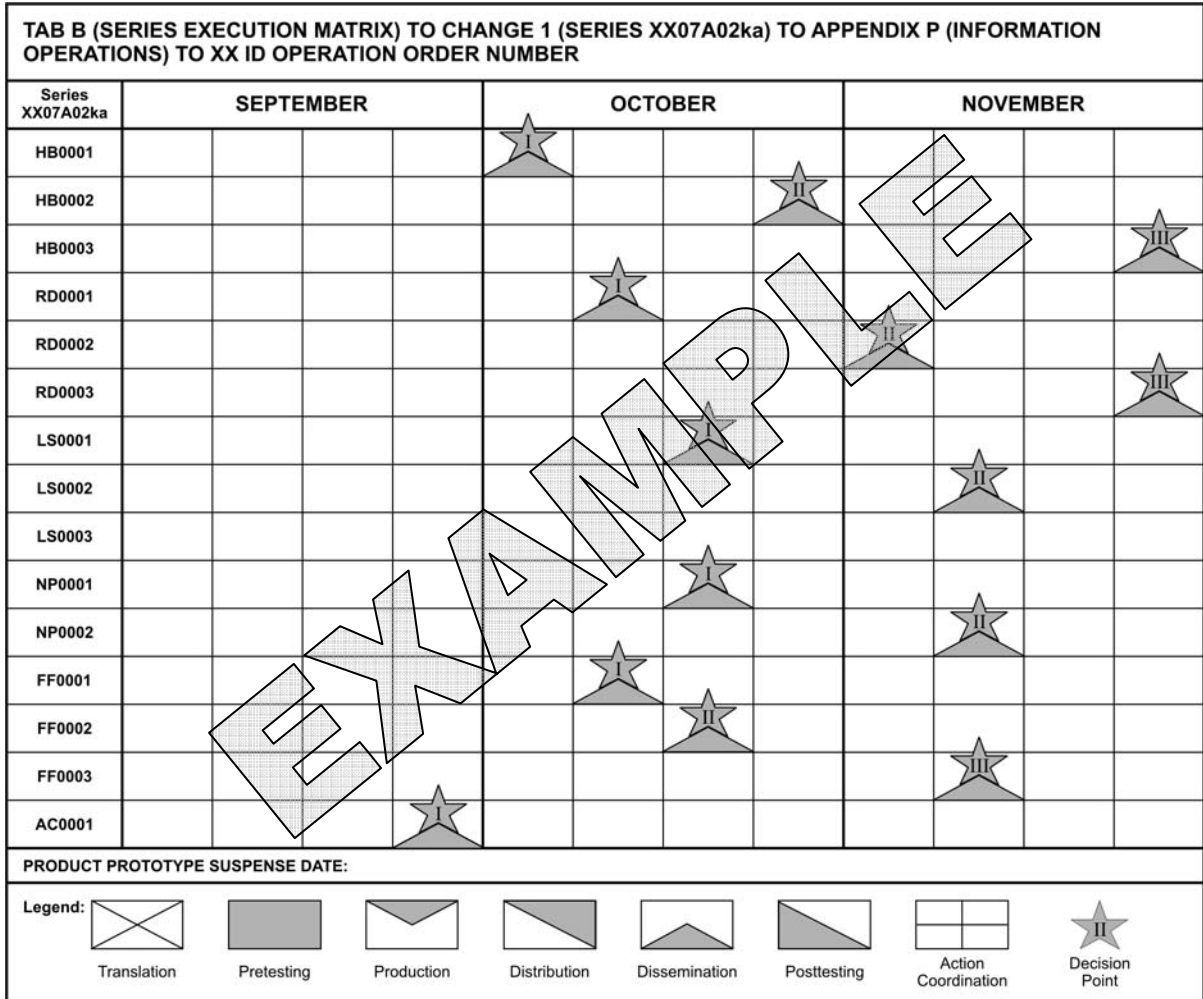


Figure 3-9. SEM example annotating dissemination and decision points

NOTE: Although there is no set method or steps to filling out the matrix, it can be beneficial to start with dissemination and work backward, deconflicting dates as needed.

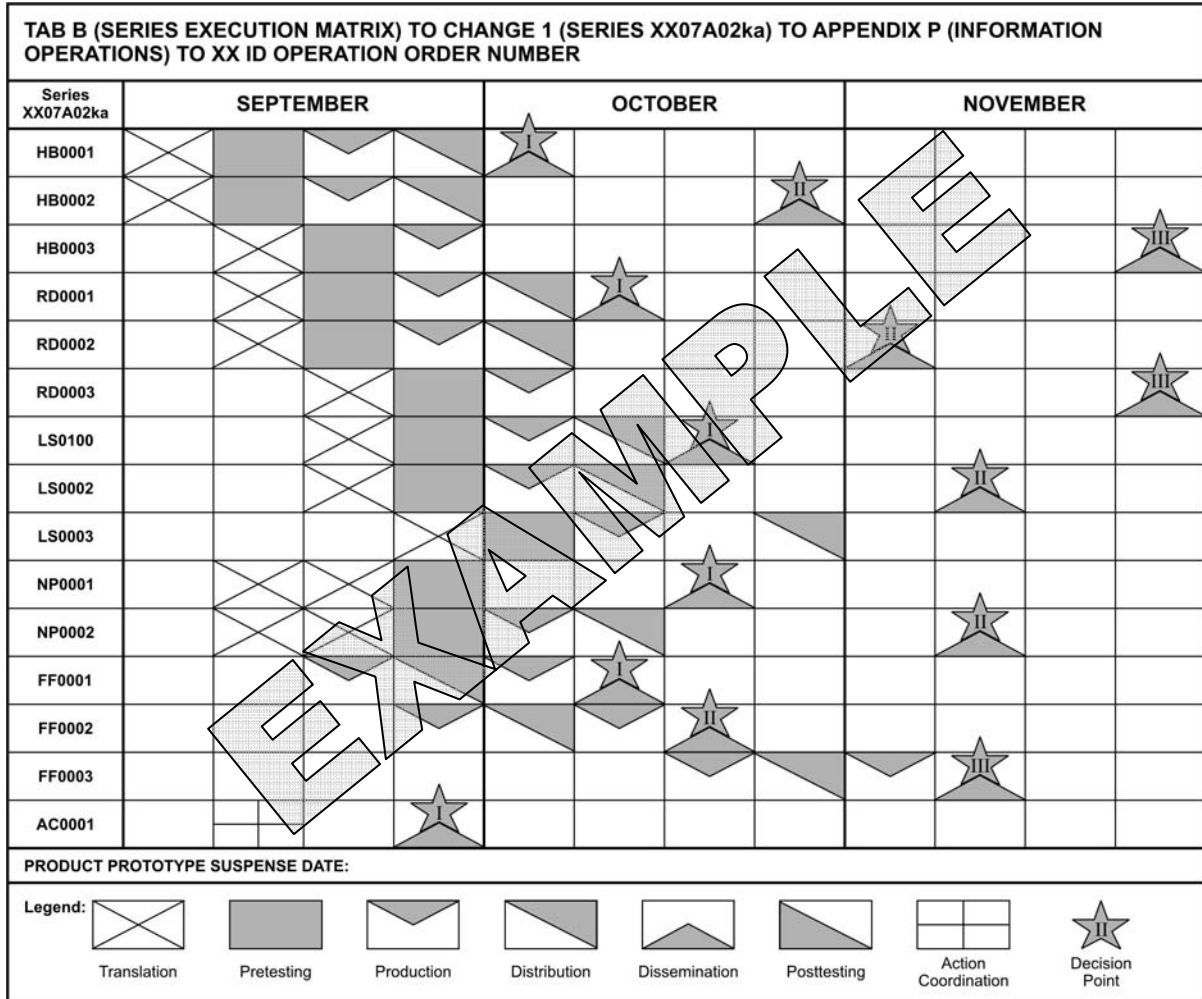


Figure 3-10. SEM example annotating key events leading up to the dissemination and decision points

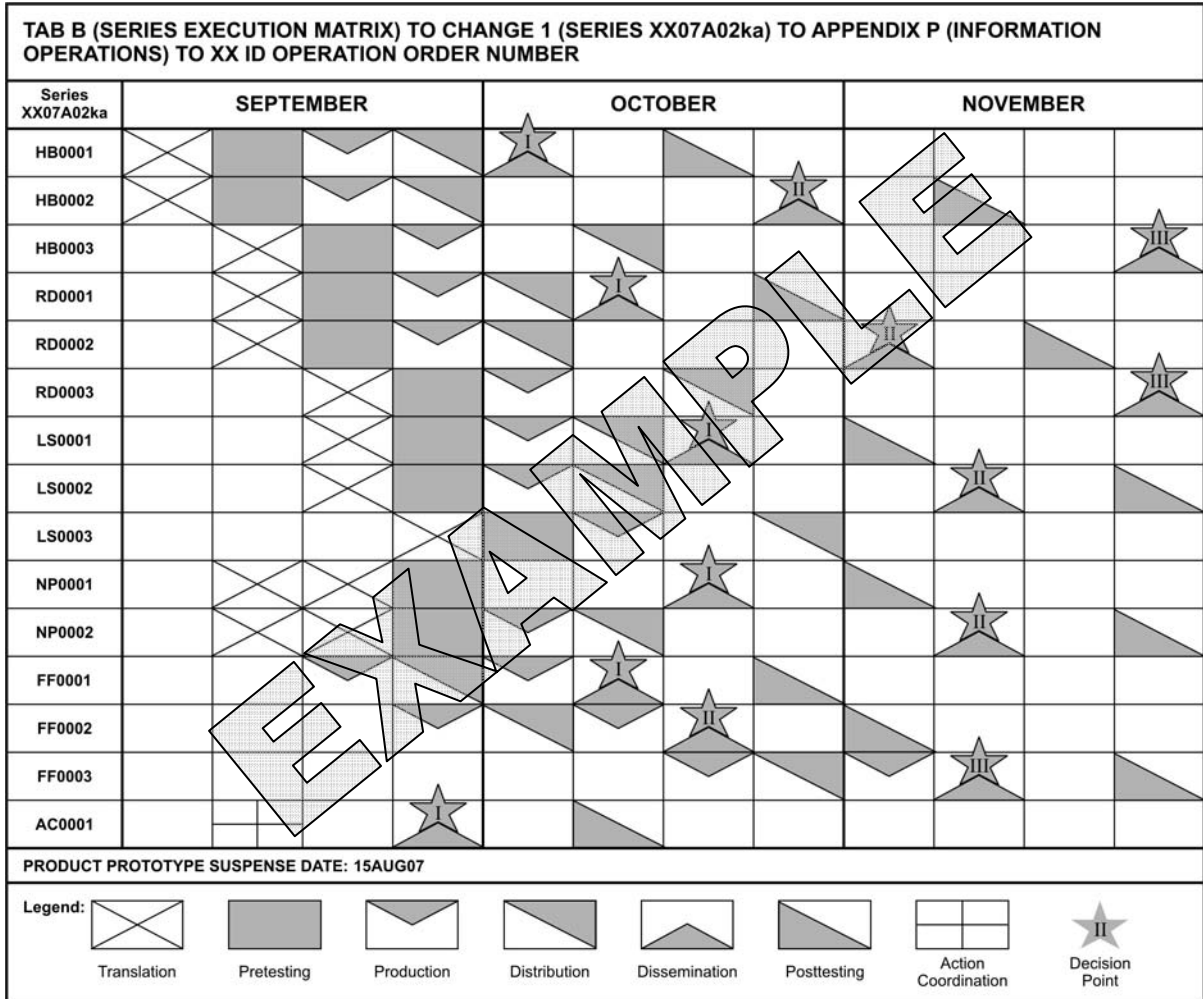


Figure 3-11. Completed SEM example

TASK 4: PSYOP TRANSMISSION MATRIX

3-19. The PTM (Figure 3-12, page 3-18) is the document that lists all transmissions that will occur within a series. Examples of PSYOP transmissions include radio, TV, Internet, telephone (fixed and cellular), and fax machine. The PTM is the primary document to coordinate PSYOP transmissions with electronic warfare activity occurring in the supported unit's AO. Normally, the PTM is coordinated by the IO officer or the electronic warfare officer at the corps/JTF and above levels. The electronic warfare officer will deconflict the requested PSYOP frequencies with the joint restricted frequency list (JRFL). The JRFL is a management tool designed to minimize frequency conflicts between friendly communications/noncommunications emitters and friendly jamming equipment. More specifically, the JRFL is a time and geographical listing of prioritized frequencies essential to the conduct of the battle and restricted from targeting by friendly electronic countermeasures (ECM). The JRFL is constructed and maintained throughout the battle to graphically depict the commander's priorities for electromagnetic spectrum use. It displays to the staff and operational forces the frequencies guarded for signals intelligence use or restricted from friendly jamming due to criticality of friendly operations. Candidate nodes/nets are submitted for ECM protection of the Joint Communications-Electronics Warfare System. This submission includes net designation, frequency, type equipment, type modulation, location, time period, and a short justification. The technical information listed in the PTM originates from the TAAW.

Enclosure 7 (Psychological Operations Transmission Matrix) to Change 1 (Series XX04A02ka) to Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) to XX Operation Order Number X						
Product Number	Transmission Times	Dates	Frequency	Transmitter Location	Power	Organization
A02ka RD0001	0705-0706	12-15 Sep 04	91.5 kilohertz (kHz)	BD12345678	10 kilowatts (kW)	IKJF
	0805-0806					
	0905-0906					
	1905-1906					
	2005-2006					
	2105-2106					
	0715-0716	12-15 Sep 04	880 kHz	BD87654321	5 kW	IABC
	0815-0816					
	0915-0916					
	2015-2016					
	2115-2116					
	0725-0726	12-15 Sep 04	98.5 megahertz (MHz)	BD98761234	10 kW	ILVM
	0825-0826					
	0925-0926					
	1925-1926					
2025-2026						
2125-2126						

Figure 3-12. Example of a PTM

TASK 5: INTERNAL SERIES REVIEW BOARD

3-20. The purpose of the internal series review board is to evaluate a series using the following criteria:

- Duration—it is long enough to achieve the desired behavioral response.
- Types of products.
- Appropriate mix of products.
- Product sequencing.
- Appropriate arguments addressed.
- Potential conflicts in the execution of the series.
- Availability of the resources to execute the series.

The review board is usually made up of the entire plans and programs section as well as outside experts, such as the company first sergeant, company commander, and analysts from the SSD.

3-21. Once the internal series review board is complete, the plans and programs section can begin to write the Change to the Appendix, which is explained and completed in Phase V of the PSYOP process. At this point, the series moves into the development and design phase.

SUMMARY

3-22. Phase III of the PSYOP process is a complex, creative, and collaborative process that creates synergy between multiple products and actions to achieve the desired behavior change for a single TA. The goal of changing this behavior is to support the accomplishment of a SPO. History demonstrates that it is only on rare occasions that a single product can change the behavior of a TA. Developing an entire series allows PSYOP to focus on changing behavior. By using series development, no single product is relied upon to change a behavior. PSYOP forces maximize planning and forethought, and are able to develop products that make the best use of the work put into TAA.

Chapter 4

Phase IV: Product Development and Design

Phase IV of the PSYOP process is guided by planning, target audience analysis (TAA), and series development to conceptualize and develop product prototypes that are tailored for effecting behavior change in specified target audiences (TAs). Documents from Phase II (Target Audience Analysis) and Phase III (Series Development) aid in the development of product/action work sheets (PAWs). PAWs guide product conceptualization and design, and provide the framework for pretest and posttest questionnaires.

OVERVIEW

4-1. Product development begins with the conceptualization of the product on the PAW and ends when the product action/concept portion of the PAW is completed. Development is conducted by PSYOP Soldiers with input from experts within the organization and outside technical experts (when available) who specialize in different forms of media. Multimedia Illustrators (25M) and Broadcast Journalists (46R) specialize in developing media. These experts can provide assistance during product development.

4-2. Upon completion of product design, pretest and posttest questionnaires are finalized and a pretest of products is conducted. PSYOP Soldiers make any necessary changes to the products based on pretest results. Products are then examined by a product review board for further scrutiny. When done correctly, the steps in this phase ensure that each product reinforces the PSYOP series and accomplishes the desired behavioral change. Upon completion of the product review board, finalized products are included with the series approval package (discussed in Chapter 5).

PRODUCT/ACTION WORK SHEET DEVELOPMENT

4-3. The PAW is a source document and conceptual tool for creating products and providing guidance for pretest and posttest questionnaires. The conceptualization and development of a product is based on the information in the target audience analysis work sheet (TAAW), series concept work sheet (SCW), and synchronized within the series dissemination work sheet (SDW). The result of product development is a product concept in the form of a PAW. One PAW is completed for each product concept and a prototype is produced by the product development section. A PAW contains the following information (Table 4-1, page 4-2, details the source for each item on the PAW):

- Product/action number.
- PSYOP objective.
- Supporting PSYOP objective.
- Series-disseminated products.
- Target audience.
- PSYOP arguments/symbols.
- Media description.
- Prototype suspense.
- Product/action concept.

- Pretest guidance.
- Posttest guidance.

Table 4-1. Source documents for the PAW

Line	Source
1. Product/Action Number:	SCW, SDW
2. PSYOP Objective:	Annex, SCW, SDW
3. Supporting PSYOP Objective:	Annex, SCW, SDW
4. Series-Disseminated Products:	SEM, SDW
5. Target Audience:	TAAW, SCW, SDW
6. PSYOP Argument and Symbols:	TAAW, SCW
7. Media Description:	SCW, SDW
8. Prototype Suspense:	SEM
9. Product/Action Concept: left/right (L/R) limits: TAAW, SCW, SDW, SEM.	None
10. Pretest Guidance: L/R limits: TAAW, SCW, SDW.	None
11. Posttest Guidance: L/R limits: TAAW, SCW, SDW.	None

LINES 1 THROUGH 8, HEADER DATA

4-4. The first five items on the PAW are similar to the header data on a TAAW. The PSYOP Soldier working on the PAW writes out these items to provide a constant frame of reference during product conceptualization, allowing him to refer to the TA and the desired behavioral change. The series-disseminated products item/line lists all those products within the current series that are being disseminated at the same time as this particular product, as well as those in other series that are also being disseminated in the same time frame.

4-5. The sixth item/line on the PAW is the PSYOP argument and symbols. It contains the symbols used in the product and the four elements of the PSYOP argument: main argument, supporting arguments, appeals, and persuasion technique. The seventh item, media, fully describes the media used to include all the necessary technical aspects for designing the prototype. This item includes such things as paper size and weight for visual products and transmission conventions for TV. Adequately articulating this line includes consultation with technical experts in the production of the media used. In addition, the PSYOP Soldier may need additional technical information not listed on the TAAW. The eighth item, prototype suspense, is listed on the PAW and is the same suspense listed on the series execution matrix (SEM). Each product in the series has the same suspense for prototype production. Therefore, individual products may have milestones that need to be established by reverse planning from this date.

LINE 9, PRODUCT/ACTION CONCEPT

4-6. The product/action concept line is a detailed description that provides information so that a prototype can be produced. The description must be complete and precise. The description should be written in a technical style of writing versus a narrative style. The PSYOP Soldier should avoid scripting the product to the point of producing a prototype. The concept line articulates the exact captions of a visual product and summarizes the key points of a long article. All symbols, graphics, pictures, colors, and textures are listed, including their exact sizes and locations on the product. If specific instances are used, the pictures or articles are cited by date and location. Rudimentary sketches may be included, but they are not necessary if an adequate picture is described by the text.

4-7. The entire script of an audio or audiovisual product should only be summarized by key points and can include sound effects, formats, and major shots and transitions. With all audiovisual products, except face-to-face, a storyboard must supplement the verbal description of the product conceptualized in line nine. Figure 4-1, page 4-3, is an example of a storyboard.

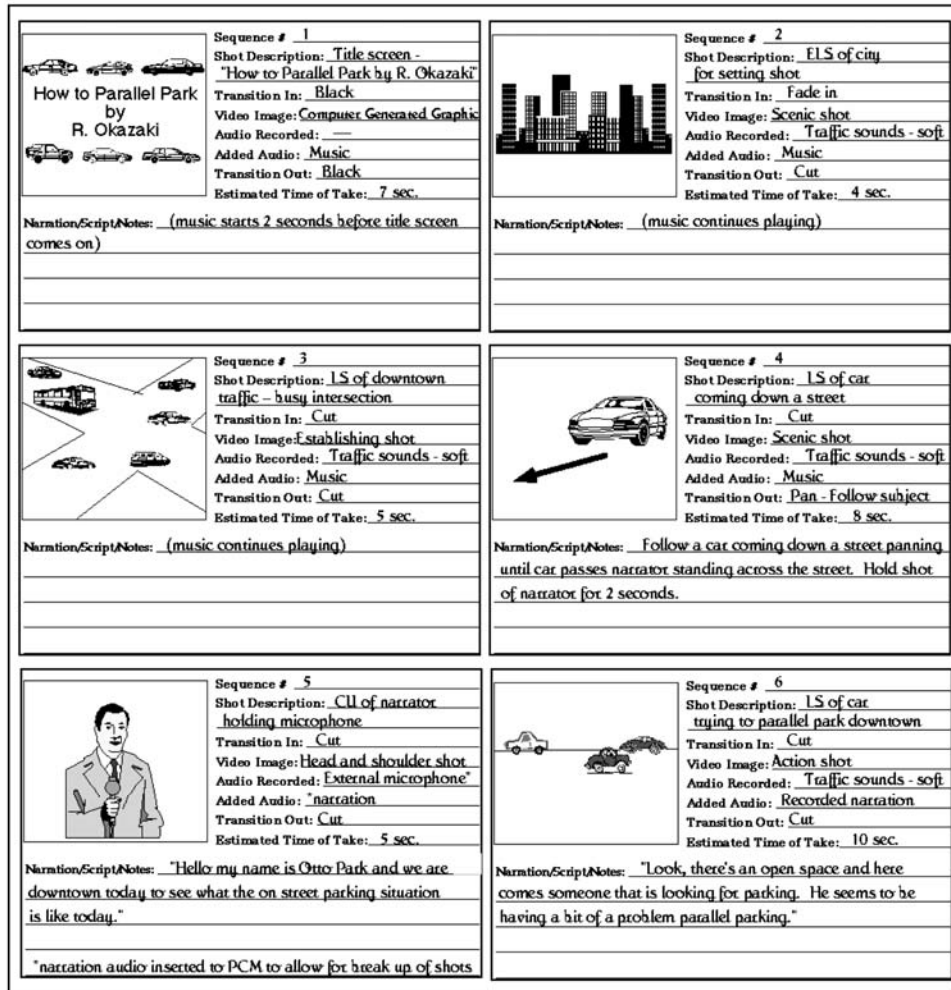


Figure 4-1. Example of a storyboard

4-8. A storyboard is a graphic, sequential depiction of scenes of a video, theatrical product, or video game. Storyboards contain illustrations that are often hand drawn. The graphics can be rudimentary stick figure drawings to high-resolution digital photos. Storyboards should include all necessary stage and camera directions. They may include dialogue cues, but these are not required. The visual displays are what the audience will see. If working with an agency or contractor, the PSYOP Soldier should obtain guidelines about the storyboard format before beginning. Unit standing operating procedure (SOP) will dictate the format for all storyboards. Although traditionally used for film, TV, or theater, a storyboard may be necessary to conceptualize the before, during, and after events of a Psychological Operations action (PSYACT). The storyboard drawn for a PSYACT includes a brief scene-by-scene description of the product disseminations before and after the PSYACT and a detailed conceptualization of the flow of the PSYACT. This storyboard can be as simple as one or two frames for something like an air strike to several slides “choreographing” the flow of a medical civic action program (MEDCAP) or police raid.

LINES 10 AND 11, PRETEST AND POSTTEST GUIDANCE

4-9. Pretest and posttest guidance is provided upon completion of the development of the PSYOP product. However, the methodology and preliminary test questions may be developed concurrently with the product to maximize the use of time available. Pretest guidance conveys sufficient information so that the pretest questionnaire can be written. The exact questions are not written out in this line; rather, several points are laid out that will be transformed into fully articulated questions on a pretest questionnaire. This line states the methodology to be used in the conduct of the pretest and determines the critical elements that need to be known. These critical elements are then transformed into basic question form. Step-by-step

procedures for pretesting PSYOP products are discussed later in this chapter. Posttest questions are identical to those on the pretest with additional questions concerning the TA's exposure to the product, if they are engaging in the desired behavior, and to what degree. Figure 4-2, pages 4-4 and 4-5, is an example of a completed PAW.

Enclosure 1 (XX07A02kaHB0001) to Tab C (Product/Action Work Sheet Index) to Change 1 (Series XX07A02ka) Appendix 2 (Psychological Operations) to Annex P (Information Operations) to XX Operation Order Number XX

Product/Action Work Sheet **DATE: 2 Aug 07**

1. Product/Action Number: XX07A02kaHB0012.
2. PSYOP Objective: Reduce effectiveness of insurgency.
3. Supporting PSYOP Objective: TA increases terrorist activities reported.
4. Series-Disseminated Product: XX07A02pr, XX07A02ma, XX07B01ka, XX07A01ka, and XX07A01pr.
5. Target Audience: Parents of young XX children in XX.
6. PSYOP Argument and Symbols: Main Argument: Reporting terrorist activity will increase security. Supporting Argument 1: XX Security Forces will arrest identified terrorists. Appeal: Self-preservation. Appealing to the TA's desire for security and offering it the ability to participate in its own protection. Technique: Compare and contrast (emphasize the positives if reporting happens—for example, peaceful neighborhoods. Emphasize the negatives if nobody reports terrorist activity—for example, children being killed or maimed). Symbols: XX Security Force shield. It is important that the TA associates its security to the XX Security Forces.
7. Media Description: 8.5-inch by 5.5-inch, two-sided handbill on 20-pound bond paper. The product will be produced by a contracted facility that has four-color capability.
8. Suspense: 15 August 2007.
9. Product/Action Concept: Identical front and back handbill will place XX Security Forces shield in upper right corner of handbill and 33 percent larger XX Security Forces shield in lower left corner of handbill. Picture of XX Security Forces displaying weapons cache in background in semi-watermark with irregular halo effect at outermost edges of picture leaving no usable white space. Picture of child casualty stretching from lower right corner up to 1/3 from bottom of page but not thematically obscuring safe house raid picture. Superimposition of article headline from 11 June 2007 *XX Times* with byline: "Three militia captured, two killed," with broken-edge bottom on article, as if torn from paper. Top caption reading "The XX Security Forces can stop the terrorists." Caption at top right-hand side of child casualty photo reading, "Parents, you can prevent this!" Caption at bottom right-hand side of child casualty photo reading, "Report all terrorists."
10. Pretest Guidance: Methodology: Simple random sample XX citywide. One hundred parents drawn equally from all city schools' rosters of home addresses. Rapport questions: Number of children. Ages of children. Extracurricular activities. Personal exposure to harm from terrorists. Survey section questions: Critical elements: Does subject believe terrorists are chief threat to children? Does subject believe XX Security Forces can defeat or destroy the terrorists? Does subject believe XX Security Forces will act upon reports? Bottom-line questions: Do you understand what is being said? Will you report terrorists? Will end

Figure 4-2. Example of a PAW

to insurgency make you safer? Future direction questions: Scaled response: Do you like receiving informational flyers (handbills)? Reporting guidance: Electronic filing of compiled questionnaire statistics will be sent not later than (NLT) 7 September 2007 via Secret Internet Protocol Router Network (SIPRNET) to POTF S-3. Paper copies of questionnaire will be sent to POTF S-3 NLT 9 September 2007.

11. Posttest Guidance: Posttesting of this product will be with all other Stage I products (XX07A02kaFF0001, XX07A02kaRD0001, XX07A02kaLS0001, and XX07A02kaAC0001) and must determine if TA has accepted supporting argument one of the PSYOP argument to support DP 1. Methodology: Simple random sample XX citywide. One hundred parents drawn equally from all city schools' rosters of home addresses. Report questions: Pretest questions unchanged. Additionally: Knowledge of AC01 and other arrests. Survey section questions: Same as pretest. Bottom-line questions: Same as pretest. Additionally: Have you reported terrorists? Future direction questions: Scaled response: Do you like receiving informational flyers (handbills)? Reporting guidance: Electronic filing of compiled questionnaire statistics will be sent NLT 17 September 2007 via SIPRNET to POTF S-3. Paper copies of questionnaire will be sent to POTF S-3 NLT 20 September 2007.

Figure 4-2. Example of a PAW (continued)

PRODUCT DEVELOPMENT AND DESIGN CONSIDERATIONS

4-10. All PSYOP products fall into three basic categories or types: visual, audio, and audiovisual. Each type of product has specific considerations that must be addressed during development. Knowing the basic principles of layout, format, and writing is essential to developing effective product concepts. When the planned dissemination method is an e-mail or other electronic media, consideration must be given to the variety of formats used on different computer systems or other electronic devices. Use of correct formats helps to avoid text e-mail messages that are unreadable, pictures and other graphics not appearing on computer screens as intended, and Web pages that are inaccessible.

VISUAL PRODUCTS

4-11. With the use of organic or nonorganic print assets, visual products can convey persuasive messages to a TA that otherwise may not be readily accessible. A visual product is usually a combination of text, symbols, and pictures or drawings that are used in a variety of media. These include posters, handbills, leaflets, newspapers, pamphlets, magazines, electronic messages, Web sites, pens, pencils, rulers, erasers, backpacks, matchbooks, and other items. Other examples of visual products include the dissemination of key chains and T-shirts in the Philippines, comic books disseminated in Bosnia, and soccer balls given out in Latin America and Kosovo. Many visual products have redefined exactly what can be used to disseminate a PSYOP message. When text containing a PSYOP message or a symbol or picture is placed on a product with the absence of any sound, then the product is a visual PSYOP product.

4-12. PSYOP products are being delivered by new and different means. Emerging technologies have created new opportunities to get visual PSYOP products out to various types of TAs. PSYOP products can target individuals within the governmental and military hierarchies of foreign nations, whereas Web sites can reach millions of people 24 hours a day.

4-13. There are many advantages of using visual products. Some advantages are as follows:

- The printed word has a high degree of credibility, acceptance, and prestige.
- Printed matter is unique and can be passed from person to person without distortion.
- Illiterates can understand photographs and graphic illustrations.
- A permanent message cannot be changed unless physically altered.
- Dissemination is to, and is read by, a larger, widespread TA. The TA can reread for reinforcement.

- Complex and lengthy material can be explained in detail.
 - Products may be hidden and read in private.
 - Messages can be printed on almost any surface, including useful novelty items.
 - Printed material can gain prestige by acknowledging authoritative and expert authors.
- 4-14. There are also disadvantages of using visual products. Some disadvantages are as follows:
- A high illiteracy rate requires the developer to limit the use of text in the printed product.
 - Printing operations require extensive logistical support.
 - Production, distribution, and dissemination of bulk or nonstandard products can be costly and time-consuming, requiring the use of special facilities and conveyances.
 - Dissemination can be prevented or interfered with.
 - Products can be less timely than other means of communication.
 - Products can be collected and destroyed.
 - The message can be easily altered.

Newspaper and Magazine Production

4-15. Newspapers and magazines are an excellent means of transmitting a PSYOP message, as they are durable and lasting. Therefore, PSYOP Soldiers should use them as a means to disseminate messages of enduring importance, such as “the long-term stability of your country hinges upon a representative government—vote in the upcoming elections.” Newspapers and magazines have unique production considerations. Both media can be costly; therefore, care should be taken to ensure they are used in the most critical phase of an operation. Most TAs consider newspapers authoritative and credible; however, analysis may indicate that the TA believes local newspapers lack credibility due to government censorship or control. It is then important to determine whether a newspaper produced by PSYOP would be considered credible by the TA or would also be regarded as biased. Newspapers are best used in news- and information-denied areas. They will often be ineffective if the TA continues to receive news by means such as international radio or TV news organizations, as these media can be difficult to compete against.

4-16. Newspapers produced by PSYOP should provide timely, truthful news and entertainment in a format familiar to the TA. Articles should include current events, meaningful stories, and leisure articles. The persuasive messages contained within should convey enduring themes that directly or indirectly incorporate U.S. national objectives in an effort to achieve long-term behavior changes in the TA. Stories, such as those that exemplify positive accomplishments of the coalition forces, should be balanced with human interest and some entertainment features. PSYOP messages should be clear with an identifiable source. News stories must be as unbiased as possible. Credibility is critical. Carrying a story that may initially be damaging to the image of U.S. or host nation (HN) forces (for example, coverage of an accidental mistargeting of munitions) may pay off in both credibility and positive public opinion. It may also encourage the free flow of ideas and information associated with a free press.

4-17. Newspapers must be produced in a professional manner with quality newsprint and inks. The incorporation of some color should be considered, although it will raise production costs. A newspaper should not be produced if it cannot be sufficient in size and content to be attractive to the TA.

4-18. Newspapers may be produced on a contractual basis with HN assets. An effective period for a PSYOP-produced newspaper may be when HN assets are incapable of printing their own. When HN papers begin to publish again, the PSYOP newspaper can cease production or it can transition to production of a magazine on a less-frequent production schedule. The *Herald of Peace* newspaper in Bosnia is a prime example of such a transition. As Bosnian newspapers began printing again, *The Herald of Peace* became the monthly magazine, *The Herald of Progress*. The magazine was able to retain and build on the credibility established by the PSYOP-produced newspaper.

4-19. Production concerns and considerations for magazines are similar to newspapers. A magazine done well, on glossy paper with quality-color illustrations, is expensive. However, a magazine of less-than-high quality is usually a waste of resources and talent. Magazines allow for longer, more scholarly articles supporting PSYOP arguments. A magazine should have interesting and entertaining articles and features as

well. A magazine may have broad appeal to multiple TAs, but it is unreasonable to expect one magazine to be all things to all TAs.

Elements of Layout

4-20. Elements of layout are common to all visual products. Although they apply in every case to paper media, the same basic principles apply to novelties, durable goods, and complex visual products (a magazine). The elements of layout should not be ignored, even in areas where at first glance PSYOP Soldiers may think the elements do not apply, such as graffiti or Web pages. There are common elements of visual product layout. These elements are—

- *Format.* The presentation of visual products should be in a customary format. Unfamiliar formats may detract from the product's credibility and appeal.
- *Display lines.* These include the headline, subheadline, and caption. They should attract attention and enhance the message.
- *Headline.* Large type at the top of the article, the headline contains a short message that is designed to grab the reader's attention. It is easily read, quickly understood, and thought provoking. The headline should match the content of the article and should not end in a preposition or modifier.
- *Subheadline.* The subheadline bridges the gap between the headline and the copy text. It is smaller type than the headline, but larger than the body of the text.
- *Captions or cutlines.* A cutline is the caption near a photograph in a newspaper. It informs the reader of who, what, when, where, and why or how about the photograph. Because photographs depict events frozen in time, the first sentence of a cutline is always written in the present tense. A standard cutline is written as such: (Noun) (verb) (direct object) during (proper event name) at (proper noun location) in (city) on (day of the week), (month) (date), (year). For example: Local residents (noun) rebuild (present-tense verb) an elementary school (direct object) in the St. Marie District (proper noun location) near the intersection of Fitzhugh Avenue and Monarch Street in Pointala (city) on Thursday (day of the week), July (month) 1 (date), 2004 (year).
- *Illustrations and photographs.* They enable the reader and nonreader to visualize the message without reading the text. Illustrations should contrast with the background so that they are recognizable at distances. They should be tied to the text.
- *Copy text.* Copy text expresses the printed material's main content and includes a variety of types of articles, to include those that are there for PSYOP purposes.
- *White space.* As the name implies, white space is an area of the product that is blank. The amount of white space should be based upon a format that is familiar to the TA.

Principles of Layout

4-21. In addition to the common elements of layout, there are two overriding principles—balance and eye direction. Balance and eye direction aid in forming the chosen elements of layout for a visual product into a single, logical message that facilitates the TA's understanding of the message. Balance and eye direction principles of layout are discussed in the following paragraphs.

Balance

4-22. Balance refers to the distribution of volume of text and illustration on either side of the optical center. The optical center of a printed product is one-third of the distance from the top edge of a sheet of paper. The optical center of nonstandard visual products can differ or may need to be created by highlighting or mechanical eye direction. Balance includes the following:

- **Formal balance:** The content is equally distributed on either side of the optical center. It is good for dignity, conservatism, and stability, but lacks visual appeal (Figure 4-3).

Formal Balance

Lead Story Headline

Sub headline

There are several theories relating to the future of the universe. These theories are primarily based upon models of the universe. The models of the universe describe it as open, closed or flat. In the case of an open or flat universe the universe would be considered to be infinite and believed to be expanding forever. Closed models lead scientists to believe that the universe follows a pattern of contraction and expansion.

Regardless of the model, consider that the universe is expanding, whether permanently or temporarily. If galaxies are receding from each other, eventually that recession will have an effect on the subsystems within each galaxy, potentially down to the very atoms within it. The big rip is a theory that predicts that atoms would actually be torn apart.

Another theory, put forth by Fred Adams and Gregory Laughlin, divides the universe into a series of ages. The last age, the degenerate age, depicts the universe full of black holes, eventually all dormant, leaving a universe devoid of life and action.

A third theory is that called the big freeze. It describes the universe expanding until there is nothing left and the universe reaches a temperature of absolute zero.

A fourth theory, the big crunch, is the opposite of the big bang. It depicts the universe expanding until it cannot expand anymore and collapses in upon itself.

The Chandra X-Ray Observatory has been used to make critical observations to help determine the speed at which the galaxy is, more accurately has been, expanding. Hubble's theories have led to observations that brought astronomy into the modern era; technological advances had made use of older theories such as the Doppler Theory. I believe the greatest need to advance observations in order to resolve the issue of determining the future of the universe is time. Scientists now look deeper and deeper into space but what they are seeing is old, in some cases millions or billions of years old. If we can somehow design a way to look light years a way and see objects in real time, I believe that scientists could take a big step away from theory and ascertain facts about the future of the universe.

Secondary Story Headline

The solar nebula theory is the name of a theory describing the way in which planets are formed in conjunction with stars. Planets are formed in the nebula, the disk shaped cloud around a star, and as the proto-star becomes more luminous, dust and gas are blown away leaving only the planets.

The first bit of evidence supporting this theory is the fact that astronomer's observations have found these disk shaped clouds around young stars to be common. In the Orion Nebula, for example, 50 percent of the stars have these disks of dust and gas. The young age of this nebula provides reason why no planets are found there yet, nor would they be in our lifetime, but the importance is that so many of these young stars have these nebular disks. These disks were found by visible- and radio-wavelength observations as well as by looking at the shadows they cast as seen through the Hubble Space Telescope.

Secondary Story Headline

The minor members of the solar system, asteroids, meteoroids and comets are also known as space debris. The first, asteroids are also referred to as minor planets.

Asteroids exist throughout the solar system but are mostly found in belt between the orbits of Mars and Jupiter. Theories on asteroids' origins fall into two main categories; old theories that they are remains of planets that broke up and modern theories that they are debris remaining from planets that failed to form.

The properties of asteroids have given modern astronomers some of the evidence to debunk the old theories. The mass of the asteroids in our solar system is no where near any of the planets' mass in our system, making it unrealistic to believe that they originated from a planet. Another piece of evidence is the lack of any plausible theory to describe the destruction of a planet in our solar system. The only object within our solar system with the potential energy to destroy a planet is our sun, which obviously has not become a supernova recently.

Secondary Story Headline

Comets' tails, along with other observations, help scientists determine the comet's properties and geology. Studies of various observations have led scientists to determine that the nuclei of comets contain ices of water, carbon dioxide, carbon monoxide, methane, ammonia and other volatile compounds. The mass and density of a comet is oft determined by studying the gravitational influence of a nucleus on a passing spacecraft.

The geology and the properties of comets help scientists determine their origins. One astronomer, Gerard P. Kuiper put forth the proposal, in 1951, that the solar system's formation should have left a belt of icy planetesimals beyond the Jovian planets. Modern technology has found evidence supporting Kuiper's belt and subsequently the possibility that comets could originate there. Another theory for comets' origins is that they come from the Oort cloud; this theory too was born in the 1950s, but by the astronomer Jan Oort.

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Figure 4-3. Example of formal balance

- *Informal balance*: Text and graphics are casually spread across a page (Figure 4-4). It is more dynamic and provocative.

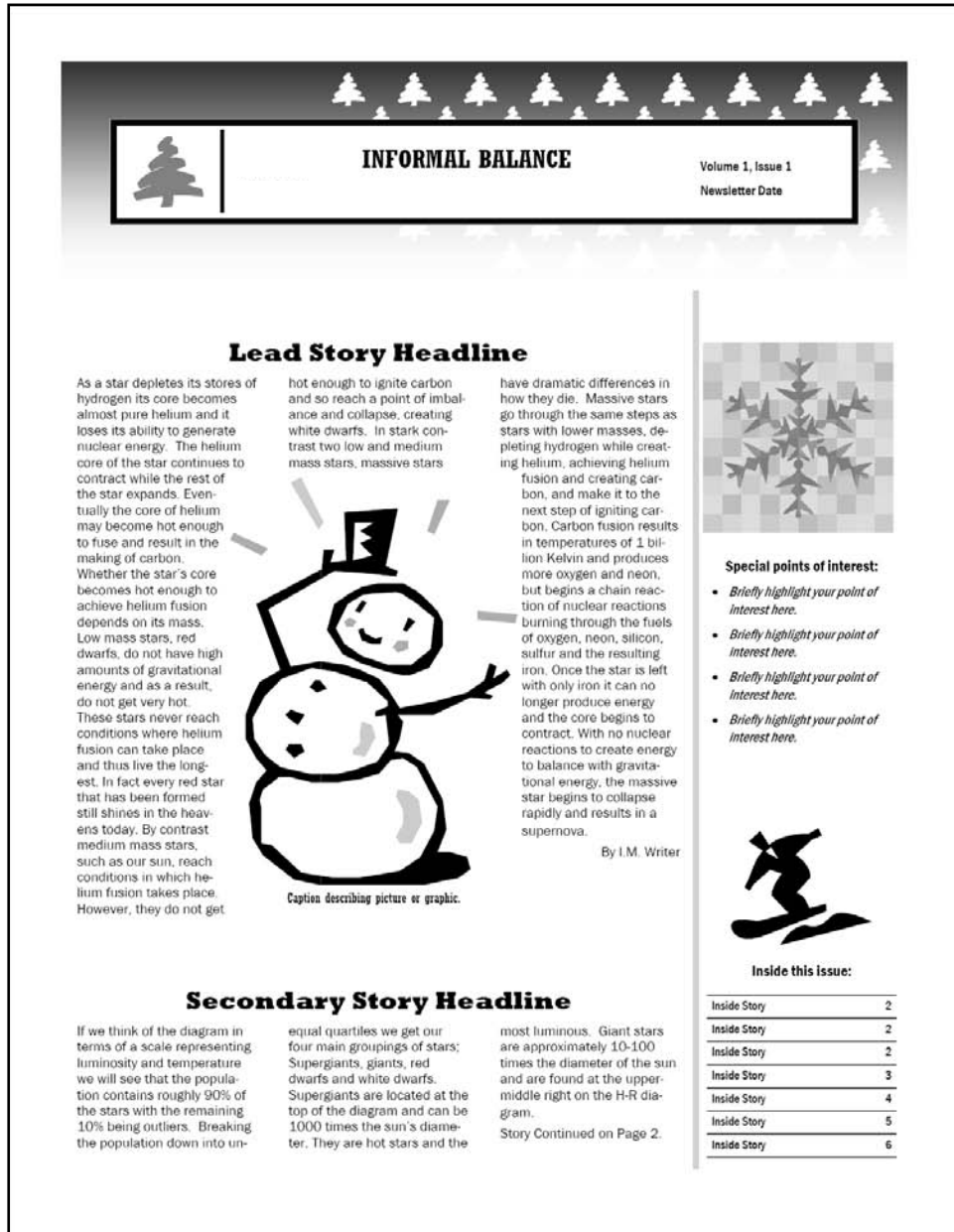


Figure 4-4. Example of informal balance

- *Informal diagonal balance*: The content is distributed diagonally across the optical center. An example would be to place the illustrations and text opposite each other on either side of the optical center (Figure 4-5).
- *Grouping*: The use of two or more forms of balance in a single presentation.

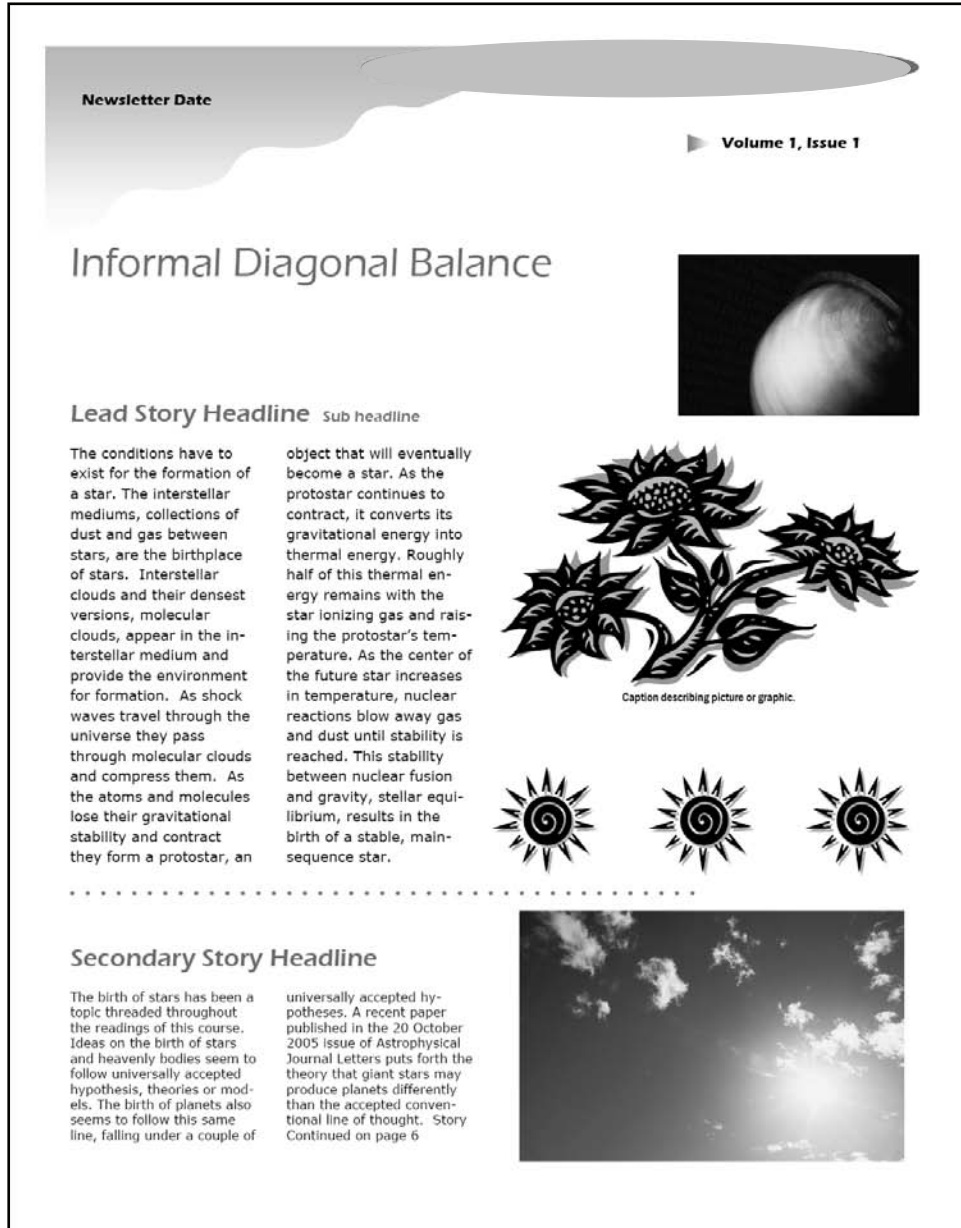


Figure 4-5. Example of informal diagonal balance

Eye Direction

4-23. The other principle of layout is eye direction. Eye direction refers to the ability of the visual material to lead the reader through the presentation from the optical center through the layout to the main message. There are three categories of eye direction:

- *Suggestive eye direction*: Uses tones, shadings, and postures of figures to direct the eye. It is the most effective technique because, when properly executed, the reader is not aware that his attention is being manipulated. It is the subtlest form of eye direction (Figure 4-6).



Figure 4-6. Example of suggestive eye direction

- *Sequential eye direction*: Capitalizes on the eye's ability to follow an established logical sequence of shapes, colors, and numbers or letters. The image of a clock face that directs the eye in a clockwise direction is an appropriate example (Figure 4-7).

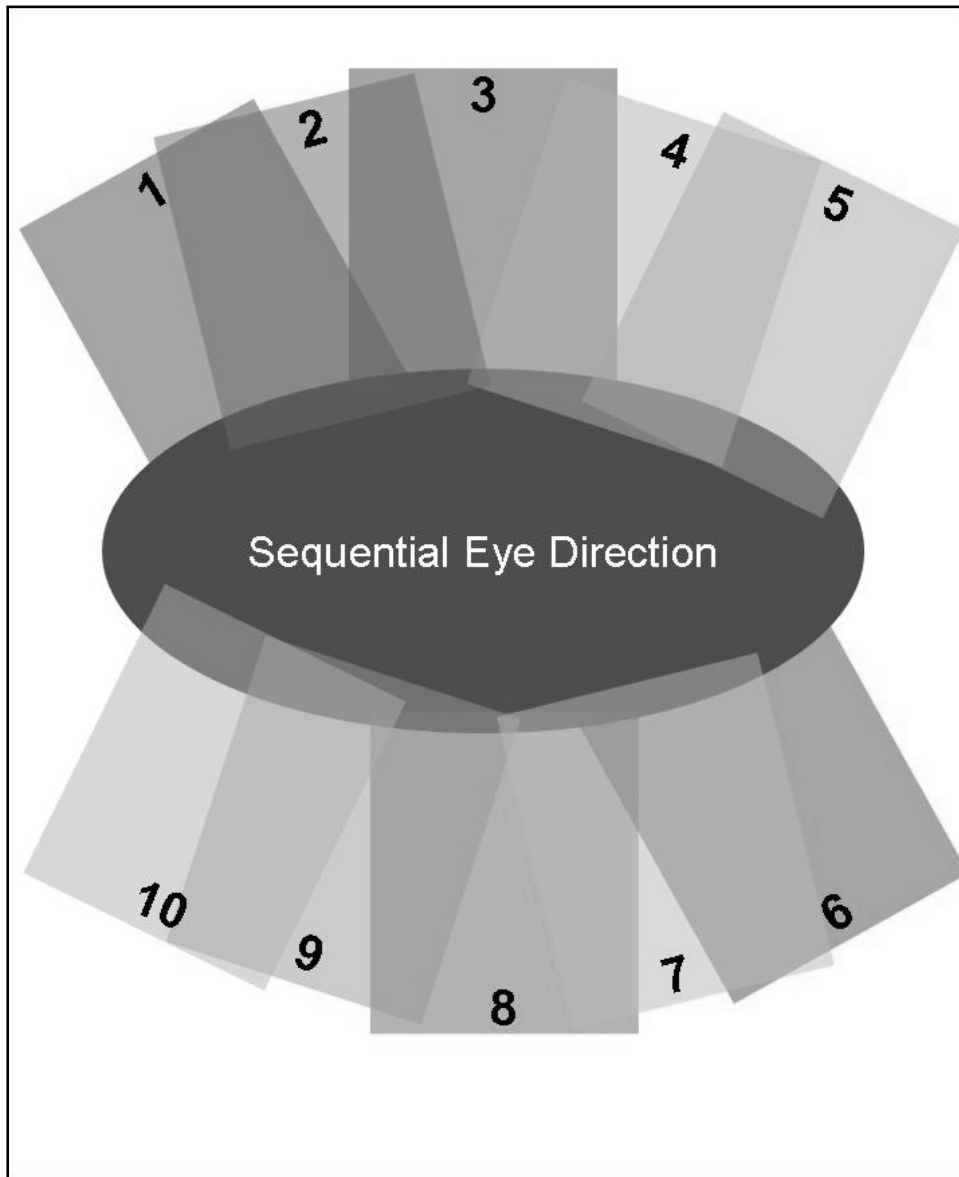


Figure 4-7. Example of sequential eye direction

- *Mechanical eye direction*: The most obvious of eye directions since it uses guiding lines and arrows to direct the reader's eye to significant points. This is the most obvious method; however, the reader may realize it and resent being manipulated. Figure 4-8 provides an example of mechanical eye direction.

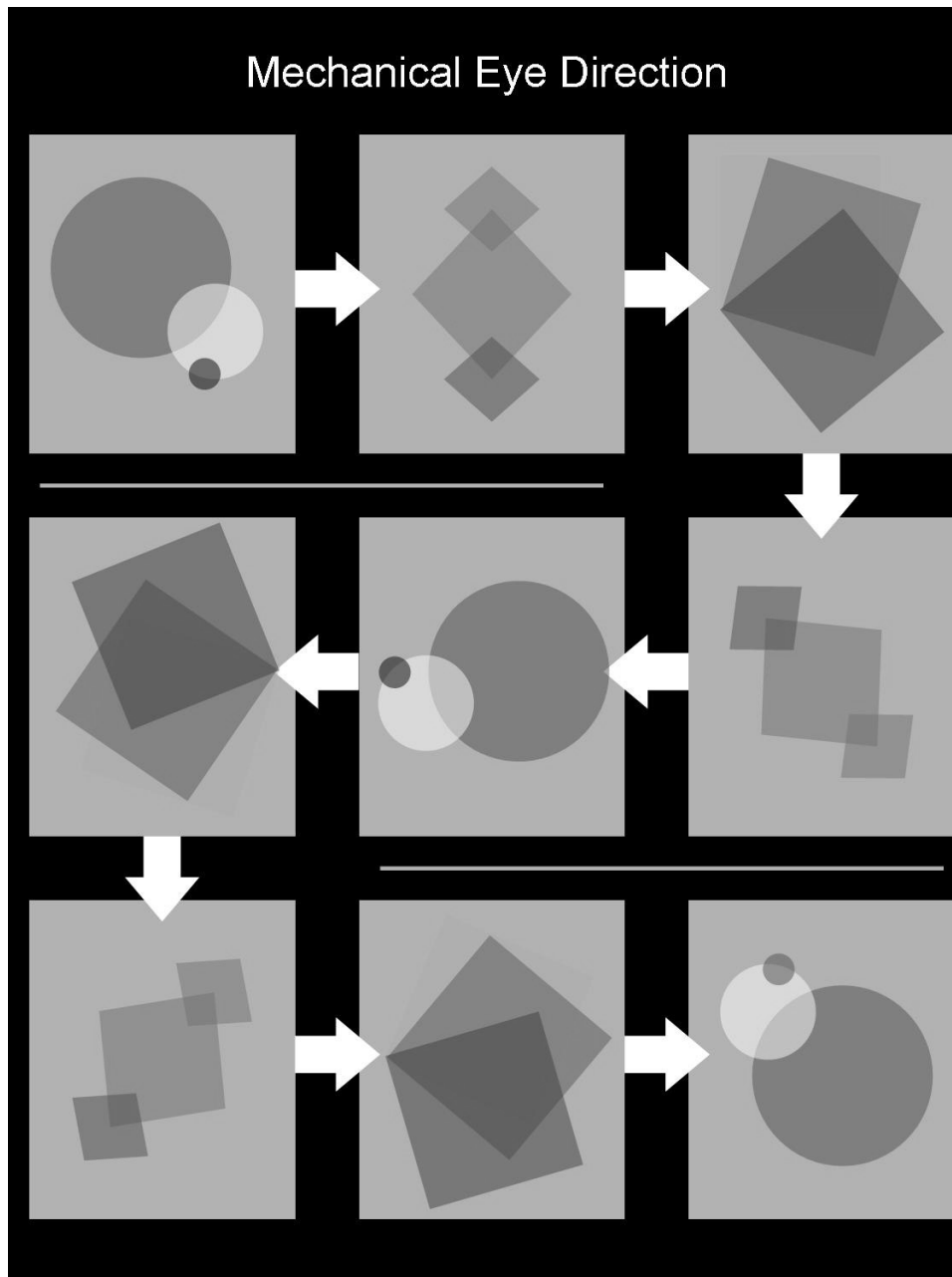


Figure 4-8. Example of mechanical eye direction

Permanency, Color, and Shape

4-24. In addition to the elements and principles of layout, there are physical characteristics, such as permanency, color, and shape that must be considered. Permanency is the durability of the product. Permanency is not necessarily synonymous with indefinite shelf life. A laminated poster that will last for

several months has permanency; however, an unlaminated poster that will only last a month does not have permanency.

4-25. Color is the first detail the TA sees on a visual product and impacts how well the product is received. Colors can persuade, tempt, frighten, promote, motivate, and more—while conveying messages. PSYOP Soldiers must think about any cultural significance of a given color or colors used. To attain an effective color scheme, PSYOP Soldiers should select colors that complement the four elements of the PSYOP argument for a given product: the main argument, supporting arguments, appeals, and persuasion technique. For example, for an “Introduction of Forces” leaflet, warm colors should be chosen to foster a sense of comfort. If the visual product is meant to be informative with the words carrying most of the weight, such as a handbill providing directions to an internally displaced person camp, product colors should be plain and not distracting.

4-26. Colors often have significance in many cultures. For example, green has significance in the Islamic world as it is associated with Islam and the Prophet Mohammed. In the West, green is often associated with health, safety, and nature, and generally has no religious significance. Red to an American may signify danger, whereas, in China, red signifies luck. In the United States, blue is a color that represents trust and strength; however, in Korea, trust is associated with pastels, namely pink. An understanding of what colors represent to the TA will help guide the development of products with appeal. The following factors should be considered when using color:

- To attract attention, color in a leaflet should usually contrast sharply with the predominant color of the terrain over which the leaflet is to be disseminated. On occasions, however, color in a leaflet may be planned to blend with the terrain in areas where punitive or other sanctions have been imposed to prohibit the reading of leaflets.
- Blended or multicolor or near-photo-quality products generally present a more attractive and professional look and may make the TA more inclined to take an interest in them, although cost concerns may prohibit the free use of color in products such as newspapers or magazines.
- Favorite colors of the TA may be used frequently. For example, canary yellow is favored in China, and green in Ireland. Colors included in the national flags of countries are usually “safe” colors to use.
- Colors must be appropriate to the culture of the audience in order to convey an idea and elicit a behavior.
- Colors may be used to harmonize with the moods of the illustrations or message within the frame of reference of the TA. In some countries, red may be used to suggest violence, blue or green for peaceful scenes, and black or white for death.

4-27. Shapes by themselves can convey a message. For example, the red crescent is the symbol, in Islamic countries, for the International Committee of the Red Cross and has meaning in Islamic culture. However, a Western audience may not recognize this symbol as that of a humanitarian aid organization. Shapes have the advantage of either communicating or complementing the product’s persuasive message and extracting a wide range of psychological reactions that can subtly influence the TA.

Product Design Considerations

4-28. Printed products on paper follow several general production guidelines. Posters, handbills, and leaflets may have a message printed on one or both sides of the sheet of paper. White space should be avoided on printed products; cross-hatching on otherwise empty areas of products, particularly on the back of posters or handbills, is an effective method for preventing the use of printed products by adversaries and other belligerents for propaganda purposes. In addition to the obvious chance for an enemy to deface or otherwise negatively alter a product by printing on the blank side, an enemy may welcome the supply of paper to simply print his own message.

4-29. Posters, handbills, and leaflets have no standard size, shape, or format. In selecting the size, shape, and weight of the paper, the primary consideration is that the paper accommodates the message and is easy to distribute. Obviously, the paper must be available and compatible with the equipment used to print, cut, and package the product. For leaflets, the recommended size, provided the message can be accommodated,

is 6 inches by 3 inches (15.25 by 7.72 centimeters) on 7.25- or 9.06-kilogram paper (16 or 20 pound). Leaflets of this size and weight have very favorable aerial dissemination characteristics. (Appendix D discusses leaflet operations in detail.) During recent operations in the Middle East, 6-inch by 3-inch, 20-pound paper has become the default standard for leaflets primarily because leaflets of this dimension and paper weight autorotate on their long axis and spread out on the ground uniformly. Leaflets require the planner to consider special factors in production. Paper size and weight affect whether or not a leaflet autorotates, which affects the rate of descent, spread factor, and ultimately the choice of delivery system for the leaflets. The planner must consider the purpose of the leaflet. For example, safe conduct passes should always be printed on durable, high-quality paper, but special-situation leaflets, which are typically used only once and are used to exploit a specific tactical event, do not require such durability. Posters generally will not be printed smaller than 11 by 17 inches (27.94 by 43.18 centimeters). Handbills are commonly either 5.5 by 8.5 inches or 8.5 by 11 inches.

4-30. Printed product production is affected by the physical characteristics of paper, such as shape, texture, quality, size, and weight. Paper quality and texture noticeably affect legibility and color reproduction. A high grade of paper is needed for correct color reproduction. Quality also affects durability. The major factors involved in selection of paper weights and product sizes are—

- Message length.
- Artwork required.
- Dissemination means.
- Press capabilities.
- Material available.

4-31. When producing novelties or consumer goods, the quality of materials must be considered on a case-by-case basis. The PSYOP planner must balance good quality with production cost. The general rule with products in this arena is that the product should never be produced with less-than-high-quality materials that have durability. If cost is prohibitive, the PSYOP planner should always err on the side of not producing a product that will not perform its intended role for as long or longer than a similar consumer good available for purchase by the TA. For instance, putting a PSYOP message on a basketball with a poor-quality valve could damage the credibility of the USG as much or more than an offensive leaflet or radio message. Low-quality or poorly conceived PSYOP products may leave a negative impression on the TA.

4-32. Print products may be categorized as *persuasive*, *informative*, and *directive*. The persuasive product attains its objective through use of reason. Facts are presented so that the audience is convinced that the conclusions reached by the author are valid. The informative product is factual. In presenting facts previously unknown to the audience, this approach attracts a reading public by satisfying curiosity. Directive print material directs action when analysis indicates the target is receptive. This type of product may be used to disrupt enemy production or to save the lives of noncombatants by giving advance warning of bombing attacks and suggesting that workers in enemy production facilities protect themselves by staying away from work. During stability and foreign internal defense operations, directive products assist in maintaining law and order and in publicizing government programs.

4-33. Prepackaged visual products contain general messages intended for repeated use in all types of operations. They are particularly valuable in no-notice deployments, contingencies, and fast-moving tactical situations when PSYOP units are unable to prepare products to fit rapidly changing situations. Figure 4-9, page 4-16, shows examples of prepackaged leaflets developed and produced by 6th Psychological Operations Battalion (Airborne), 4th POG(A), in support of (ISO) JTF Liberia in 2003.

4-34. The content of prepackaged products used ISO foreign internal defense, unconventional warfare, and stability operations varies widely. A catalog of standard leaflets simplifies the task of integrating selected leaflets into tactical operations. The advantages of prepackaged leaflets apply to other visual products and are as follows:

- Are preapproved by the PSYOP approval authority (division commander or JTF commander), which saves time.
- Are responsive to emerging tactical and operational needs.

- Permit rapid dissemination of a variety of messages.
- Are prepared in advance, stockpiled in bulk, or loaded in disseminating devices for storage or immediate delivery, which provides flexibility for the use of PSYOP at all levels of command.
- Permit standardization of selected themes or messages, ensuring consistency of content.
- Are easily cataloged.
- Permit a joint production agency to better control printed materials.
- Permit pretesting well in advance of dissemination.
- Ensure continuation of the PSYOP effort even though reproduction equipment may be destroyed or temporarily disabled.

Disadvantages of prepackaged visual products are as follows:

- They are usually less effective than products tailored for a specific action or situation.
- They are subject to deterioration.
- Circumstances and conditions can make them obsolete; they can be overcome by events in the battlespace.
- Stockpiles of products can become a logistical burden.
- Oversaturation and repeated use of any one product may lead to decreased effectiveness, especially if there was no noticeable behavior change in the TA.



Figure 4-9. Examples of prepackaged leaflets

Leaflets

4-35. Leaflets are used when the TA is in a denied area or in an area where friendly forces have not established control on the ground. The use of leaflets diminishes in favor of other, more appropriate media once security is established and the TA's accessibility to more sophisticated forms of media increases. Special-situation leaflets are used when the prepackaged leaflet message is inadequate to exploit a particular opportunity, situation, or objective. These leaflets are developed when intelligence indicates the existence of a specifically exploitable, but transient and presumably nonrecurring, psychological opportunity. Special-situation leaflets are intended for use only once because the circumstances that govern their preparation are seldom duplicated. Tactical PSYOP achieve maximum results when leaflets have specific relevance at the moment of receipt, when psychological pressures are greatest, and when a

reasonable course of action (COA) is presented. For example, surrender becomes a reasonable COA only when under current conditions no alternative action seems plausible.

4-36. Posters and handbills can be the best way to respond to special situations. For instance, a tactical Psychological Operations team (TPT) can respond to a specific short-term need by distributing handbills quickly modified from a prepackaged product and printed by their tactical Psychological Operations development detachment (TPDD) on a Risograph, a digital printer-duplicator (the *Psychological Operations Handbook: Equipment Types, Specifications, and Capabilities* has more information on the Risograph). Lack of aircraft, timeliness, length of message, or the desirability of the face-to-face distribution of handbills may necessitate such a COA.

Text Writing

4-37. The PSYOP Soldier attempts to eliminate ethnocentricities and bias when writing for the TA. The writer depends upon intelligence agencies and TAA for information upon which to base his appeals. This information must not be adapted to fit the writer's own personal views. Rather, the information must fit the emotional state and thought process of the audience and be pertinent to the primary interests of its members.

4-38. The composition of copy text is very important in the development of the message. Although leaflets are generally small, they should contain comparatively large print, particularly when directed toward the enemy. However, a small leaflet with large print makes it necessary to use a text that is brief, to the point, and immediately attractive. Since enemy personnel and civilians in areas under enemy control are usually prohibited from picking up or reading leaflets from external sources, the large print enables them to read the message without touching the leaflet.

4-39. Type must be large enough to be perfectly legible and familiar to the audience. Although the heading and subheading may vary in size, body type should be eight points or larger. If the Latin alphabet is not used in the target area, provision must be made to obtain the proper type of reproduction capability. Factors contributing to effective message writing include the following:

- A good, practical knowledge of the TA language, including current idioms and slang, to enable the writer to effectively translate the ideas to be incorporated into the product.
- Recent residence in the target location and familiarity with current happenings in that area. (Politics, cultural patterns, and even language vernacular often change rapidly, and the skillful writer must stay abreast of all these changes.)
- Familiarity with the organization of the TA's leadership, equipment, and arms should enable the writer to know the average TA member's emotional and sociological background, including his ambitions, prejudices, likes, and dislikes.
- Familiarity with the civilian population and the political, sociological, economic, and psychological environment within which the writer functions.
- Access to personnel with experience in one or more of the following fields:
 - Advertising.
 - Journalism.
 - Public relations.
 - Marketing.

4-40. The PSYOP planner considers all of the principles of writing copy text with the production of novelties and consumer goods. The development of the PSYOP message will often depend upon the physical characteristics of the message platform. With items such as school supplies or sports equipment, a single visually appealing, but linguistically simple, message is often the best approach. The effective text message will make its point in a single short phrase or sentence. E-mail messages targeting individuals can be more detailed. The PSYOP planner should avoid writing overly lengthy messages and risk losing the reader's attention.

4-41. The Department of Defense (DOD) humanitarian daily ration with “A Food Gift from the People of the United States of America” printed on the packaging is a type of PSYOP message (Figure 4-10). There can be great value with simply distributing goods either unilaterally or with coalition partners. In many cultures, goodwill items must be given freely and with no behavioral expectations attached. In all cases, the PSYOP planner must balance any written message against the PSYACT value of distributing useful or essential goods with implicit rather than explicit messages.



Figure 4-10. DOD humanitarian daily rations marked with PSYOP message

AUDIO AND AUDIOVISUAL ASSETS

4-42. The PSYOP dissemination battalion provides complete audio and audiovisual production and broadcast transmission support and is responsible for the setup and operation of organic radio and TV transmitters. A secondary mission is to repair, interface with, and operate HN or foreign TV production and broadcast facilities. TPTs use loudspeakers to broadcast messages that adhere to many of the same production guidelines and parameters as radio. In addition, TPTs conduct face-to-face communications, which are one of the most powerful means of audiovisual communications.

Audio Media

4-43. PSYOP Soldiers develop audio, radio, loudspeaker, and telephonic messages. Audio products depend on sound alone for their effectiveness and are useful for brief, simple messages. A benefit to audio messages is that they require little or no effort on the part of the audience and overcome the barrier of illiteracy. The key to the success of audio media is repetition. Audio messaging is addressed in the following paragraphs.

4-44. Radio provides entertainment, news, and instructions along with the desired PSYOP message. As with all other media, selecting to use the radio will depend greatly on the availability of and access to radios by the TA and the ability of the signal to reach the target. Truthful, credible, and accurate news reporting is the best way to gain and hold attention. Radio broadcasts can be transmitted to local audiences, across national boundaries, and behind enemy lines. Political boundaries or tactical situations may hinder radio broadcasts, but they are not complete barriers. Since radio can reach mass TAs quickly, radio is useful for all types of PSYOP. Where radio stations are not common and radios are rare or nonexistent, radios may be airdropped or otherwise distributed to key communicators, public installations, and selected individuals. Public listener systems may also be set up.

4-45. PSYOP Soldiers can contact local radio stations to have a live on-air show that broadcasts weekly to speak with the local populace, as a means to disseminate PSYOP messages and command information. In addition, they can contact and coordinate with area commanders and key communicators for interviews on local radio stations. This contact provides direct interaction with, and access to, the local populace and helps reinforce the objectives of the area commander while adding credibility to the message. Advantages of radio include—

- *Speed.* Radio programs can be quickly prepared for broadcast. Speed is important when attempting to capitalize on targets of opportunity.
- *Wide coverage.* Radio programs can reach members of large and varied audiences simultaneously.
- *Ease of perception.* Radio requires little or no effort to visualize the radio message. Illiteracy does not prevent the listener from forming his individual image as he listens.
- *Versatility.* Radio is easily adaptable to drama, music, news, and other types of programs.
- *Emotional power.* A skilled radio announcer can exert tremendous influence on the listener simply with pitch, resonance, inflection, or timing.
- *Availability of radios.* Where availability or ownership of radios is common, listening to radio is a habit.

Disadvantages of radio include—

- *Enemy restrictions.* The target group may be subjected to severe censorship, thereby reducing the effectiveness of radio broadcasts. Some countries have only single-channel radios with the frequency set to the government-owned station.
- *Jamming possibilities.* Jamming may prevent the target group from receiving radio broadcasts.
- *Technical problems.* The signal may be made inaudible or distorted by fading or static due to unfavorable atmospheric conditions.
- *Lack of radios.* In certain areas, so few radios are available that this type of media may not be effective.
- *Fleeting impressions.* Oral media do not have the permanency of written media. Messages may be quickly forgotten or distorted.

4-46. Radio programming consists of planning the schedule, content, and production of programs during a stated period. Words, music, and sound effects are put together in various ways to produce the different kinds of programs. Despite the type of radio program, the one consideration that holds true for all programs is focus. Some of the major types of radio programs are—

- Straight news reports (without commentary).
- Musical (whatever genre is popular with the TA).
- Drama. Although this genre has virtually disappeared from American radio programming, many foreign countries still produce popular radio dramas that range from soap operas to radio theater. In many areas of the world, particularly in emerging countries or failed states, soap opera radio program formats are the favorite program of general TAs.
- Speeches, talks, discussions, interviews, and radio call-in shows.
- Sports.
- Social events, such as on-the-spot coverage of an election or the arrival of an important visitor.
- Religious.
- Educational.
- Variety—a combination including music, skits, or comedy.
- Announcements.

4-47. Radio principles are important. These principles include the following factors:

- Regularity is an essential element of programming. The radio programmer must create habitual program patterns to build a regular audience. Content, style, and format should follow an established pattern. Frequent change of content, style, or format can result in loss of listenership.

- Radio programming builds listenership by following a set time schedule. Listeners must know when they can tune in for the programming they want to hear. This time schedule allows the TA to form a regular habit of listening to the PSYOP program. If the time schedule varies on a daily basis, listeners will become frustrated and turn to another station.
- Repetition is necessary for reinforcement of key phrases or slogans, and should be repeated to ensure the TA gets the desired message. If a certain message is only aired once or is only aired at one time every day, the listener has a good chance of missing the information.
- The radio program must suit the taste and needs of the audience. Program style and format should follow the patterns to which the audience is accustomed.
- Discussion or presentation of banned books, plays, music, and political topics is readily received by the audience. The same is true for news withheld by censors. In breaking censorship, the PSYOP Soldier must be certain that the reason for censoring the items was political and not moral.

4-48. Announcers with attractive voice features are essential to successful radio operations. Some factors to consider include—

- The emotional tone conveyed by the voice may influence the listener more than the logic of arguments.
- Announcers whose accents are similar to those of unpopular groups should not be used.
- Female voices are used to exploit nostalgia, sexual frustration, or to attract female audiences. However, in some parts of the world, due to the status of women, female voices are resented.

4-49. Radio programs have three classifications. They are classified according to—

- *Content.* The most common and useful radio program classification is by content. News reporting, commentaries, announcements, educational or informative documentaries, music, interviews, discussions, religious programs, drama, and women's programs are the most common examples.
- *Intent.* Classification by "intent" is useful in planning to obtain a desired response with a particular broadcast. Programs are produced to induce such emotional reactions as confidence, hope, fear, nostalgia, or frustration.
- *Origin.* Classification by "origin" pertains to the source of the message; for example, official, unofficial, authoritative, high military command, or political party.

Audiovisual Media

4-50. The continued advancement of new technology greatly increases the need for PSYOP to keep pace with emerging audiovisual media capabilities and means of dissemination. Audiovisual media combine the impact of sight and sound, and are the most powerful communications system in history. TV, movies, and now video transmitted over the Internet have the power to invoke deep emotional responses. The proliferation of TVs, videocassette recorders, and video compact disc and digital video disc (DVD) players brings electronic audiovisual products into remote locations. Satellite technology carries real-time news worldwide, and video production technology is available in a majority of countries. As PSYOP forces expand their scope for audiovisual media production, distribution, and dissemination, PSYOP Soldiers frequently rely upon organic digital video and still cameras found in their electronic news gathering kits to capture images of the local countryside and the local populace of the AO carrying out their everyday activities. The product development company (PDC) then uses the digital video and photos for producing products that are both relevant and appropriate to a particular TA.

4-51. Audiovisual production is a major undertaking and will entail input from 37Fs, 25Vs, interpreters, and other personnel in the PSYOP organization. (Appendix E provides information for the proper use and supervision of interpreters.) An example of an organic PSYOP audio, visual, and audiovisual asset is the Media Operations Center (MOC) located at Fort Bragg, North Carolina, which has the capacity to produce commercial-quality print, radio, and TV products. MOC capabilities require a significant amount of lead time, often requiring 30 to 60 days to produce and distribute (via reachback) audio, visual, and audiovisual products to the requesting unit. The *Psychological Operations Handbook: Equipment Types*,

Specifications, and Capabilities provides detailed information on the MOC. In addition, reachback capability through satellite systems assists production requirements. PSYOP Soldiers work off the PAW for guidance when developing an audiovisual product and review initial drafts internally before creating the final draft of a new product. Once a finalized draft is produced, the product is examined at the product review board before submission for product approval.

PRETESTING PSYOP PRODUCTS

4-52. The primary purpose of pretesting is to evaluate TA understanding and acceptance of the arguments conveyed in a PSYOP product prior to Phase V (Approval) of the PSYOP process. Pretesting guidance for each PSYOP product is reflected in the product's corresponding PAW. This guidance includes several key points that are further articulated in a questionnaire, expresses the preferred pretest methodology, and specifies the critical information needed to assess the potential effectiveness of the PSYOP product on the TA. The information gained during pretesting guides the necessary changes and corrections to the product prior to series approval and dissemination to the TA. Additionally, pretesting can help identify overlooked, but potentially important, issues relevant to the PSYOP product's series, and help shape and refine pretest information-gathering activities. There are two techniques used for pretesting PSYOP products: survey sampling and test groups. The following shows the importance of pretesting and is an example of avoiding undesired effects.

Example of the Importance of Pretesting

In January 2005, following the first general elections in Iraq, 1st Cavalry Division sought to capitalize on the election's success by disseminating PSYOP products on the streets of Baghdad as soon as possible. Within 24 hours, the 307th Tactical PSYOP Company produced several prototypes, which were then translated and subsequently approved by the 1st Cavalry Division commander. Due to the short-notice requirement, the PSYOP company had to forgo pretesting the prototypes prior to approval in order to meet the division commander's suspense. Once approved, the products were electronically sent to a contracted local printer. The following morning, the PSYOP company found time to pretest the products and received the exact opposite response than the one intended. One handbill in particular contained a picture of a Shi'a woman holding her right index finger, which was covered with voting ink, in the air with the phrase, "A lifetime of waiting, a day of reckoning." Unfortunately, Sunni target audience members interviewed thought this product was a Shi'a rallying call for retribution against Sunnis for the years of subjugation the Shi'as experienced at the hands of a Sunni-dominated government. Once the pretest results were assessed, the PSYOP company immediately contacted the local printer and canceled the print order for this handbill, preventing a potentially embarrassing situation or violent reaction from the TA.

SURVEY SAMPLING

4-53. Survey sampling is the method where the TA is sampled directly through questionnaires and personal interviews. Survey sampling requires trained personnel to collect and interpret data. Most personal interviews follow a prescribed formal pattern with the wording and order of questions determined in advance. An informal interview can be based on a detailed list, which indicates the subject matter to be covered. An informal interview permits the interviewer to vary the wording and order of the subject matter to obtain the maximum amount of information. The survey sample addresses the TA directly and helps PSYOP Soldiers determine the potential effects of a PSYOP product on a TA. Survey sampling can be further divided into probability and nonprobability samples.

Probability Samples

4-54. Probability samples consist of simple random, stratified random, and cluster surveys. Each of these is discussed below:

- *Simple random sample.* Each person in the TA has an equal chance of being included in the sample. For example, members of the TA (voters) are randomly selected from a list of all registered voters in the Adhamiya district.
- *Stratified random sample.* Members of the TA are chosen based upon predetermined characteristics. Using two or more of these characteristics as a basis, the TA is divided into strata or groups. The PSYOP Soldier then draws a simple random sample from each group. The combinations of these subsamples form the total sample group. To conduct this sample, a list of the members of the TA and a list of the characteristics that form the group are needed. For example, at a university, teachers might be grouped into strata according to their education level; then, a certain number of teachers are further selected from each stratum, or education level.
- *Cluster survey sample.* The TA is divided into large geographical areas. After sampling the region, the samples are drawn from the next smaller area. For example, the PSYOP Soldier draws a sample from the Commonwealth of Independent States, then the Baltic States, followed by a sample from the next smaller administrative division, the Republic of Estonia. This pattern is followed until the samples become smaller, such as individual TA members within a particular town or city.

Nonprobability Samples

4-55. These samples include accidental samples and quota samples, such as man-on-the-street interviews and product surveys of customers in stores. Each of these is discussed below:

- *Accidental sample.* Members of the TA are interviewed at a specific location. This sample is the easiest to conduct; however, it does not accurately represent the TA. For example, a street corner is chosen in a city or village and TA members are interviewed as they walk by. This sample is inaccurate because it only represents the part of the TA that happened to walk by the street corner when the sample took place. The street corner chosen for the sample may only attract a certain type of TA member; therefore, it would not truly represent the whole TA. A street corner near a factory would attract different TA members than a street corner near an exclusive department store.
- *Quota sample.* A specific type and number of the TA are interviewed. This sample is more desirable than the accidental sample because it designates the type and number of TA members to be interviewed. One drawback to this method is that the TA members who are most available or willing are interviewed. An individual within a specific category may also represent a special segment of that particular category. Once the quota is filled for one group, another category of TA member is interviewed. For example, the following groups within the TA are chosen for interview: farmers, students, laborers, and merchants; fifty TA members from each category are required for interview. The survey begins with the farmers and once fifty farmers are interviewed, fifty students are interviewed. The process continues until the remaining TA member categories are interviewed.

TEST GROUPS

4-56. Test groups are useful as they have the ability to provide in-depth discussion of PSYOP products. Test groups include the following:

- *Panel of experts.* This panel is a group of individuals who have studied the TA and are thoroughly acquainted with the TA's language and culture, although they may not actually be a member of the TA; their expertise is drawn from education or experience often acquired from living in the country for several years. Panel of experts members include translators, local nationals with expertise in advertising or journalism, strategic studies detachment (SSD) representatives, and local native civic or community leaders.

- *Panel of representatives.* This panel consists of current or former members of the TA and may include enemy prisoners of war/civilian internees/dislocated civilians, defectors, translators, and others who approximate the TA as closely as possible. Conditions that affect a former TA member will not be exactly the same as a current TA member. Pretests conducted with such groups can indicate what persuasion techniques are likely to be effective, what should be emphasized, and what should be avoided. The composition and structure of such a panel can vary from as few as five representatives to as many as a hundred.

NOTE: The term “panel” is used loosely, as individuals can be interviewed one at a time or in groups, formally or informally.

- *Target audience members.* These are the actual members of the TA. When conducting pretesting, the first questions asked may very well be to determine if they are actually members of the TA. Ideally, PSYOP Soldiers should pretest as many members of the TA as possible.

CONDUCTING THE PRETEST

4-57. During the course of pretesting, it is easy to become distracted with many of the technical aspects of the product (for example, change happy to glad, blue to green, and the picture of smiling kids in a city to a picture of smiling kids in a village) and lose sight of the few critical questions that must be answered. When conducting pretesting, PSYOP Soldiers should keep the main components universal to all communication in mind: the sender, the receiver, and the message. The sender of the message asks two basic questions:

- Understanding of the message: Is the message conveyed by the PSYOP product clearly understood by the TA?
- Acceptance of the PSYOP argument: Is the TA likely to engage in the desired behavior as a result of the supporting arguments, appeals, and persuasion technique?

Understanding

4-58. When the TA reads, hears, or sees the PSYOP product, the TA should understand it the way PSYOP Soldiers intended. This understanding includes not only the translation of the text, but also the cultural context of the product. For example, a joke can be translated from English to Arabic and the TA members understand every word, but they still do not get the joke as the information—intended for a Western audience—is processed and understood in a different way.

4-59. The best way to test for understanding of the product’s message is a straightforward, open-ended question, such as “What does this tell you to do?”, “What does this say?”, or “What does this mean to you?” Follow-up questions become more specific after the TA’s response to the initial question. Figure 4-11, page 4-25, is an example of a handbill that must be pretested to determine if the TA understands the message. The following is an example of understanding.

Example of Understanding

A PSYOP Soldier is pretesting a handbill. The handbill TA is “parents of school-age children in the Adhamiya district,” the SPO is “TA increases reports of terrorist activity,” the PSYOP arguments (argument and technique) are based on an argument that the terrorists do not discriminate and will not hesitate to kill children for their cause, and the technique is a compare-and-contrast between the TA reporting terrorist activity and the results if the TA does nothing. Pretest dialogue may follow the following scenario:

PSYOP Soldier: “What does this handbill tell you to do?”

TA member: “It says that I should call this number to report terrorists.”

PSYOP Soldier: “Why does the handbill say you should do that?”

TA member: “Because my children are in danger from terrorists and if I do nothing, they may die.”

The above illustrates that the PSYOP Soldier has strong evidence that the argument is clearly delivered with this handbill. Consider the following negative or nonspecific response:

TA member: “It says that children are going to die.”

PSYOP Soldier: “How will they die? Who will kill them?”

TA member: “I don’t know, it is not clear...in this picture everything is fine and in this picture, children are dead.”

The PSYOP Soldier has evidence that the argument is not clearly understood and the next question may be tailored to find out how to better deliver the argument:

PSYOP Soldier: “We want to show parents that life will be better and their children safer if they report terrorist activity...how could we change this handbill to show that?”

Acceptance of the PSYOP Argument

4-60. Given that the PSYOP argument is clearly understood by the TA, PSYOP Soldiers must ask if the TA is likely to engage in the desired behavior and if the argument is persuasive enough to be effective. Looking at the four components of the PSYOP argument (main argument, supporting arguments, appeals, and the persuasion techniques), PSYOP Soldiers must determine if the product is strong enough to change behavior. The most effective way to test for acceptance of the argument, such as determining TA understanding of the PSYOP product’s message, is through the use of a series of straightforward, open-ended questions:

- “After reading/hearing/seeing this product, do you think that parents in Adhamiya will report terrorist activity?” “Why?” “Why not?”
- “What would be the main reason parents would report terrorist activity?”

4-61. The preceding questions are not aimed at the TA member’s behavior, but rather at the behavior of his peers, which helps alleviate pressure on the TA member to answer positively and gives the TA member a chance to safely project a personal opinion while attributing the answer to “others.” An example of acceptance of the PSYOP arguments is on pages 4-25 and 4-26.



Figure 4-11. Example of a message conveyed by a handbill

Example of Acceptance of the PSYOP Arguments

A PSYOP Soldier is pretesting a handbill. The handbill TA is “parents of school-age children in the Adhamiya district,” the SPO is “TA increases reports of terrorist activity,” the PSYOP arguments (argument, appeals, and technique) are based upon an argument that the terrorists do not discriminate and will not hesitate to kill children for their cause, and the technique is a compare-and-contrast between the TA reporting terrorist activity and the results if the TA does nothing. Pretest dialogue may follow the below scenario:

PSYOP Soldier: “After reading/hearing/seeing this handbill, do you think that parents in Adhamiya will report terrorist activity?”

TA member: “Yes. Of course I would report any terrorists I saw, but many of the people here are scared of the terrorists. If anyone reports to the police, they will be killed by the terrorists. They will just keep their children inside and take their chances.”

In this case, although the TA member answers “yes” for himself, he freely admits that others will not report terrorists, evidence that the arguments may not be persuasive enough to change the TA’s behavior. If this answer is common among those tested, the PSYOP argument would require modification in the form of emphasis on a terrorist reporting program run by coalition forces and that participation in the program is anonymous. The PSYOP Soldier conducting the pretest requires more information before drawing any conclusions and changing the PSYOP argument:

PSYOP Soldier: “What would be the main reason parents would report terrorist activity?”

TA member: “The people hate the terrorists...we want to get rid of them, but people are very scared. If people could give information without anyone knowing they did it, they might. Also, this is a very poor area, and the terrorists pay many of the young men to work for them. They bribe officials to stay quiet. Money is very powerful. Is there a reward for the information?”

Through these questions, two clear motivators for the desired behavior have been identified— anonymity and money. If this is a common result of pretesting, the PSYOP argument should be modified to emphasize these two motivators.

Sample Size and Composition

4-62. Once a pretest questionnaire is developed from the pretest guidance in the PAW, a determination of the pretest sample size and composition is required. Using proper survey sampling methodology to maintain objectivity and attain a statistically valid response is desirable, but the sample size and composition is largely dependent on mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC). There are some general guidelines, though, that will assist in planning the pretest:

- Ideally, a combination of a panel of experts, a panel of representatives, and as large a portion of the TA as possible should be tested to provide accurate results. However, available time and resources rarely allow thorough pretesting of any one PSYOP product.
- The larger and broader the TA, the larger the survey sample. National-level products disseminated to multiple TAs or across widespread geography should be tested across the major demographic and geographic groups. This dissemination is more a problem of having too broad and dissimilar of a TA and less an issue about numbers of the TA. Tactical-level products, aimed at specific TAs in specific geographic locations, require a much smaller survey sample.
- Findings should be reported in terms of numbers sampled by type (TA members, panel of experts, panel of representatives) rather than percentage pretested. The survey sample is almost never large or random enough to be statistically valid. The sample becomes misleading when stated as “80 percent pretested understood the product” when the sample consisted of ten local nationals from the camp cleaning crew. In this example, it is best stated as “eight of the ten local nationals pretested understood the product.” In this way, the POTF can judge whether sufficient pretesting has taken place and include this information during product approval.
- Objectivity is highly desired, but is difficult to obtain. PSYOP Soldiers should choose quality over quantity of testing; rely on interviewing different TA members, TA representatives, and experts independently from one another; and look for similar comments and trends to keep the pretest as objective as possible.
- When pretesting PSYOP products, a useful technique is to have three variations of a product with different appeals and/or influence techniques. After testing for understanding and acceptance of the arguments, the TA can be asked which of the products is the most persuasive.

EVALUATING TESTING RESULTS

4-63. The results of product pretesting are evaluated to determine improvements or other changes to the product. The steps to evaluating pretesting results are—

- *Identify recurring comments or patterns in the results.* (Example: “7 of 10 TA members interviewed mentioned that the TA would be too scared of reprisals to report terrorist activities,” or “3 of 4 members of the panel of representatives recommended using the color green for the banner instead of red.”)
- *Identify critical/major deficiencies by category (Understanding, Acceptance, and Exposure).* (Example: Understanding: “5 of 10 TA members did not understand the use of the before-and-after photos; they thought they showed two separate events.” Acceptance: “7 of 10 TA members interviewed mentioned that the TA would be too scared of reprisals to report terrorist activities.” Exposure: “0 of 10 TA members interviewed reported hearing the radio products for this series.”)
- *Recommend changes.* Based upon the recurring comments and patterns, the major deficiencies can be identified, and from these deficiencies, modifications can be recommended. These modifications usually fall into four major categories:
 - *Change to a product/series.* These are usually mechanical changes (wording, colors, symbols, images, and so on) to an individual product or throughout the series. They most often are discovered from answers to the test questions for Understanding. (Example: From our testing example, the TA member did not understand the compare-and-contrast pictures intended to show the choices of reporting or not reporting terrorists. If this result were common among several of the test interviews, a recommended change to that product, and any similar products in that series, would be appropriate.)
 - *Change to the PSYOP argument.* These are fundamental changes to the PSYOP argument that may require modification or a complete redesign of the PSYOP series. The need for changes is most often discovered from answers to the test questions for acceptance of the PSYOP argument. If recurring comments indicate that all or a portion of the PSYOP argument (supporting arguments or persuasion technique) is not persuasive, it must be considered for revision. (Example: From our testing example, the TA member indicated that parents would be too scared to report terrorist activity. If this is a recurring comment, the recommended change to the PSYOP argument might be to emphasize that reporting is anonymous.)
 - *Change to dissemination.* These are changes in the dissemination time, frequency, or method for a given product in a PSYOP series. They are usually discovered from answers to the test questions for Exposure. If recurring comments indicate that certain products are not reaching the TA, that dissemination method/time/frequency may need to be modified. (Example: In the major deficiencies list above for Exposure, 0 of 10 TA members had heard any of the radio products for the series. This situation may indicate a need to change the radio station, change the air time, increase the frequency that they air, or discontinue radio products and focus on other media. What type of change to dissemination is necessary would also be determined by the test results.)
 - *Refinement of TA.* These are usually further divisions or qualifiers of the TA. They can be discovered from answers to test questions for Exposure, Understanding, or Acceptance of the PSYOP argument. Often the need for refinement becomes obvious when there are disparate and conflicting testing results for the TA. (Example: In the testing example used—parents of school-age children in Adhamiya district—differing results fell right along religious lines. Red Tribe TA members answered very differently than Blue Tribe members. This result would indicate that the TA should be refined into two separate TAs: Red Tribe parents and Blue Tribe parents.)
- *Summarize results.* PSYOP Soldiers should summarize results of the pretest and include the following: TA, SPO, Series #, sample size and composition, location of interviews, recurring comments or patterns, critical/major deficiencies, and recommended changes. PSYOP Soldiers should annotate this information on the TAAW.

INTERNAL REVIEW BOARD

4-64. Once a product or its prototype is developed and pretested, an internal review board is conducted. The time for conducting the board is reverse-planned from the suspense date on the SEM. It is further reverse-planned from the anticipated time to incorporate changes. The board looks at all the products within a series and ensures that each accomplishes its intended goal. While reviewing each individual product, the board reviews the series documentation and the TAAW to ensure continuity. The board also ensures that each product reinforces each of the products in the series and that no contradictions exist. This review is the last examination of the series before submission to the external approval authority, which is Phase V (Approval) of the PSYOP process. The time necessary to incorporate changes may be brief, as in the case of scripts, to approaching an equal time to that allowed for initial development, as in the case of complex visual products. A review board should be composed of the following representatives:

- Representatives from all sections of the PSYOP detachment and all sections of the TPDD.
- Liaison officers from the dissemination battalion and contractors.
- SSD representatives.
- PDC or tactical Psychological Operations company (TPC) commander, first sergeant, and other representatives.

SUMMARY

4-65. Phase IV (Product Development and Design) of the PSYOP process is a complex method that takes guidance from planning, TAA, and series development to conceptualize and develop product prototypes that are tailored for effecting behavior change in specified TAs. Product development and design applies the documents from Phases II and III (TAAW, SCW, SDW, and SEM) to produce PAWs, which steer product conceptualization and design, and provide guidance for pretest and posttest questionnaires. After completing product development and design, pretest questionnaires are finalized and a pretest of products is conducted, with PSYOP Soldiers making any necessary changes to the products based on pretest results. Prototypes are then examined by an internal review board for further review. When done correctly, the steps in this phase ensure that each product reinforces its corresponding PSYOP series and, ultimately, be more effective in accomplishing the desired behavioral change. Upon completion of the internal review board, finalized products are included with the series approval package discussed in Chapter 5, Phase V: Approval.

Chapter 5

Phase V: Approval

Once the PSYOP series product prototypes are pretested and any changes completed, Phase V: Approval begins. During the approval process, the PSYOP series package is assembled and an internal review board is conducted. Once PSYOP leaders review and verify that all appropriate changes have been made, the PSYOP series package (submitted as a Change to the PSYOP Tab/Appendix) is staffed out for review and signature by the official approval authority. Once approved, the PSYOP series becomes part of a fragmentary order (FRAGORD) issued and executed by the supported units.

The series package provides the supported commander with a clearly articulated plan detailing how PSYOP will support the achievement of his objectives. Submitting the series package as a Change to the PSYOP Tab/Appendix, PSYOP Soldiers use the military orders process to fully integrate PSYOP into the supported unit's operations.

Phase V: Approval is one of the most challenging aspects of the PSYOP process. PSYOP must be planned and conducted under a high level of scrutiny and to an exacting standard due to potential far-reaching strategic effects of PSYOP products and actions. However, without proactive and timely management of the series approval process, PSYOP cannot remain effectively engaged in military operations. At the end of Phase V, PSYOP Soldiers will have an approved PSYOP series ready for execution that is coordinated and synchronized with ongoing military operations and U.S. strategic communications.

PREAPPROVED PSYOP PROGRAMS

5-1. Preapproved PSYOP programs and clearly articulated product/series approval authorities are crucial to executing timely, coordinated PSYOP series that are consistent with U.S. policy objectives and strategic communications. (Chapter 1 contains more information on PSYOP programs and approval authorities.) The United States Government (USG) regards PSYOP as a predominantly operational- and tactical-level activity that can have strategic effects. As a result, the Chairman of the Joint Chiefs of Staff (CJCS) regularly publishes and updates an instruction designed to clarify the PSYOP approval process. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.05C outlines the specific processes necessary to gain PSYOP approval authorities. Its purpose is to "establish CJCS policy and requirements for planning and conducting joint psychological operations (PSYOP) across the entire range of military operations as specified in the base JSCP" for each fiscal year. CJCSI 3110.05C applies to the joint staff, Military Services, combatant commands, and all other DOD activities and agencies. As outlined in CJCSI 3110.05C, combatant commanders (CCDRs) and Service chiefs are responsible for incorporating PSYOP into their deliberate and contingency planning cycles. This document is unclassified and is available on the joint staff Web page through Army Knowledge Online. All PSYOP planners must be intimately familiar with this document to effectively execute contingency and deliberate PSYOP planning in support of (ISO) tactical- and operational-level PSYOP.

5-2. CJCSI 3110.05C is a powerful tool that grants preapproval of PSYOP programs for contingency use during noncombatant evacuation operations, humanitarian operations, counterdrug operations, humanitarian mine action operations, introduction of U.S. forces into an AOR/force protection operations,

and maritime interdiction operations/visit and shipboarding searches/seizures. In addition, CJCSI 3110.05C covers PSYOP policy and planning guidance; PSYOP program, plan, and product approval process and authorities; and C2 of PSYOP forces. These topics are covered within the frameworks of peacetime employment of PSYOP, contingencies (lesser and complex), declared war, and interagency support.

PSYOP APPROVAL PROCESS

5-3. Operational and tactical PSYOP are similar in that, after pretesting, but before production and dissemination, PSYOP products go through both an internal and external approval process (Chapter 4 has specific information on pretesting). Once pretesting is complete and any needed corrections made, the series is ready for internal review. This is the first step in the approval process. The product development company (PDC) commander or the tactical Psychological Operations development detachment (TPDD) officer in charge (OIC) usually chairs the internal review board, which has representatives from the various sections. He convenes the board to assess each PSYOP product prototype, usually as part of an entire series. An excellent resource to help the board judge series are members of the strategic studies detachment (SSD) who can draw upon their regional cultural expertise during the internal review board process. Reviewing products in this manner accomplishes several tasks. First, it allows the PDC commander to evaluate the potential impact of the entire series, ensuring that each product reinforces the other supporting products in that series. Secondly, the internal review board ensures the PSYOP argument is consistent throughout the series and across all media. Finally, the pretesting results show how the TA reacts to the product and how it potentially affects the targeted behavior. After considering the entire series, the PDC commander decides whether to approve the series and individual products.

5-4. If approved, the series prototypes are sent to the Psychological Operations task force (POTF) or Psychological Operations support element (PSE) commander (at the operational level) or to the tactical Psychological Operations company (TPC) commander (at the tactical level) for consideration. At the tactical level, if the TPC commander approves the series, the division IO chief and the division commander, in that order, are generally the last two reviewers before the series is sent to the approval authority. The supported unit may modify this chain at any time, and PSYOP Soldiers should have contingency plans ready to ensure continuity of PSYOP support.

5-5. If disapproved, the series may be returned to the PSYOP development section for correction or further refinement. If approved, the series will continue up the approval chain, eventually reaching the division or joint task force (JTF) commander, who retains approval authority and makes a final decision. He may decide to disapprove and return the series to the development section for extensive reworking, approve the series provided the recommended changes are made, or approve the series over the objections of his subordinates. Generally, if the changes are relatively minor, the commander will approve the series with the guidance to make the necessary changes. Only if the series is fundamentally flawed (for example, improper themes, messages, incorrect symbols/colors, or timing the release of products prior to production) would outright disapproval likely result.

5-6. PSYOP planners work to ensure only required personnel are in the product approval chain. The product approval chain starts with the PSE/PDC commander and ends with the appropriate supported commander. Normally, the approval authority designates several key members of the staff to provide input on PSYOP products. These key members may include the chief of staff (COS), G-3, G-7 IO, political advisor, SJA, and possibly others.

Operation IRAQI FREEDOM

In Operation IRAQI FREEDOM II/III, a TPDD assigned to Multi-National Division Baghdad supported a division with six brigades and attached tactical Psychological Operations detachments (TPDs). In addition, it provided limited support to the corps PSE, adjoining Marine forces to the south (one TPD), the combined joint special operations task force, and a TPC operating out of Mosul. In such a demanding scenario needing quick responses, the approval process had to be equally responsive. To ensure timely approval, the chain consisted of the TPDD commander, the TPC commander, the division IO chief, and the division commander. Judge Advocate General legal advisors were also included in the review to ensure legal compliance, but had no authority in the actual approval. From submission of completed series to approval for production and dissemination, the entire approval process could be completed in only a few hours, depending on operating tempo. However, if the series was not a high priority and time was not an issue, 24 hours was the customary time for the TPDD to receive a final decision.

5-7. Determining the approval process during Phase I of the PSYOP process has proven successful in minimizing the time needed to staff PSYOP products. In addition, conducting simultaneous staffing is simply the most efficient way of incorporating staff input in a timely manner. Having the products come back to the POTF or PSE commander before being sent to the approval authority also allows the POTF or PSE commander the opportunity to work through any staff comments or concerns as necessary prior to submitting the product for approval to the appropriate general officer. Figure 5-1, pages 5-3 and 5-4, is an example of an approval process explanation to a division or corps JTF OPORD. Paragraph 3A in this sample appendix outlines the PSYOP approval process for the supported unit.

1. SITUATION. This appendix outlines the approval process within XXX HQ for the staffing and approval of PSYOP activities and products.
2. MISSION. See Annex.
3. EXECUTION. See Annex.
 - A. Concept of the Operation.
 - (1) General. In order to make PSYOP a timely and responsive player in XXX operations, the staffing and approval process must be responsive and expedited quickly. COMXXX, or his designated approval authority, is the sole decision maker on the approval or disapproval of PSYOP activities and products.
 - (2) Staffing/Approval Process.
 - a. Staffing. The POTF/PSE commander is responsible for the packaging, staffing, and final disposition of all staffed PSYOP activities and products. POTF/PSE commander will conduct staffing per SOP. All series approval requests are typically staffed simultaneously with the Chief IO, political advisor, and SJA. These staffing agencies will not have approval/disapproval authority over any PSYOP products or activities. For planned operations, the POTF/PSE commander will submit PSYOP series staffing requests at 0800 each day. IF NO RESPONSE IS RECEIVED BY CLOSE OF BUSINESS ON THE DAY OF SUBMISSION, CONCURRENCE IS ASSUMED AND THE SERIES APPROVAL REQUEST WILL ENTER THE APPROVAL CHAIN. After completion of the staffing process, the POTF/PSE commander will consolidate comments and prepare the request for entry into the approval chain. Staffing sections will make comments on the form provided or attach a point paper with their comments about the product. SERIES STAFFING REQUESTS WILL NOT RETURN TO THE PRODUCT DEVELOPMENT SECTION FOR CHANGES AT ANY POINT IN THIS PROCESS UNTIL FINAL APPROVAL/DISAPPROVAL.
 - b. Approval. After all staffing actions are complete, PSYOP series approval requests will be submitted to the G-3 for review and comment. All staffing sections' comments will be available for review with explanations/comments from the POTF/PSE commander. The G-3 will recommend approval or disapproval and forward the request through the COS to the commander.

Figure 5-1. Example of approval process explanation

c. Postapproval/disapproval actions. Following COMXXX's final decision, the POTF/PSE commander will incorporate any changes directed by the approval chain and prepare the product or activity for execution. If the product or activity is disapproved, the POTF/PSE commander will file the request and determine if an alternate means to achieve the same desired effect can be developed. All staffing and approval sheets will be maintained on file with the POTF/PSE commander for the duration of the operation.

4. SERVICE SUPPORT. See Annex.

5. COMMAND AND CONTROL. See Annex.

Figure 5-1. Example of approval process explanation (continued)

CHANGE TO THE PSYOP TAB/APPENDIX

5-8. The series approval package is submitted as a Change to the PSYOP Tab/Appendix (Figure 5-2, pages 5-5 and 5-6). This Change to the PSYOP Tab/Appendix is issued in the standard five-paragraph format, with seven enclosures or tabs. The format is as follows:

- Paragraph 1 (Situation) of the Change contains any changes that have occurred in the PSYOP situation (friendly, enemy, neutral, or attachments or detachments) since the last change or the initial appendix was published. These variations in the situation may or may not be related to the execution of the series.
- Paragraph 2 (Mission) should not have any changes from the initial tab/appendix unless the POs have changed.
- Paragraph 3 (Execution):
 - Paragraph 3a (Scheme of PSYOP) identifies the series to be executed, the stages and decision points (DPs) of that series, the SPO, the TA, the start and end dates, the types of products to be used, the actions to be conducted, and the area where the series will be executed.
 - Paragraph 3b (Tasks) assigns clear responsibility for all elements executing the series, including the element that is writing the Change.
 - Paragraph 3c (Coordinating Instructions) discusses dissemination and usually references Enclosure 2, Series Execution Matrix (SEM).
- Paragraph 4 (Administration and Logistics) only contains changes if the series requires additional service and support requirements (for example, contracting and distribution) that were not covered in the initial appendix.
- Paragraph 5 (Command and Control):
 - Paragraph 5a (Command) details any changes in reporting requirements or command relationships—for example, placing additional TPTs with a different TPD for a specific short-duration mission may not require attachment, but may require stating the support relationship in the division order for the execution of the series.
 - Paragraph 5b (Control) typically references Enclosure 7 (Psychological Operations Transmission Matrix [PTM]) for all PSYOP broadcasts occurring in the execution of the series. The initial appendix that this change is referencing is located in Appendix B of this manual.
- Enclosure 1 – Executive Summary for the series.
- Enclosure 2 – Series Execution Matrix (SEM).
- Enclosure 3 – Product/Action Work Sheet (PAW) Index.
- Enclosure 4 – Target Audience Analysis Work Sheet (TAAW).
- Enclosure 5 – Series Concept Work Sheet (SCW).
- Enclosure 6 – Series Dissemination Work Sheet (SDW).
- Enclosure 7 – Psychological Operations Transmission Matrix (PTM).

XX PSYOP Company
XX, XX
DTG

Change 1 (Series XX04A02ka) to Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) to XX Operation Order Number X

Time Zone used throughout the order: Local.

1. SITUATION.

- a. Hostile. Recent insurgent propaganda activity indicates that insurgents have acquired a limited, single-color, mass print capability (30,000 per hour) employed in the XX area. Products produced by this capability and used with insurgent actions indicate the enemy propaganda objective is to reduce the effectiveness of the local XX government by exploiting the following arguments:
 - (1) The XX Government is a puppet for the U.S. occupiers.
 - (2) The XX Government cannot provide security for the citizens of XX.
 - (3) The XX Government cannot provide basic services for the citizens of XX.
- b. Friendly. No change.
- c. Neutral. Because of the deteriorating security situation, the Humanitarian Relief Commission has suspended its information campaign in the XX ID AOR.
- d. Attachments and Detachments. No change.

2. MISSION. No change.

3. EXECUTION.

- a. Scheme of PSYOP (Add). Execute series XX04A02ka to increase the number of insurgent activities reported by the parents of young XX children in XX. This series will be executed beginning NLT 1 September 2004 and ending no sooner than 1 October 2004. This series will be conducted in three stages with two DPs. The execution of Stage II will be dependent upon success in Stage I, and the execution of Stage III will be dependent upon success in Stage II. DP 1 is for the execution of Stage II and will be NLT 181200Z SEP 04. DP 2 is for the execution of Stage III and will be NLT 251200Z SEP 04. This series will include the dissemination of handbills, radio broadcasts, loudspeaker broadcasts, newspaper inserts or editorials, and face-to-face communication. Individual product translation, pretesting, production, distribution, dissemination, and posttesting will be executed in accordance with (IAW) the Series Execution Matrix (SEM) (Enclosure 2). Pretesting will be conducted using the panel of representatives method. Posttesting will be conducted IAW instructions contained in the Enclosures to Tab C of this change. Organic assets will produce audio and visual products. Distribution will be timely, and both the sender and the receiver will confirm receipt of electronic transmissions.
- b. Task to Subordinate Units.
 - (1) TPC HQ: No change.
 - (2) TPDD: Translate and produce audio and visual products IAW Enclosure 2.
 - (3) TPD XXX: Execute series XX04A02ka IAW attachments.
- c. Coordinating Instructions.
 - (1) Presidential and SecDef themes. No change.
 - (2) PTAs. No change.
 - (3) Timelines for dissemination of PSYOP products will be IAW Enclosure 2 (SEM).
 - (4) Requests for PSYOP support. No change.
 - (5) Aerial delivery of PSYOP products. No change.
 - (6) SITREP format. No change.

Figure 5-2. Example of a Change to the PSYOP Tab/Appendix

4. SERVICE SUPPORT. No change.

5. COMMAND AND CONTROL.

a. Command. TPT XXX (X Brigade) and XXX (X Brigade) will be under OPCON of and receive logistics support from X Brigade from 110001Z SEP 04 through 272359Z SEP 04.

b. Signal. Transmissions. See Enclosure 7.

Enclosure 1 – Executive Summary (example in Chapter 5)

Enclosure 2 – SEM (example in Chapter 3)

Enclosure 3 – PAW Index (example in Chapter 4)

Enclosure 4 – TAAW (example in Appendix B)

Enclosure 5 – SCW (example in Chapter 3)

Enclosure 6 – SDW (example in Chapter 3)

Enclosure 7 – PTM (example in Chapter 3)

Figure 5-2. Example of a Change to the PSYOP Tab/Appendix (continued)

HEADER CONVENTIONS

5-9. Figure 5-3 shows the succession of attachments and header conventions for a Change to the PSYOP Appendix. Appendix 2 is the base document, which is being altered by the Change document. The Change will include 7 tabs. Tab C is the only attachment that will have subsequent enclosures and expanding tabs. Enclosures will be the PAWs themselves and the header convention is written as an Arabic number beginning with 1. Each enclosure will reference the higher tab. The expanding tabs will be the corresponding testing documents and the prototype or substitute for the PAW in the enclosure.

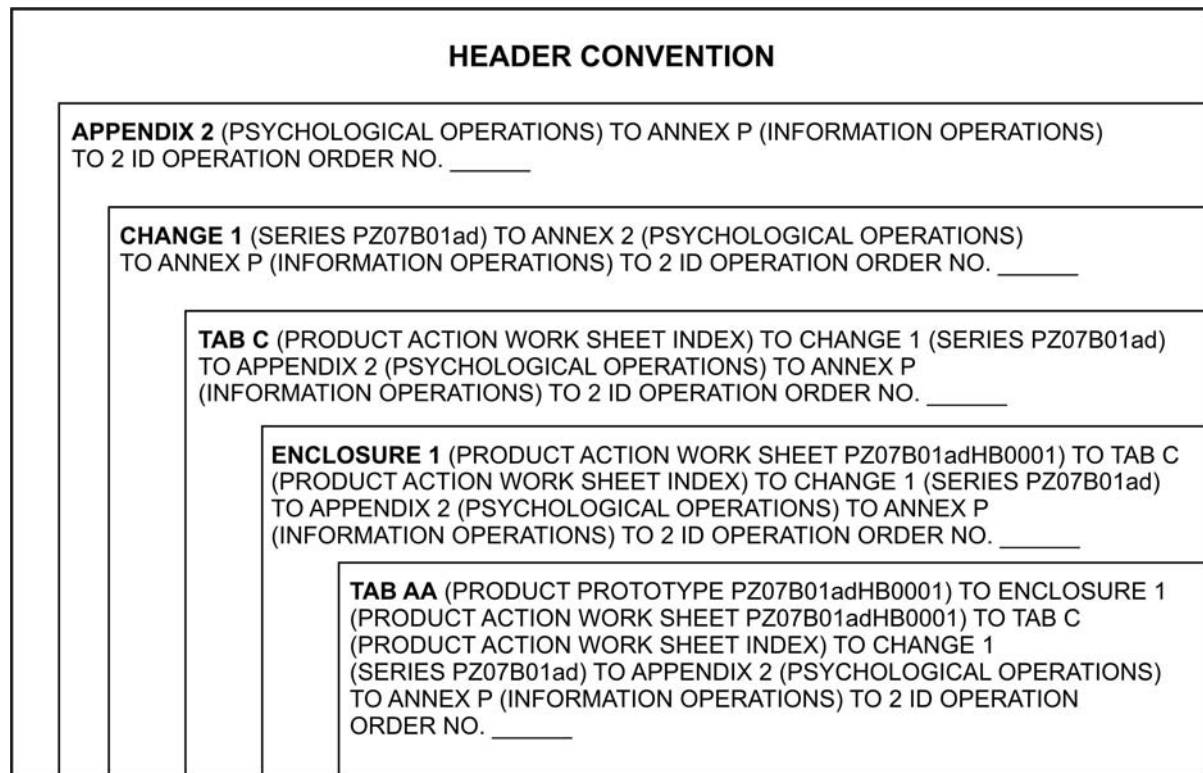


Figure 5-3. Example headers for Change to PSYOP Appendix

EXECUTIVE SUMMARY FOR THE SERIES

5-10. The next step in preparing the series for approval is to write the executive summary for the series. This summary describes the series concept for the supported commander. The executive summary should, at a minimum, contain the PO, TA, behavior change (SPO), media used, units involved, schedule (stages and DPs) for the series in general terms, and the geographic locations for the execution of the series. Figure 5-4 presents a brief example of an executive summary.

Enclosure 1 (Executive Summary) to Change 1 (Series XX06A02ka) to Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) to XX Operation Order Number X

Series XX06A02ka will help to set the conditions to reduce the effectiveness of insurgent activity through increased reporting of insurgent activity by the parents of young children in XX. Series XX06A02ka will be executed from 12 September 2006 through 29 September 2006 in three stages with two DPs. The first DP (DP 1) is to execute Stage II and is not later than (NLT) 181200Z SEP 06. DP 1 depends on the TA accepting that the XX Security Forces can and will arrest insurgents (Stage I) and will be determined by posttesting of Stage I. The second DP (DP 2) is to execute Stage III and is NLT 251200Z SEP 06. DP 2 depends on the TA accepting that they can anonymously report insurgent activity to XX Security Forces (Stage II) and will be determined by posttesting of Stage II. Stage III is getting the TA to accept that reporting insurgents is in the best interest and safety of their children and that they can increase their family's security in so doing. Series XX06A02ka will include handbills, newspaper inserts, radio broadcasts (local radio stations), loudspeaker broadcasts, and face-to-face communication, as well as one PSYACT by the XX Security Forces. The evaluation criteria for Series XX06A02ka is the number of calls to the telephone number provided exclusively for this series (Stage II) from 19 September 2006 through 16 October 2006, as measured weekly, as well as posttesting after the completion of each stage. To meet the planned timeline, as articulated in the SEM (Tab B), this series must receive approval NLT 010001Z SEP 06.

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Commanding

Figure 5-4. Example of an executive summary for the series

ENCLOSURE 3 (PRODUCT/ACTION WORK SHEET INDEX)

5-11. The PAW Index is Enclosure 3 (Figure 5-5) to the Change to the base PSYOP Tab/Appendix. This enclosure will list the product numbers for all products in the series. The PAW for each product number listed is a tab to Enclosure 3 (PAW Index). The number of products and actions in the series determines the number of enclosures.

Enclosure 3 (Product/Action Work Sheet Index) to Change 1 (Series XX07A02ka) to Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) to XX Operation Order Number X

Product Numbers

Series XX07A02ka

Tab AA – XX07A02kaHB0001

Tab BB – XX07A02kaNP0002

Tab CC – XX07A02kaCB0001

Tab DD – XX07A02kaRD0001

Tab EE – XX07A02kaRD0002

Tab FF – XX07A02kaRD0003

Figure 5-5. Enclosure 3 (PAW Index) to Change 1 to Tab D (PSYOP)

5-12. Each tab to Enclosure 3 (PAW) will have three expanding enclosures that consist of the product prototype or substitute, the pretesting results, and the posttesting questionnaire or survey. Expanding

enclosures to a tab are written as double numbers with the first and second number being “1.” For subsequent expanding enclosures, the first number remains constant, and the second number follows in numerical order (1-1, 1-2, 1-3, and so on).

5-13. The final step in preparing the series for approval is preparing the input to the FRAGORD to the supported unit’s base order. This input is normally in the form of identifying supported unit elements that are required to execute the series and referencing them to the PSYOP Tab. This input should include elements of the supported unit that are affected by changes in command relationship that are called for in executing the series. When this step is complete, the series is prepared for approval.

5-14. Once the PSYOP approval authority approves the series, the supported unit’s operations section issues the FRAGORD. This FRAGORD includes any changes to the PSYOP Tab/Appendix and orders the execution of the series. The FRAGORD is an order to all elements of the supported command to execute the series IAW the instructions contained in the Change to the PSYOP Tab and all of its attachments.

SUMMARY

5-15. Series approval is a detailed and focused task that, when done correctly, allows for the approval of a complete plan that will enable PSYOP to help change TA behavior and facilitate the accomplishment of the SPO. Approval of PSYOP programs and series will always receive a high level of scrutiny due to potential far-reaching strategic effects of PSYOP products and actions. However, without proactive and timely management of the series approval process, PSYOP cannot remain effectively engaged in military operations. At the end of Phase V, PSYOP Soldiers will have an approved PSYOP series ready for execution that is coordinated and synchronized with ongoing military operations and U.S. strategic communications. Once series and/or product approvals are granted, and a FRAGORD is issued, Phase VI of the PSYOP process begins.

Chapter 6

Phase VI: Production, Distribution, and Dissemination

Once product approval is granted, Phase VI of the PSYOP process begins. Phase VI can be considered the action phase, as PSYOP products are produced and delivered to the intended target audience (TA) to achieve the desired effects. This phase consists of the production, distribution, and dissemination of PSYOP products in a series, and the subsequent posttesting of these products. The results of the posttesting are analyzed in the Phase VII (Evaluation) phase, which is described in the following chapter. The series execution matrix (SEM), the series dissemination work sheet (SDW), and the change to the PSYOP appendix cover the timelines for Phase VI. Accuracy and timeliness of the dissemination of a PSYOP series and the method selected are critical in today's rapidly evolving information environment. Whenever possible, PSYOP forces must contract for use of local production assets and facilities to ensure timely production of products in theater. In some cases, the host nation government nationalizes fixed facilities during a crisis. The use of these facilities is planned and coordinated in advance. In many situations, PSYOP forces may opt to contract local companies to produce multimedia products or use organic assets when available. Throughout the execution of this phase, the goals of quality assurance and timeliness of the PSYOP series are paramount to successful PSYOP.

QUALITY CONTROL

6-1. Regardless of whether PSYOP forces use organic or nonorganic production assets, quality control must be conducted. Generally, a member of the product development section/tactical Psychological Operations development detachment (TPDD) and a translator will conduct a quality-control check. For visual products, the product development section/TPDD must verify that the initial production run corresponds with the original approved prototype. The translator must also verify that none of the translated text has become obscured or distorted, or that any of the words have run together. For audio products, the product development section/TPDD must ensure that the recording has no distortion and that it is in the correct format. The translator is responsible for verifying that the audio recording is understandable in the target language and the audio corresponds to the translated script. For audiovisual products, the product development section/TPDD verifies that the product corresponds with the approved storyboard, that the recording quality is good, and that it is produced in the correct format for broadcasting. The translator checks the product to verify that it is understandable in the target language. The translator and the PSYOP Soldier verify that there are no cultural discrepancies. Once the quality-control check is completed, full-scale production begins and the required quantity is produced as stated on the SDW. The SDW determines the location and time that each product will be disseminated.

PRODUCTION

6-2. After a series has been approved and any changes incorporated, the products go into production. During series development, the products that go to production first, IAW the SEM, are determined. The SEM allows the plans and programs section to time, synchronize, and deconflict translation, testing, production, distribution, and dissemination within the series to maximize effects. The product/action work sheet (PAW) also states the production means, which can be either organic or nonorganic assets. The

production process ranges from simple to complex. An example of a simple production process is a 10-word, two-color leaflet for a target of opportunity. This product can be produced with organic assets and may take a few hours to a few days from concept to production depending on the design of the leaflet. Preparing a field video production to support a PSYOP series requires careful coordination between the requesting PSYOP unit and the production facility, as well as significantly more man-hours in design, editing, and production. For example, filming one hour of raw footage may take 8 man-hours. Therefore, 4 hours of raw footage will require 32 man-hours. Afterwards, editors condense the 4 hours of the raw video footage to between 30 seconds and 2 minutes of finished video. Before choosing this media format to disseminate messages, PSYOP planners must consider a variety of factors, some of which include ensuring—

- They have enough lead time to design/produce/disseminate the audiovisual product.
- The message is of long-term value and will not be overcome by events.
- Enough audiovisual dissemination platforms exist to cover the required area.
- The intended TAs possess the radios or TVs needed to receive the transmissions in the first place.

ORGANIC PRINT ASSETS

6-3. The Heavy Print Facility (HPF) is a large nondeployable system consisting of four Heidelberg Quickmaster Direct Image Digital Presses (Figure 6-1). Each press is capable of print speeds up to 10,000 sheets per hour and the HPF can produce 800,000 four-color, two-sided leaflets in a 24-hour period. The quality of work that these presses produce is comparable to the newspaper and film image-setting industries. The Heidelberg presses are organic to the 4th POG(A), Fort Bragg, North Carolina. Print personnel assigned to the HPF are trained in product layout and formatting, limited press repair, and are capable of producing multicolor products of various sizes, such as business-card-sized hotline tips cards, leaflets, posters, handbills, books, magazines, and tabloid newspapers.



Figure 6-1. Heidelberg Digital Press

6-4. The Modular Print System contains three modules: A, B, and C (Figure 6-2). Module A contains printing equipment that is no longer used. Module B consists of two expandable shelters, each containing one Heidelberg GTOZP52 offset press that can print in two colors at one time or one color, front and back. The maximum paper dimensions for this system is 14 inches by 20 inches, with the largest product measuring 13 3/8 inches by 20 inches, allowing for marginal areas. Module C is also expandable and contains a large paper cutter, press plate marker, and a small light table. Modules B and C are capable of limited paper storage space when expanded.



Figure 6-2. Modular Print System

6-5. The Risograph is a deployable digital duplicator that combines the basic output speed of a small press (120 copies per minute) with the simplicity of a copier (Figure 6-3). It can produce up to 93,000 single-color leaflets in a 24-hour period. Although Risographs do not require connection to a computer, a direct connection to a computer does provide a better image quality and the ability to develop print products at the PDC or TPDD, and produces print materials farther forward, thus reducing distribution and dissemination time. Risographs are organic to some PSYOP units and are pre-positioned in many theaters of operations.



Figure 6-3. Risograph

6-6. The Deployable Print Production Center is an M1037 high-mobility multipurpose wheeled vehicle (HMMWV)-mounted/transportable print system (Figure 6-4). The print system includes a Product Development Workstation (PDW)-Light, a high-speed digital duplicator (Risograph), an electric paper cutter, a generator, and an environmental conditioning unit, some of which is mounted on a trailer for transport. The PDW-Light is a system that provides forward-deployed units in the field limited PSYOP product development (Figure 6-5). It also provides users the capability to electronically transmit and receive PSYOP product files and related information via the product distribution system (PDS). The PDS is a commercial off-the-shelf satellite communications earth terminal, Moving Picture Experts Group-2 encoder workstation, and a Windows NT server used for secure and nonsecure product distribution (Figure 6-6, page 6-5). The PDS transmits products via commercial/military satellite transmissions, single-channel ground and airborne radio system radios, or through phone lines. The system consists of a ruggedized laptop computer, removable hard drive, and printer. The PDW-Heavy is similar in concept to the PDW-Light, but uses a desktop computer and color laser printer for increased printing quality.



Figure 6-4. Deployable Print Production Center



Figure 6-5. Product Development Workstation-Light



Figure 6-6. Product Distribution System

NONORGANIC PRINT ASSETS

6-7. PSYOP Soldiers may have access to nonorganic assets that can be used for various product printing requirements. These print assets may be privately owned by foreign nationals or may be part of coalition members' militaries. For example, the combined Psychological Operations task force (CPOTF) in the Republic of Korea routinely exercises nonorganic printing assets by using both local national print assets and print assets in the Korean Army.

Local National Print Facility Contracting

6-8. Contracting with a local national company during the initial stages of military operations is cost-effective and allows for timely, responsive production of PSYOP products. This coordination will be made through a contracting officer, usually through the supported unit or U.S. Embassy. An advantage to using local national assets is that they are often more cost effective and will resonate more with the TA. When contracting with a nonorganic asset, PSYOP forces must be aware of operational security issues and should produce any sensitive products with organic assets. Local national assets are best suited for the production of long-use products such as newspapers and magazines. In addition, local assets can be a viable source for producing command and public information products. Additional consideration must be given to the fact that some local national production facilities may not have the experience, knowledge, or resources to maintain their equipment. Print and audiovisual specialists may assist in training local personnel on the proper ways to repair and service their machines and equipment. This assistance may help establish rapport with the local national facilities, thereby facilitating the production of PSYOP products.

Contracted Audiovisual Production Assets

6-9. In an effort to ensure the widest dissemination of audiovisual products, a contracting officer may be able to establish contracts with one of the local TV stations to help produce, edit, and make copies of approved products in correct formats for distribution and dissemination. Another asset to consider for

audiovisual production is contracting with local acting or modeling companies for personnel to narrate or to become a spokesperson or newscaster for PSYOP audiovisual products. A professional spokesperson will catch the attention of the TA and will add credibility to the PSYOP message being aired.

OTHER PRODUCTION ASSETS

6-10. PSYOP forces conduct operations directed by the President and SecDef in close cooperation with other Services and agencies. Occasionally, due to limited assets, PSYOP forces must make use of the production assets and facilities of other Services and USG agencies.

Joint Combat Camera Center

6-11. The joint combat camera center (JCCC) focuses on photos that tell the Army story from an American point of view. The photos must be carefully examined prior to use to ensure that they express a viewpoint that is culturally relevant to the intended TAs. The JCCC coordinates inputs from the individual Services' combat camera units. Combat camera units can be a valuable source of visual and audiovisual products. Another option that may be researched is the coalition press information center. They may have audiovisual capabilities in-theater that may be useful in making copies of approved products.

American Forces Information Service

6-12. The American Forces Information Service produces news, feature articles, and TV reports on all aspects of military life. These products focus on what senior defense leaders are saying on all aspects of military life. News and feature articles are uploaded throughout the day, seven days a week. TV news reports are available daily on the Web and are broadcast on the Pentagon Channel (<http://dodimagery.afis.osd.mil/>).

United States Navy

6-13. PSYOP forces can also use the experience and expertise of other Services within the U.S. military. The Navy has the capability to produce audiovisual products from the Fleet Audio-Visual Command, Pacific; Fleet Imagery Command, Atlantic; fleet combat camera groups; various film libraries; and Naval Imaging Command. Naval assets have the capability to broadcast AM/FM radio from ships offshore, with a range of up to 40 kilometers (km) inland, and produce documents, posters, articles, and other materials for PSYOP. In addition, the Navy and Marine Corps EA-6B aircraft have the capability of broadcasting prerecorded .wav files across a wide variety of communication systems, including FM radio.

United States Air Force

6-14. The 193d Special Operations Wing of the United States Air Force (USAF) has as its primary mission to broadcast on standard AM, FM, high frequency and high-frequency TV, and military communications bands. Six EC-130E/J (COMMANDO SOLO) aircraft, assigned to the Pennsylvania Air National Guard, broadcast PSYOP as their primary mission. COMMANDO SOLO flies during either day or night, and is air-refuelable. Additionally, Air Force Special Operations Command is equipped with a number of aircraft capable of accomplishing broadcast and leaflet operations.

PACKAGING

6-15. The final consideration for PSYOP product production is how the product will be packaged for distribution and dissemination. Some questions to consider include—

- How many separate elements are going to disseminate the products and in what quantities? Will it be to the TPD or TPTs? How many? What is the distance to each of their locations?
- How will the products be disseminated? Is it by paper, video, or audio for loudspeaker or radio broadcast?
- What environmental conditions will the products be exposed to during distribution? During shipping, PSYOP Soldiers must ensure the packages can handle rough treatment, ensure that the

print is in large legible letters and includes the unit location, point of contact, and phone number. If the product is packaged and sent via the Internet, PSYOP Soldiers must ensure that the appropriate security parameters are enforced, that the final approved product is being sent, and that it is sent in the appropriate format for printing.

6-16. Packaging of leaflets for distribution is determined by the dissemination means. The standard static-line box is 12 inches by 12 inches by 16 inches. Therefore, products by static-line leaflet dissemination are packaged with approximately 25,000 per box.

6-17. Using leaflet bomb dissemination, the products are packaged with approximately 30,000 per box. This arrangement saves significant man-hours in loading leaflet bombs, as each M129 holds about 60,000 leaflets and may contain two or more products. The two types of leaflet bombs are the—

- M129 leaflet bomb, which holds about 60,000 leaflets and can be used to disseminate two or more products simultaneously. The M129E1/E2 leaflet bomb is dropped from fixed-wing aircraft. It requires two to four Soldiers to assist in the loading of PSYOP leaflets. Leaflets are hand-rolled before placement inside the bomb. USAF personnel are responsible for loading the bomb on the aircraft and fusing it. The M129E1/E2 can be used only on aircraft requiring forced ejection for release from a bomb shackle. F-16, B-52, and FA-18 aircraft can carry the M129E1/E2.
- PDU-5/B, which is a modified MK-20 Rockeye II canister-type bomb designed to replace the M129E1. It is used to drop leaflets from high-performance aircraft such as the F-16. Each PDU-5/B can deliver about 45,000 leaflets in 20 rolls.

NOTE: Leaflets must be rolled into 20 uniform rolls to completely fill the PDU-5/B. This process requires time and experienced leaflet-rolling personnel. Leaflets cannot be stacked in the PDU-5/B as in the M129. Appendix D includes more information on leaflet bombs and aerial dissemination.

DISTRIBUTION

6-18. Distribution is the movement of approved products, either physically or electronically, from the production location to the point of dissemination. Distribution may also involve the temporary storage of products for later dissemination. Timelines for distribution are determined during series development and incorporated into the SEM. Product distribution within the theater often consists of using surface or air assets for physical delivery of products to PSYOP units for dissemination to the intended TA, as directed by the SEM. Military air assets may be used to distribute products, and are coordinated through the operations section of the PSYOP unit's higher HQ. Products that are distributed electronically are usually transmitted via the SECRET Internet Protocol Router Network (SIPRNET). The use of the SIPRNET is also facilitated by the Global Command and Control System (GCCS). The GCCS is a mobile and rapid-deployable dissemination system. It consists of two flyaway transit cases containing two Nera international maritime satellite M-4 phones, one Panasonic Toughbook, a Cisco router, Klas-TA Terminal, a Netgear Switch, a KIV-7, a compact disc (CD) drive/burner, and a Sony video camera. It is designed to provide secure data, voice, and video communications anywhere in the world by dialing into the GCCS base station to access the file transfer protocol server at Fort Bragg, North Carolina. It provides video teleconferencing capabilities through the use of NetMeeting. Additional computers and telephones can be connected to the system so that a small voice and data network can communicate over a single secure satellite link.

REACHBACK

6-19. To make the best use of all available technologies and resources stateside at Fort Bragg, North Carolina, such as the four stationary Heidelberg digital presses in the Media Operations Center (MOC) of the 3d Dissemination Battalion, PSYOP elements may use reachback. The main capabilities required by the deployed PSYOP element to implement reachback are access to the 4th POG(A) Web servers, point-to-point file transfer, access to SIPRNET and Non-Secure Internet Protocol Router Network (NIPRNET) for file transfer and e-mail, and the intertheater distribution of PSYOP products. This concept allows a

portion of PSYOP forces located at Fort Bragg to support forward-deployed elements with product development, design, production, and distribution to the forward elements. Current and emerging technologies (both military and commercial) support the reachback concept by providing secure, digital communications paths for transferring PSYOP products between Fort Bragg and deployed PSYOP units. These secure communication links include, but are not limited to, the SIPRNET, the PDS, and GCCS.

6-20. Under reachback, a portion of the PDC of the regional PSYOP battalion remains at Fort Bragg with the MOC, depending on mission requirements. These personnel work on long-range planning, develop products based on mission requirements, and then provide them to the forward-deployed forces. Deployed forces will develop, produce, and disseminate products using internal assets or other military or civilian assets in the AOR to support military operations at the tactical and operational levels.

CONTRACTED DISTRIBUTION

6-21. PSYOP Soldiers may use local national delivery companies to deliver products to various parts of an area of operations (AO). Large quantities of magazines or posters can be delivered to different areas within the country. PSYOP Soldiers may contract a local company for delivery on a weekly, biweekly, or a monthly basis. This contract will ensure the delivery of the products without overburdening military transportation assets or PSYOP Soldiers. The contracting officer works out all the legal issues concerning payment, insurance, and the selection of delivery companies.

6-22. PSYOP Soldiers should strive to build bonds with the local nationals by working together with their military, OGAs, or nongovernmental organizations (NGOs). By working with the local military, if available, or NGOs, PSYOP forces will be able to coordinate combined distribution efforts to many of the areas that need to be reached, but exceed the organic dissemination capabilities of the PSYOP units and personnel. This coordination helps establish a greater working relationship between PSYOP forces and the local nationals, and places PSYOP in a positive light with the local populace.

LOCAL NATIONAL ASSETS

6-23. PSYOP Soldiers should consider employing locally available assets, whether commercial vendors, nationalized enterprises, or nongovernment agencies, to maximize coverage of PSYOP products in the AO. Existing broadcasting facilities may have the power and range required to reach the intended TA with radio or TV. Programming can be introduced immediately without having to wait for the installation of organic PSYOP transportable systems.

6-24. NGOs are not legal entities under international law as states are. An exception is the International Committee of the Red Cross, which is based on the international humanitarian laws of the Geneva Convention. NGOs are not directly affiliated with any national government but often have a significant impact on the social, economic, and political activity of the country or region involved. Many of the largest, most significant NGOs have relationships and sometimes official associative status with intergovernmental organizations, such as the United Nations or the World Bank.

6-25. The list of NGOs in any given area may be quite extensive. The latest United Nations report on global governance estimated that there are nearly 29,000 international NGOs. Many NGOs now prefer the term private voluntary organization or private development organization. However, NGO remains the most recognized and widely used label. Searching the Internet is one method to obtain information regarding NGOs, including their profiles, operating in the target country. Some of the organizations that may be of service are the—

- United Nations High Commissioner for Refugees.
- International Police Task Force.
- International Organization for Migration.

6-26. There are different types of NGOs, each having its own particular agenda. PSYOP Soldiers should research a particular NGO prior to establishing contact. The United States Agency for International Development (USAID) is the best source of information regarding NGOs. The USAID publishes a yearly report entitled *Voluntary Foreign Aid Programs*. The PSYOP commander can obtain this report from the

higher HQ or the USAID representative assigned to the U.S. Embassy. The USAID maintains an updated database of the NGOs that are registered with the agency.

DISSEMINATION

6-27. Dissemination is the actual delivery of the PSYOP message to the TA. Giving out handbills while conducting face-to-face communication with the TA, putting up a poster, speaking through a family-of-loudspeakers system, and leaflet drops in a section of a town or city are all examples of disseminating products. Having multiple means of dissemination is preferred. Radio and TV broadcasts, leaflets, loudspeakers, and other means are used throughout the world to disseminate PSYOP products. These products are disseminated in timeless ways, such as by face-to-face and paper, and also by the Internet and big-budget TV commercials.

DISSEMINATION FACTORS

6-28. In today's Information Age, there is an increasing reliance on sophisticated, near-real-time media dissemination. Information, or sometimes the withholding of information, is power. Once PSYOP arguments and messages have been chosen, the PSYOP commander must decide the most effective way to convey them to the TA. The state or entity most able to effectively control or manage information, especially managing the perceptions of particular TAs, will be the most influential.

6-29. Using target audience analysis (TAA), PSYOP Soldiers determine the most effective means of dissemination. By carefully considering the effects of these factors and using the delivery techniques of each medium to its full extent, PSYOP units can disseminate PSYOP products effectively. To make this determination, they must assess the following factors that may affect the selected means:

- Political.
- Military.
- Physical conditions (geography and weather).
- Opponent's disruption capabilities.
- TA's comprehension level of selected media.
- Communications infrastructure.
- Availability of dissemination platforms.
- Availability and credibility of media.

DISSEMINATION PLATFORMS

6-30. PSYOP forces have numerous platforms to disseminate approved PSYOP visual, audio, and audiovisual products to specific TAs in a designated location. These dissemination systems include the following:

- Airborne, vehicle, or portable (manpack) loudspeaker systems.
- Leaflet bombs.
- Portable Amplitude Modulation Transmitter.
- Transportable AM Transmitter.
- Portable Frequency Modulation Transmitter.
- Special Operations Media System-B.

NOTE: The *Psychological Operations Handbook: Equipment Types, Specifications, and Capabilities* has specific information on these and other PSYOP-unique systems. As technological advances are made and new equipment is fielded, this stand-alone publication is updated.

DISSEMINATION MEANS

6-31. PSYOP forces use numerous dissemination means to communicate a message. Each of these methods is discussed in the following paragraphs.

Face-to-Face Communication

6-32. Face-to-face communication is the conveyance of a message by the sender in the sight or presence of the receiver. Face-to-face communication ranges from two or more individuals in informal conversation to planned persuasion among groups. The credibility of the PSYOP messages delivered by face-to-face communication is increased when the communicator is known and respected. By disseminating through face-to-face communication, PSYOP forces have the opportunity to interact with the local populace and get direct and immediate feedback and reactions from the TA.

6-33. PSYOP Soldiers should consult with local leaders (key communicators) prior to disseminating posters. These leaders can provide PSYOP Soldiers information as to the best locations to put up posters to gain maximum visibility. Care should also be taken when placing posters at sensitive locations, such as religious facilities. PSYOP Soldiers should check with the facility manager; there may be specific guidelines for where, how, and when a poster is put up due to fears of retribution or other perceived threats. PSYOP Soldiers may place posters up within their specific AO using tape, staples, poster paste, or spray adhesive. Poster paste or spray adhesive is the preferred method since they make removing or recycling the product as a counterpropaganda product more difficult.

6-34. Printing novelty items with the PSYOP message is an extremely effective means to reach people. PSYOP Soldiers use novelty items, such as notebooks, soccer balls, pens and pencils, and T-shirts, all with the PSYOP message printed on them. An effective dissemination technique is to hand out products at the same time and place on a regular schedule in coordination with other activities such as MEDCAPs and VETCAPs. When PSYOP Soldiers distribute these products, they inform the local populace that they will be back on a certain date and time. This practice sets up a specific dissemination location where the TA knows it will receive new products and information on a regular basis. (PSYOP Soldiers employ this practice only in a secure theater and not in a hostile environment.) When passing out handbills and novelty items, PSYOP Soldiers should take care to adhere to cultural norms. For instance, some cultures frown on adults other than parents having direct contact with or talking to children. Cultural awareness is key to gaining the trust and respect of the TA.

6-35. A keen awareness of the TA's culture coupled with skillful face-to-face communication can lead to successful PSYOP. PSYOP Soldiers can use face-to-face communication to present persuasive appeals and complex material in detail. They can repeat portions of the communication as required and use slight variations to influence a specific TA. The importance of appropriate gestures and physical posture in the communication process must not be overlooked. What may be an appropriate gesture in one culture may be viewed quite differently in another. The most important part of face-to-face communication is the immediate feedback that can be obtained from the TA. PSYOP Soldiers can obtain valuable information from this feedback and may realize the true meaning of the message that PSYOP Soldiers may have overlooked due to a lack of political awareness or cultural differences. This information may change the message intent or the message itself. PSYOP Soldiers should take every opportunity to hone and enhance their ability to conduct effective face-to-face communication. PSYOP Soldiers need to rehearse face-to-face communication to practice favorable body language while eliminating unfavorable gestures and posture. Body language is as important as the verbal message and should appear natural, not labored or uncomfortable.

6-36. PSYOP Soldiers should use the Face-to-Face Encounter Outline (FFEO) to organize and plan their encounters. The FFEO (Figure 6-7, page 6-11) addresses each of the four parts of the face-to-face encounter: introduction and rapport building, presenting a PSYOP argument, answering questions/overcoming objections, and the exit strategy/closing. The introduction and rapport-building section includes a sample introduction and recommends culturally specific actions or conversation topics to put the TA at ease and establish credibility and rapport. The PSYOP argument section takes the components of the PSYOP argument—the arguments, appeal, and technique—and creates specific talking points with

supporting facts and examples to assist the PSYOP Soldier in presenting the product. The answering questions and overcoming objections section lists the most likely questions and objections that may arise during the encounter, and, most importantly, provides a prepared response to each. By anticipating the responses of the TA and developing effective responses in advance, the PSYOP Soldier greatly increases his chances of success. The exit strategy or closing section provides sample closing remarks, lists any actions that need to take place, and provides recommended plans of action if the encounter does not go well. Once the FFEO is complete, the PSYOP Soldier can use the outline to rehearse and prepare his team and interpreters. One effective rapport-building technique is called “mirroring.” Mirroring subtly mimics another person’s body language and vocal qualities. People are naturally more comfortable around those who seem the same as themselves. It is important to remember that mirroring must be subtle and appear natural, and may not be appropriate in every culture or situation.

SPO - Specific behavior being sought.
Supporting Argument - Portion that will be used in this encounter.
<p>A. Introduction and Rapport Building.</p> <ol style="list-style-type: none"> 1. Introduce self and team. 2. Discuss the reason for being there. 3. Engage in culturally specific formalities, such as shaking hands, drinking tea, or conversing politely (about weather, health, sports, and so on). <p>B. Presentation of Main and Supporting Arguments.</p> <ol style="list-style-type: none"> 1. Main Argument. <ol style="list-style-type: none"> a. Specific point or facts. b. Specific point or facts. 2. Supporting Argument 1. <ol style="list-style-type: none"> a. Specific point or facts. b. Specific point or facts. 3. Supporting Argument 2. <ol style="list-style-type: none"> a. Specific point or facts. b. Specific point or facts. <p>C. Answers to Questions and Discussion to Overcome Objections.</p> <ol style="list-style-type: none"> 1. Predict possible question or objection. <ol style="list-style-type: none"> a. Answer with prepared response. 2. Predict possible question or objection. <ol style="list-style-type: none"> a. Answer with prepared response. 3. Predict possible question or objection. <ol style="list-style-type: none"> a. Answer with prepared response. <p>D. Exit Strategy or Closing.</p> <ol style="list-style-type: none"> 1. Encounter has gone well. <ol style="list-style-type: none"> a. Leave a deliverable, if appropriate. b. Extract a commitment to behave in desired manner. 2. Encounter has gone poorly. <ol style="list-style-type: none"> a. Exit quickly without escalation. b. Determine if different approach would be successful. Document primary reason why encounter went poorly.

Figure 6-7. FFEO format

6-37. To learn more about gestures, posture, and other mannerisms used when communicating face-to-face, PSYOP Soldiers should consult individuals who have lived in the HN and are aware of these customs. A good source of this information is to talk with and ask questions of the interpreters who are assigned in the AO. Another source of additional information is the *Do's and Taboos Around the World* book, which contains chapters on hand gestures and body language, giving and receiving gifts, a quick guide to the ways of the world, and information about the importance of colors, jargon, slang, and humor.

6-38. PSYOP forces should maintain a close working relationship with Civil Affairs (CA) personnel. Working with CA personnel allows PSYOP to leverage the positive aspects of humanitarian assistance projects that CA personnel typically get involved in. Through working with the CA units, PSYOP forces can also coordinate the mutual dissemination of products.

6-39. There are many advantages of face-to-face communication. Some examples include the following:

- *Relationship.* Face-to-face communication employs an interpersonal relationship.
- *Audience selection.* The audience can be deliberately selected and the appeal directed and tailored for the audience.
- *Assessment of impact.* Feedback is immediate. The communicator can immediately assess the impact of his message and adjust his approach to obtain the desired response.
- *Requirement for limited support.* Limited technical and logistical support is required.
- *Credibility.* Face-to-face communication can be more credible than other methods because the TA can evaluate the source.
- *Presentation.* Complex material can be presented in detail. Frequent repetition and slight variations can be readily used to influence the audience.
- *Expeditious.* In some instances, particularly in underdeveloped areas, face-to-face communication may be the most timely or efficient method of disseminating messages or command information.

6-40. There are also disadvantages of face-to-face communication. Some examples include the following:

- *Limited use in tactical situations.* Use is limited in war due to the inaccessibility of the target individual or group. Use is limited in combat since the PSYOP Soldier has little face-to-face communication with the adversary until they are captured or they defect.
- *Close control necessary.* Face-to-face dissemination must be controlled, especially at the lowest levels where each communicator has the responsibility to interpret policy and objectives. The control factor is best illustrated by trying to pass an oral message, one person at a time, throughout a group. By the time the message reaches the end of the group, it does not resemble the original message. Reinforcement by other media is necessary to eliminate this problem.
- *Limited use in secure areas.* Security considerations limit the conduct of face-to-face communications. As the security situation improves and more areas are secure, area coverage in secure areas can be extended.
- *Limited range of voice.* The range of the human voice and the need for visual contact limit this method.

Broadcast Dissemination

6-41. PSYOP forces have numerous platforms to disseminate approved PSYOP audio products to designated TAs within an AO or joint operations area (JOA). Organic radio broadcasting equipment provides a variety of capabilities for the PSYOP force to meet their specific needs and the requirements of the operation. Some equipment is designed specifically for ease of transport and operation. Other more powerful systems, such as longer-range broadcast platforms, require multiple airlifts to transport and several days to install. (The *Psychological Operations Handbook: Equipment Types, Specifications, and Capabilities* include the specifications and capabilities of these systems.)

Radio

6-42. Radio provides entertainment, news, and instructions along with the desired PSYOP message. Radio broadcasts reach local audiences, cross international boundaries, and reach behind enemy lines. Although the tactical situation may hinder radio broadcasts, they are not complete barriers. Since radio can reach TAs quickly, it is useful for all types of PSYOP.

6-43. As with all other media, the selection of radio will depend greatly on the availability of, and access to, radios by the TA, the tactical situation, and the ability of the radio signal to reach the TA. PSYOP Soldiers can contact local radio stations to have a live on-air show that broadcasts weekly to speak with the local populace, as a means to disseminate PSYOP messages and command information. In addition, they can contact and coordinate with area commanders and key communicators for interviews on local radio stations. This contact provides direct interaction with, and access to, the local populace and helps reinforce the objectives of the area commander while adding credibility to the message. Advantages of radio include—

- *Speed.* Radio programs can be quickly prepared for broadcast. Speed is important when attempting to capitalize on targets of opportunity.
- *Wide coverage.* Radio programs can reach large and varied audiences simultaneously.
- *Ease of perception.* When done correctly, radio programs require little or no effort on the part of the listener to visualize the message. Illiteracy does not prevent the listener from forming his individual image as he listens.
- *Versatility.* Radio is easily adaptable to many types of programs, including drama, music, and news.
- *Emotional power.* A skilled radio announcer can exert tremendous influence on the listener simply with pitch, resonance, inflection, or timing.
- *Availability of receivers.* Where availability or ownership of receivers is common, listening to radio is a habit. Ownership of receivers has increased greatly with the invention of transistors.

Disadvantages of radio include—

- *Enemy restrictions.* The government may censor all media making it difficult to reach the TA, thereby reducing the effectiveness of radio broadcasts.
- *Jamming possibilities.* Jamming can prevent the TA from receiving radio broadcasts.
- *Technical problems.* Technical problems include, but are not limited to, equipment malfunctions, signal strength, and atmospheric conditions.
- *Lack of receivers.* In certain areas, so few receivers are available that radio may not be an effective medium.
- *Fleeting impressions.* Oral media does not have the permanency of written media. Messages may be quickly forgotten or distorted.

6-44. Radio programming consists of planning the schedule, content, and production of programs during a stated period. Words, music, and sound effects are put together in various ways to produce the different kinds of programs. Some of the major types of radio programs are—

- Straight news reports (without commentary).
- Musical (whatever genre is popular with the TA).
- Drama.
- Speeches, talks, discussions, or interviews.
- Sports.
- Special events, such as on-the-spot coverage of an election or the arrival of an important visitor.
- Religious.
- Variety—a combination including music, skits, or comedy.
- Announcements.

Radio principles include the following factors:

- Regularity is an essential element of programming. The radio programmer must create habitual program patterns to build a regular audience. Content, style, and format should follow an established pattern.
- Radio programming builds listenership by following a set time schedule. Listeners must know when they can tune in for the programming they want to hear. This time schedule allows the TA to form a regular habit of listening to the program. If the time schedule varies on a daily basis, listeners will become frustrated and turn to another station.
- Repetition is necessary for oral learning; therefore, repeating key themes, phrases, or slogans will ensure the TA gets the desired message. If a certain message airs only once, or is only aired at one time every day, the listener has a good chance of missing the information.
- The radio program must suit the taste and needs of the audience. Program style and format should follow the patterns to which the audience is accustomed.
- Announcers with attractive voice features are essential to successful radio operations. Some factors to consider include—
 - The emotional tone conveyed by the voice, which may influence the listener more than the logic of arguments.
 - Avoiding announcers whose accents are similar to those of unpopular individuals or groups.

Television

6-45. TV is a proven means of persuasion worldwide and is a vital asset in PSYOP dissemination. TV appeals to a number of senses, making it the closest medium to face-to-face communication. TV has been responsible for swaying the opinion of entire nations. A thoroughly prepared PSYOP TV product can be extremely effective if PSYOP planners fully understand the unique properties of TV and do not limit their imagination in its use. TV, including videotape recording, is one of the most effective mediums for persuasion. TV offers many advantages for PSYOP, and its wide application in other fields contributes to its acceptance and use. TV is appropriate for use across the range of military operations. In places where TV is not a common communication medium, receivers may be distributed to public facilities and selected individuals. A possible limitation in enemy countries is that TV receivers may be set to allow reception on only one or two channels under government control. TV is an all-encompassing mass communication medium. Like radio, TV makes use of the sense of hearing to convey an idea. Like printed material, TV makes use of the sense of sight, adding the element of motion. Moreover, like the motion picture, TV combines sight, sound, and motion. TV is immediate; in effect, it places the viewer in two locations simultaneously, creating the illusion of participating in a distant event.

6-46. PSYOP forces have several dissemination platforms for approved PSYOP audiovisual products to designated TAs within an AO or JOA. These dissemination systems are transportable and consist of multiple broadcast and production subsystems. (*The Psychological Operations Handbook: Equipment Types, Specifications, and Capabilities* includes specifications and capabilities of these systems.)

6-47. There are many advantages of broadcasting PSYOP messages via TV. Some examples include—

- *Speed.* TV programs can reach large segments of the TA rapidly. The transmission of events can be instantaneous.
- *Audience illiteracy.* Illiteracy is not a barrier; an audience need not be able to read.
- *Unification.* TV brings people in widely separate locations closer together by exposing them visually to the same ideas and concepts.
- *Aural-visual effect.* TV appeals to two senses—hearing and seeing, with each reinforcing the other, and gives the viewer a sense of involvement.

6-48. There are also disadvantages of TV. Some examples include—

- *Range.* Geography and atmospheric conditions affect the strength and range of the signal. The signal may, however, be boosted with relay stations, airborne transmitters, or satellite relay to increase the transmission range. Airborne antenna relay domes extend the range of a central transmitter, but at great expense.

- *Reception.* TV sets are unevenly distributed throughout the world. Messages disseminated by TV will normally be received only by those within an above-average income range and economic class in many areas of the world, particularly in developing nations. In some developing nations, however, group listening and viewing centers may be available, negating the link between income and access to TV. The association should be carefully determined for each target country.
- *Equipment incompatibility.* Receivers in the target area may not be compatible with the transmission equipment.
- *Power.* Most TV receivers require an outside source of electric power. Many areas of the world lack this power. The introduction of self-contained power packs partially eliminates this problem. If broadcasts are to be made from areas lacking power facilities, special generators and a fuel supply may be needed.
- *Vulnerability.* Equipment and parts are fragile and extremely vulnerable to damage. Stations are easily identified and make excellent targets. Receivers are difficult to hide.
- *Program requirements.* A substantial production staff and supporting equipment are required to produce daily programs. Each day's operation requires a large amount of film, videotape, and live programming to sustain a program schedule.
- *Maintenance.* Maintenance is highly technical, requiring trained and skilled technicians and engineers; such people are difficult to find.
- *Personnel.* TV is a complicated communication medium, demanding specialized personnel with a wide range of scarce skills.
- *Audience accessibility.* Difficulty in reaching audiences in hostile areas due to incompatibility of receivers, extreme distortions caused by multiple transmitters on the same wavelength, jamming, and censorship limit the use of TV broadcasts.

6-49. To take full advantage of TV as a medium, PSYOP Soldiers must realize that TV has always been primarily a means of entertainment. However, the vast majority of viewers accept events seen on the TV screen as fact. The implied actions of the characters seen on the TV screen manipulate viewers' understanding of what they see. This impact is what sets TV apart from all other media. Before selecting TV as a PSYOP medium, PSYOP Soldiers must determine the degree of credibility TV holds for the TA and its degree of access. The TA's accessibility to TV may be limited by many factors, including religious, economic, and geographic. In remote areas, videotape or DVD may be the proper alternative to TV. Advantages of these formats include the following:

- The results of the "take" can be seen immediately; if editing is necessary prior to release to the audience, the editing can be done electronically as the material is being produced.
- Videotape or DVD can be reused a number of times, erasing itself as it is run through the recorder, or it can quickly be erased on equipment made for that purpose, and then reused.
- Videotapes and DVDs are virtually indestructible and can be used in almost any environment.
- Videotape can be placed on readily available videocassette players that feed directly into commercial TV receivers. With special equipment, videotaped scenes can be projected onto large motion picture viewing screens. The requirement for special projection equipment is not unique, as special equipment is also required to project filmed scenes on TV screens.
- Videotapes and DVDs can instantaneously project scenes in black and white or color, with natural or dubbed sound, on open (public) or closed (limited audience) circuits.
- Scenes may be recorded for a permanent record or for future use.

Disadvantages of videotape are the same as those inherent in the TV medium.

6-50. An analysis of TV in the area of intended PSYOP provides valuable information about its specific regional characteristics. Popular programs provide models for PSYOP TV products and help keep the message subtle. Before developing or producing a new product, PSYOP Soldiers should ensure that they research the information about a nation's popular TV programs and shows. This research may provide answers and insight into what is credible within that AO. PSYOP Soldiers should also seek the opinions of interpreters, as they may be able to give thorough insight into the views of the TA. PSYOP Soldiers may

research information in the libraries and universities, as well as the local marketing companies that do market research in the AO. Area studies produced by universities are valuable, along with information from religious organizations with missionaries in the host or target nation. PSYOP Soldiers can also determine a great deal of information through research about literacy rate, viewing habits, opinions, distribution of TV sets, and political views. The local marketing companies can be extremely useful by gathering survey information and categorizing by demographics, age, location, most frequently viewed program, best times to air, and so on. Using the information that is available through research and investigation, PSYOP elements are capable of producing relevant and sophisticated products. A thoroughly prepared PSYOP TV product can be extremely effective if PSYOP planners fully understand the unique properties of TV and do not limit their imagination in its use.

Aerial Dissemination

6-51. Another means available for the dissemination of a product to areas that are difficult to reach is the leaflet. PSYOP Soldiers must determine which method will be used—surface delivery or air-to-ground delivery. Coordination must be made with the unit's air operations personnel for scheduling the proper aircraft. When preparing for leaflet dissemination, the method of delivery depends on a variety of factors. PSYOP Soldiers should examine the following items for their effect on the mission:

- Political or military denial to the TA.
- Opponent or enemy countermeasure capabilities.
- TA population density.
- Geographical denial.
- Number and size of printed material.
- Availability of delivery devices.
- Availability of air sorties.
- Weather.
- Multiple leaflet dissemination.
- Production time.
- Mixed media requirements.
- Product priority.

6-52. Paper quality affects the drift of airdropped leaflets. If a leaflet, which offers little or no wind resistance, is dropped from a flying aircraft, the leaflet will be blown at about the same speed and direction as the wind. If there are updrafts or downdrafts, the leaflet will still follow the general direction of the wind. In areas of no turbulence, the constant pull of gravity acting upon the leaflet will cause it to fall at a fairly constant rate. The basic objective of leaflet drops is to place sufficient leaflets on the ground to ensure that every member of the TA will see (not necessarily possess) a leaflet. PSYOP Soldiers use several air-to-ground delivery methods:

- *Aerial dissemination.* Leaflets printed or distributed in areas of high humidity tend to stick together. Ruffling one or both ends of the leaflet stack ensures complete dispersion.
- *Airdrop by hand (low altitude).* Leaflets are dropped by hand through aircraft doors or ports in areas where low-level delivery is feasible. Leaflets should be dropped in small quantities at very close intervals. This method results in an almost continuous release of leaflets evenly distributed downwind and parallel to the flight of the aircraft. Two Soldiers can dispense thousands of leaflets per minute using this efficient technique.
- *High altitude.* Leaflets are dispensed from aircraft flying at altitudes up to 15,000 meters (50,000 feet). This technique is well suited for leaflet drops directed at large general target areas. This technique requires long-range planning and preparation to ensure prompt reaction to favorable wind conditions.
- *Static-line technique.* At high altitudes, the use of leaflet bundles or boxes opened by static line has proven effective. Through use of rollers on the deck of the aircraft, boxes weighing up to 110 pounds (50 kilograms) can be ejected with minimum exertion. The box is rolled out of the

aircraft, and as the container comes to the end of the static line, the sides of the box split. In effect, the box is turned inside out and the leaflets fall away followed by the empty box.

- *Leaflet bomb (M129E1 and M129E2).* The M129E1 and M129E2 leaflet bombs are Air Force items, obtained through Air Force ordnance channels. Each leaflet bomb weighs about 115 pounds (52 kilograms) empty and about 225 pounds (100 kilograms) when loaded. The leaflet bomb can carry approximately 60,000 leaflets. Before the leaflets are placed in the bomb, the Air Force or Navy munitions experts place the detonating cord in the seam between the two halves. When the bomb is released, the fuse functions at a predetermined time, detonating the primer cord separating the two body sections, detaching the fins, and releasing the leaflets.
- *Leaflet bomb (PDU-5/B).* The PDU-5/B leaflet bomb (SUU-76C/B without leaflet payload) is an Air Force item, obtained through Air Force ordnance channels. It weighs about 140 pounds (64 kilograms) empty and has a maximum carrying capacity of 152 pounds (69 kilograms). The PDU-5/B can be loaded with 20 rolls of 3- x 6-inch leaflets. Each leaflet roll will measure 11 inches in diameter, and total fiber tube weight (with leaflet rolls) must be between 148 and 152 pounds. Other leaflet sizes include—
 - 3 x 4 inches, 20 rolls, weighing 7.5 pounds per roll.
 - 4 x 4 inches, 15 rolls, weighing 10 pounds per roll.
 - 6 x 6 inches, 10 rolls, weighing 15 pounds per roll.

NOTE: Appendix F consists of conversion tables that may be used to convert measurements from U.S. standard terms to metric when mission requirements or environments change.

Digital Dissemination

6-53. The Internet has become an integral part of U.S. and other societies, and has become a preferred source of information in many regions of the world. The PSYOP officer can coordinate with the IO section, which may have greater resources available to establish Web sites to disseminate information. The IO section may have a Web site already established.

6-54. PSYOP Soldiers must ensure that they check Web sites that are posting propaganda to gain a better understanding of enemy capabilities or opposing information. Viewing Internet propaganda will assist PSYOP Soldiers in developing quality products that will resonate with the TA. The PSYOP operations officer can obtain Web sites by contacting either the G-2 section or the IO section, and should be able to assist in the search for such Web sites.

CONTRACTED DISSEMINATION

6-55. The PSYOP contracting officer will help establish external means of dissemination within the AO to maximize the effectiveness of the PSYOP message to the TA. Using all necessary means of external media available, PSYOP Soldiers can ensure the dissemination of products reaches the widest range of the TA. The contracting officer will establish contracts with local newspapers, radio stations, TV stations, and billboard companies. The contracting officer will work out the legal issues with payment and establishment of purchasing times and space with each of the media assets. By maximizing all media assets within the AO and contracting with local companies, PSYOP Soldiers will expand their range of dissemination to reach the TA and influence attitudes and behavior.

POSTTESTING

6-56. PSYOP Soldiers conduct posttesting at key decision points during the development of PSYOP series and directly following series execution. During posttesting, PSYOP Soldiers assess TA exposure to the PSYOP series, as well as the understanding and acceptance of the PSYOP argument. Essentially, posttesting helps the PSYOP Soldiers determine which products in the series are reaching the TA, what portions of the PSYOP argument are resonating with the TA, and what degree of influence the PSYOP series has on the TA. Unlike pretesting, which focuses on individual PSYOP products, posttesting assesses

the effect of the PSYOP argument on the intended TA. Also, although a pretest can be conducted with the TA, a panel of experts, or a panel of representatives, posttesting must be conducted with members of the TA. (More information on pretesting and test groups is in Chapter 4.)

SAMPLE SIZE AND COMPOSITION

6-57. It is desirable to conduct a number of posttests to increase the reliability of the data. The ultimate sample size of respondents to a posttest largely depends on METT-TC. The larger the TA, the larger the sample needs to be. National-level products should be tested across the major demographic and geographic groups. Tactical-level products, aimed at specific TAs in specific locations, require a smaller sample. The outcome is usually described in terms of the numbers sampled and the composition of the group surveyed; for example, “8 of 10 local nationals interviewed understood the PSYOP argument.”

CONDUCTING THE POSTTEST

6-58. When conducting posttesting, PSYOP Soldiers keep in mind the main components universal to all communication: the sender, the receiver, and the message. The sender of the message asks the following basic questions:

- Was the message received by the receiver?
- Was the message understood?
- Will or did the receiver comply with the message?

All three of these questions apply to posttesting of the PSYOP series and are designed to solicit the following information:

- *Exposure*: Has the TA read/heard/seen any of the PSYOP series? To what extent?
- *Understanding*: Are the key messages conveyed by the PSYOP series clearly understood by the TA?
- *Acceptance of the PSYOP argument*: Is the TA likely to engage in the desired behavior as a result of the PSYOP argument presented in the series?

6-59. Questions designed to gauge the exposure of the TA to a series are usually asked first during posttesting and may include questions such as—

- “Have you seen any of these products? (Displaying series products) Where? When?”
- “What have you heard about coalition forces’ efforts to... on the radio? Where? When?”

This information helps the PSYOP Soldier determine the proper media to increase the TA’s exposure to the PSYOP argument. Asking members of the TA straightforward, open-ended questions is the best way to test exposure.

Example of Exposure

A PSYOP Soldier is conducting a posttest of a PSYOP series urging the TA to report insurgent activity to the security forces. A posttesting interview (testing for exposure) could begin like this:

PSYOP Soldier: “What kind of announcements have you seen or heard about a campaign for people in Adhamiya to report insurgent activity?”

TA member: “The police are asking for this on the radio.”

PSYOP Soldier: “Have you heard this message anywhere else?”

TA member: “Oh, yes. There are posters all over the streets and in the shop windows. I have seen announcements from the American forces on the national TV channel.”

PSYOP Soldier: (Pulling out prepared folder) “Are any of these the announcements that you have seen?”

TA member: “Yes, that one...the poster with the policeman and the children, and also the one with the terrorist blowing up the school from TV.”

PSYOP Soldier: “How often have you seen the TV spot?”

TA member: “I see it all the time. At night when we eat, it is on after the news.”

PSYOP Soldier: “How about the poster—where did you see it?”

TA member: “It is all over the place. When I go to the Kabeer Market, it is posted on many of the shops there.”

From this series of questions, the PSYOP Soldier has now established what products in the series the TA member has seen, and where, when, and a general idea of how often. Through several such interviews, patterns of exposure can be identified and changes made as required.

UNDERSTANDING: PSYOP Soldiers test for understanding by using straightforward, open-ended questions, such as “What did the radio/TV message say? What did the poster/handbill/leaflet tell you to do? What does it say? What does this mean to you?” From such responses, the PSYOP Soldier may continue with more specific follow-up questions to ensure that the TA understood the PSYOP argument. These questions confirm the pretesting results, ensuring that the message received by the TA is understood as intended by PSYOP. This information is particularly important if the TA was unavailable for pretesting. (More information on testing for understanding is in Chapter 4.)

ACCEPTANCE: After confirming understanding, Soldiers test to determine if the PSYOP argument has been accepted. The TA accepts the PSYOP argument by (1) agreeing with the main/supporting arguments, and (2) indicating they did/will engage in the desired behavior. The following questions might be asked to verify the level of acceptance:

“Do you think the drug cartels are ruining the integrity of Patriotsville?” (supporting argument)

“Do you feel it is your duty to report drug smugglers to the police?” (supporting argument)

“Do you think conditions in Patriotsville would improve for you and your family if the drug cartels were gone?” (main argument)

“Do you think that your neighbors would report drug smuggling activity to the Patriotsville police?” (desired behavior [SPO])

EVALUATING TESTING RESULTS

6-60. The results of posttesting are evaluated to determine if PSYOP series require improvements or modifications. Steps include identifying recurring comments or patterns in the results, identifying deficiencies by category (understanding, acceptance, and exposure), and recommending changes. Recommended changes usually fall into four major categories: change to a product/series, change to the PSYOP argument, change to dissemination, and refinement of the TA. (More information on evaluating testing results is in Chapter 4.) Through posttesting, PSYOP series are assessed and changes are recommended to improve the future effectiveness of the PSYOP effort.

6-61. Figure 6-8, page 6-20, is an example of a series execution matrix (SEM). In this figure, Series XX07A02ka consisted of 14 PSYOP products and 1 PSYOP action executed during a two-month period. TPTs conducted posttesting immediately following product dissemination when possible, and the PSYOP company summarized and reviewed results at each of three decision points (I, II, III).

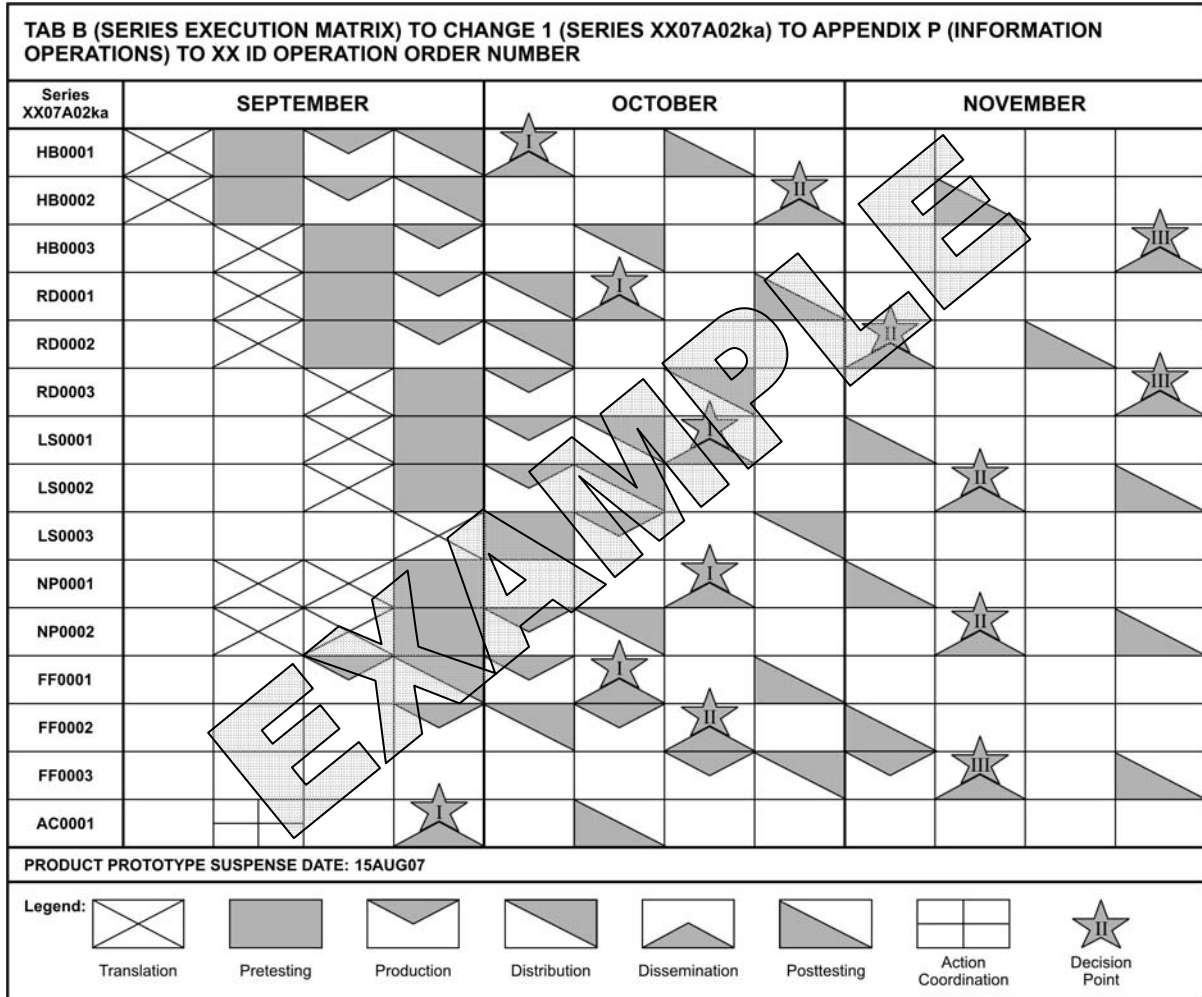


Figure 6-8. SEM example

6-62. Figure 6-9, page 6-21, is an example of a product from Series XX07A02ka. Also, Figure 6-10, page 6-21, is an example of pretest and posttest guidance from the PAW. PSYOP Soldiers developed posttesting questionnaires using the posttesting guidance provided on the PAW (Figure 6-10), and used by TPT members to conduct the posttest.

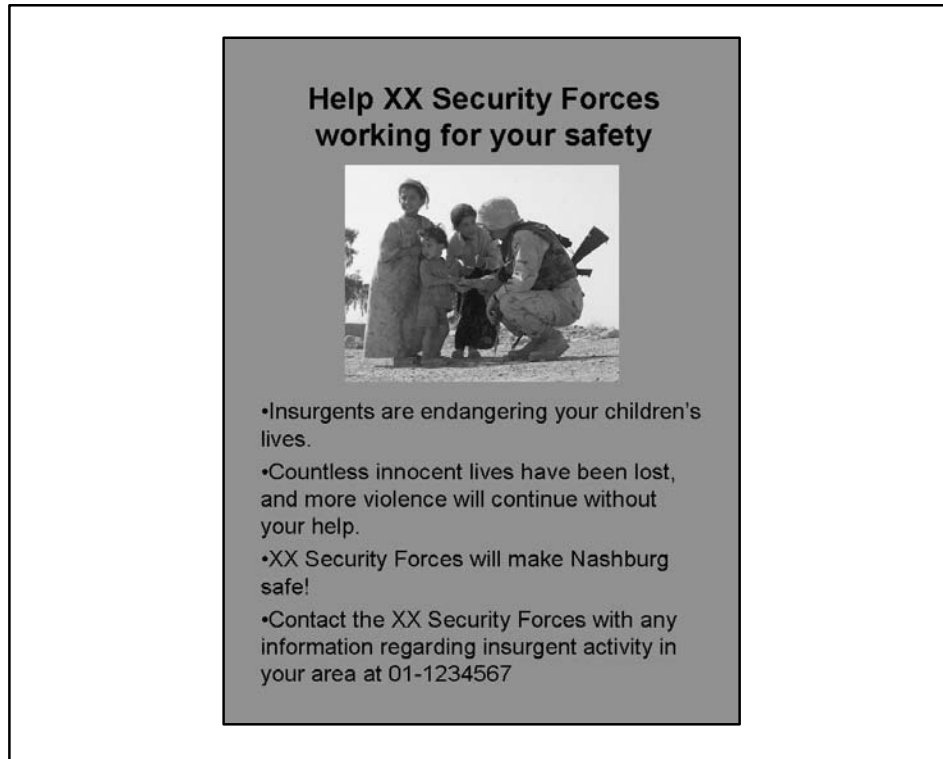


Figure 6-9. Example of a product from Series XX07A02ka

1. Pretest Guidance: Methodology: Simple random sample XX citywide. Fifty parents drawn equally from all city school districts. Rapport questions: Number of children? Ages of children? Extracurricular activities? Personal exposure to harm from terrorists? Survey section questions: Critical elements: Does subject believe terrorists are chief threat to children? Does subject believe XX Security Forces can defeat or destroy the terrorists? Does subject believe XX Security Forces will act upon reports? Bottom-line questions: Do you understand what is being said? Will you report terrorists? Will end to insurgency make you safer? Future direction questions: Do you like receiving informational flyers (handbills)? Reporting guidance: Electronic filing of compiled questionnaire results will be sent not later than (NLT) 7 September 2007 via SIPRNET to POTF S-3. Paper copies of questionnaire will be sent to POTF S-3 NLT 9 September 2007.

2. Posttest Guidance: Posttesting of this product will be with all other Stage I products (XX07A02kaFF0001, XX07A02kaRD0001, XX07A02kaLS0001, and XX07A02kaAC0001) and must determine if TA has accepted supporting argument one of the PSYOP argument to support DP 1. Methodology: Simple random sample XX citywide. Fifty parents drawn equally from all city school districts. Rapport questions: Pretest questions unchanged. Additionally: Knowledge of AC0001 and other arrests. Survey section questions: Same as pretest. Bottom-line questions: Same as pretest. Additionally: Have you reported terrorists? Future direction questions: Do you like receiving informational flyers (handbills)? Reporting guidance: Electronic filing of compiled questionnaire results will be sent NLT 17 September 2007 via SIPRNET to POTF S-3. Paper copies of questionnaire will be sent to POTF S-3 NLT 20 September 2007.

Figure 6-10. Example of pretest and posttest guidance from the PAW

6-63. Based upon the posttesting guidance, 50 members of the TA were selected using simple random sampling. They were interviewed with emphasis placed upon discovering the degree of exposure to the PSYOP series and their acceptance of the supporting arguments.

6-64. Figure 6-11, page 6-22, is an example of a posttest questionnaire used for the series. As the example shows, this questionnaire was conducted during Phase I of the series, after the dissemination of handbill XX07A02kaHB0001. After several rapport-building questions, the interviewer asks the TA several

questions regarding exposure to the PSYOP products and tests for acceptance of the supporting arguments for the PSYOP argument. The interviewer then confirms the TA understanding of the product, and ends with questions regarding the desired behavior (SPO).

Tab AC (Posttest Questionnaire Stage 1 XX07A02kaHB0001) to Enclosure 1 (Product/Action Work Sheet XX07A02kaHB0001) to Tab C (Product/Action Work Sheet Index) to Change 1 (Series XX07A02ka) to Appendix 2 (PSYOP) to Annex P (Information Operations) to XX Operation Order Number X

Posttest Questionnaire

Product/Action Number: Stage 1 XX07A02kaHB0001

Interview Date:

Interview Location:

Interviewer:

Subject:

Rapport Questions:

1. How many children do you have?
2. How old are the children?
3. What schools do they go to?
4. Has anyone you know, or even someone in your family, been harmed by the insurgents?
5. What have you heard about the XX Security Forces raid near the market on September 12th?
6. What have you heard about the arrests of insurgents?
7. Have you seen this handbill before?

Survey Questions:

1. What do you think are the main threats to the safety of your children?
2. How effective are the XX Security Forces at fighting the insurgents?
3. If you reported a suspected insurgent, what do you think the XX Security Forces would do?
4. What does this handbill say to you?
5. Have you or any of your neighbors reported any suspicious characters?
6. What do you think your neighbors would do if they saw insurgents or insurgent activity?
7. How would you feel if the insurgents left this area?
8. What is your opinion of this handbill and handbills like this in general?

Figure 6-11. Posttest questionnaire example

6-65. Series XX07A02ka posttesting results for Phase I products demonstrated a distinct lack of confidence in XX Security Forces' ability and willingness to engage and defeat insurgent fighters. This conclusion was reached based upon survey sample responses to two questions:

- How effective are the XX Security Forces at fighting the insurgents?
- If you reported a suspected insurgent, what do you think the XX Security Forces would do?

6-66. Questionnaire results showed that 67 percent of all respondents answered negatively to one or both questions. Based upon this feedback, PSYOP Soldiers determined that the TA had not accepted Supporting Argument 1, “XX Security Forces will arrest identified insurgents.” Further review of the questionnaire responses showed a trend in the answers given by respondents responding negatively to one or both questions:

- 82 percent of negative responses cited the lack of ability/training of XX Security Forces (ineptitude).
- 58 percent of negative responses cited the corruption of XX Security Forces.
- 47 percent of negative responses cited ethnic prejudices of XX Security Forces (will only protect their own).

6-67. After careful review of these posttesting results, PSYOP Soldiers briefed the supported unit commander and made the following recommendations:

- Increase joint coalition/XX Security Forces “presence” patrols in Nashburg during the month of November to boost TA confidence (coordinated PSYACTs.)
- Develop new Phase I PSYOP products highlighting accomplishments and training of XX Security Forces.
- Reset timeline execution for revised PSYOP Series XX07A02ka to begin Phase I in the second and third weeks of November, capitalizing on increased presence patrols.

6-68. Figure 6-12 is an example of a revised product for Series XX07A02ka and Figure 6-13, page 6-24, is the revised SEM. As most of the products were already developed, only the production of the new revised Phase I products are shown.

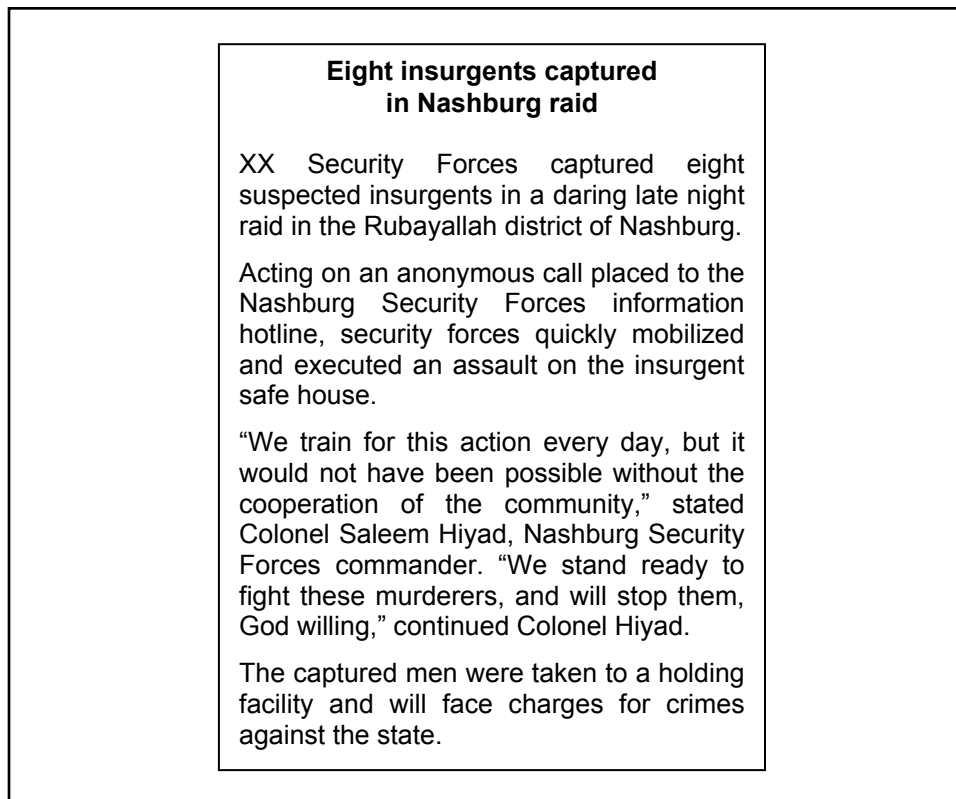


Figure 6-12. Revised Product XX07A02kaNP0004

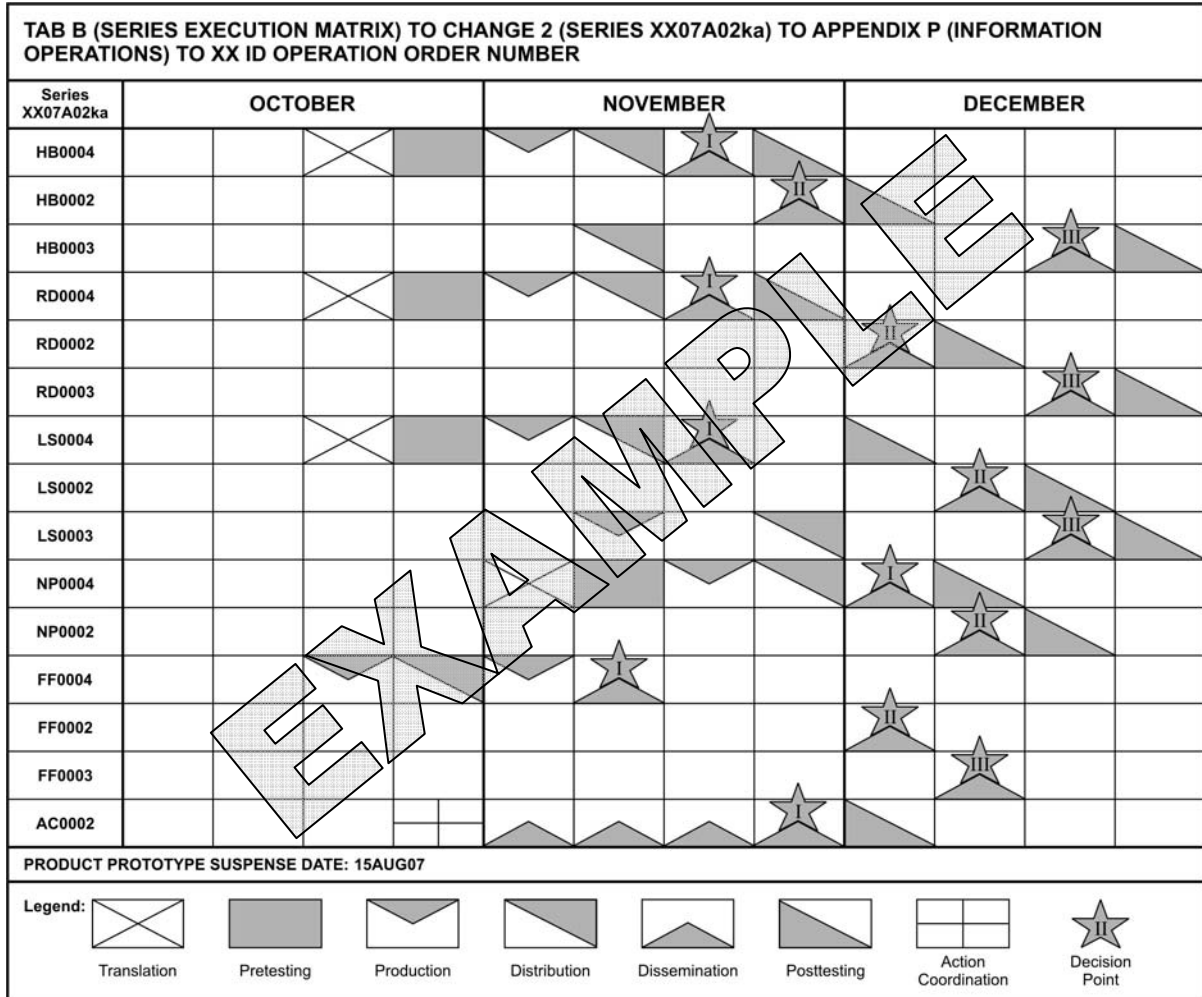


Figure 6-13. Revised SEM for XX07A02ka

6-69. Posttesting is usually conducted by organic PSYOP forces, but is best conducted by individuals other than the military to ascertain unbiased responses from the sample TA. Many times local nationals are employed in conjunction with PSYOP Soldiers to conduct posttesting. Local national marketing and advertising firms may also be employed to conduct the posttest. The U.S. Embassy is often an excellent source of information on local nationals that conduct this type of research for businesses. An additional area of focus for posttesting is discovering through what means (media type and products) and how often the TA was exposed to the PSYOP argument. Posttesting is conducted in Phase VI, but the results of posttesting are analyzed in Phase VII.

SUMMARY

6-70. Phase VI of the PSYOP process covers product production, distribution, dissemination, and posttesting. Timely production, distribution, and dissemination of PSYOP products are essential to the success of PSYOP series. Conducting the PSYOP process requires the careful planning and execution of the production, distribution, and dissemination phases as laid out in the SEM. PSYOP Soldiers must be flexible and adaptable in selecting the best means available to disseminate a series to the TA in the timeliest manner. PSYOP Soldiers have various organic assets to produce, distribute, and disseminate products, but they may have to rely on existing local national assets to accomplish the mission. Increasingly, PSYOP Soldiers will need to conduct unit-level training or use outside vendors to train on TV and radio program management. PSYOP Soldiers also need to use existing DOD contractor training to

become proficient in the contracting process. In either case, the production, distribution, and dissemination of PSYOP series require extensive planning, quality control, coordination, and follow-up to ensure that the best possible results are achieved.

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Chapter 7

Phase VII: Evaluation

PSYOP evaluation is the process for evaluating achievement of SPOs and assessing the overall impact of PSYOP series on TA behavior. At any given time, a PSYOP series is only one of numerous competing influences on a TA's behavior. Consequently, assessment of the impact of PSYOP on TA behavior is complex and requires that objective measures be supplemented by a degree of subjective analysis. This chapter discusses the methodology for conducting evaluation of PSYOP.

Operation IRAQI FREEDOM

During Operation IRAQI FREEDOM, the 307th Tactical Psychological Operations Company (TPC) conducted a PSYOP series to influence Baghdad citizens to "increase reporting of insurgent activities." Prior to the execution of the PSYOP series, the Tips Hotline established by the Coalition Provisional Authority received only one or two calls per day. The 307th TPC executed a comprehensive PSYOP series informing the population of the Tips Hotline and emphasizing the anonymous nature of the calls. Using billboards, posters, wallet cards, and radio and TV spots, and using local news media to publicize the program's successes, the Tips Hotline received enormous exposure throughout the Baghdad area. Within the first months of the PSYOP series, the call volume rose from its baseline of 1 or 2 a day to a range of 6 to 8 a day, a 688 percent increase in calls. Posttesting results showed that the Tips Hotline cards, able to be placed into a pocket and easily carried or hidden, were by far the most successful product. Consequently, the initial printing of 400,000 was ultimately increased to more than 1 million. Reports of billboards being burned or otherwise destroyed, and posters being ripped down were further evidence of the success of the program, and the fear generated within the insurgent groups of this PSYOP series. As the series continued, the 307th TPC worked with the supported unit to continuously track the call volume. Increasing and decreasing trends in call volume were compared to significant events in the area. In the days immediately following a high-profile insurgent attack on Iraqi citizens, the call volume would increase and then decline. As the 30 January elections drew closer, the call volume increased dramatically, peaking at 17 calls in one day. When a new competing tip hotline that covered the entire nation was implemented, the call volume on the Baghdad Tips Hotline began to decline.

The 307th TPC received widespread praise for the success of the Tips Hotline, culminating with the 1st Cavalry Division commanding general personally thanking each Soldier in the company for his vital contribution, and presenting each with his commander's coin of excellence. By establishing solid assessment criteria and closely monitoring the progress of their efforts, the 307th TPC was able to make adjustments as needed and capitalize on developments on the ground, thereby achieving and exceeding the objective and winning the trust and confidence of the supported unit commander.

OVERVIEW

7-1. PSYOP evaluation begins with the development of the initial assessment criteria during Phase I, Planning. Initial assessment criteria provide guidance in developing intelligence requirements and coordinating collection with the supported unit's intelligence assets. In the example, the initial assessment criteria developed by the 307th TPC revolved around collection of any reports of insurgent activity. During Phase II, TAA, the initial assessment criteria are refined to specific, measurable, and observable TA behaviors. For the 307th TPC, the initial assessment criterion "any reports of insurgent activity" was refined to "calls to the Baghdad Tips Hotline reporting insurgent activity." Initial answers to the assessment criteria are collected prior to series execution to serve as baseline data against which future behavior change will be measured. In the above example, the baseline was the 1 to 2 calls a day coming in to the hotline. PSYOP testing and evaluation personnel conduct evaluation but rely heavily on information provided through the supported unit's intelligence-collection assets. The 307th TPC, working with the supported unit, monitored the call volume at regular intervals, and analyzed this information along with other possible events and external influences affecting TA behavior. Through this evaluation, the 307th was able to gauge the impact of the PSYOP series on TA behavior. There are four primary components of PSYOP evaluation:

- PSYOP assessment criteria.
- Impact indicators.
- Spontaneous events.
- Posttesting results.

PSYOP ASSESSMENT CRITERIA

7-2. PSYOP assessment criteria are the objective measures used to monitor and assess changes in TA behavior over time. These behavioral trends are then analyzed in relation to PSYOP series execution. Monitoring a TA's behavior is essential in determining the overall achievement of the SPO; however, PSYOP are just one of many influences on a TA's behavior. Friendly, neutral, and hostile actions and other unforeseen events also exert influence on TA behavior. Therefore, PSYOP are not solely responsible for behavior change, but just one tool that the supported unit commander possesses to influence TA behavior in order to achieve his objectives. PSYOP assessment criteria support the commander's measures of effectiveness (MOEs), which are more definitive tools used to measure results achieved in the overall mission and execution of assigned tasks.

7-3. PSYOP assessment criteria are written as questions. Initially developed during planning and refined during TAA, these questions are based upon the specific, measurable, and observable desired behaviors that PSYOP forces want to influence. (Chapters 1 and 2 include further discussion on developing initial evaluation criteria and refinement.) The following are examples of PSYOP assessment criteria:

- "How many IEDs were placed along coalition routes in Nashburg during the month of June, and how many injuries/deaths resulted?"
- "How many Red Tribe members voted in the Patriotsville national elections in July?"
- "How many reports of insurgent activity were made in June to the coalition Hotline?"
- "How many vehicle accidents involving coalition forces and local nationals occurred on Route Nashville in April?"

IMPACT INDICATORS

7-4. Impact indicators are the answers to the PSYOP assessment criteria questions. They are specific, measurable, and observable behaviors performed by the TA. These indicate behavioral change. Analysis of the impact indicators over time will show behavior trends, which determine whether the SPOs are being achieved. The following are examples of impact indicators.

SPO: TA decreases emplacement of IEDs along coalition routes.

PSYOP Assessment Criteria: “How many IEDs were placed along coalition routes in Nashburg during the month of X, and how many injuries/deaths resulted?”

Impact Indicators: In May, there were 92 IEDs, resulting in 48 injuries and 13 deaths.
 In June, there were 74 IEDs, resulting in 22 injuries and 12 deaths.
 In July, there were 110 IEDs, resulting in 60 injuries and 13 deaths.

SPO: TA enlists in national security forces.

PSYOP Assessment Criteria: “How many Blue Tribe members 18–25 years old enlisted in the National Guard in Birminghamville for the month of X?”

Impact Indicators: In September, 874 Blue Tribe members 18–25 years old enlisted.
 In October, 1,013 Blue Tribe members 18–25 years old enlisted.
 In November, 1,176 Blue Tribe members 18–25 years old enlisted.

SPONTANEOUS EVENTS

7-5. Many of the events that influence TA behavior or indicate PSYOP success or failure are unanticipated and outside the control of PSYOP. These spontaneous events must be taken into consideration when assessing the impact of PSYOP. Spontaneous events include any friendly, neutral, or hostile actions that affect the TA’s behavior (other than the PSYOP series), or any events that demonstrate the impact of a specific PSYOP series. Spontaneous events must be considered along with the impact indicators when determining to what degree PSYOP are influencing the TA’s behavior. Examples include—

- Fatwa issued by Grand Mullah of Brcko in August declaring coalition an “ally of God.”
- Two coalition soldiers accused of manhandling a Brcko native.
- Recent rash of kidnappings spurring sectarian violence.
- Bombing of a sacred mosque by extremists resulting in renewed sectarian violence.
- Manufacturing plant shutdown causing widespread unemployment.
- TPT pelted with rocks by an angry crowd while distributing wanted posters.

7-6. Spontaneous events may have a positive or negative effect on the TA behavior. PSYOP series can be negated by unanticipated events. When this occurs, the TAA must be reviewed because conditions and the resulting vulnerabilities have changed. Because of these unplanned changes, PSYOP Soldiers may need to modify the series or develop a completely new series to achieve the objective.

POSTTESTING RESULTS

7-7. Testing is discussed in detail in Phase IV and Phase VI. Posttesting is primarily conducted to determine what portions of the PSYOP arguments have been accepted and if the PSYOP series need any adjustments to be more successful. The results of testing are reported to the testing and evaluation section where PSYOP Soldiers analyze the data and take the appropriate action.

7-8. For the purposes of PSYOP evaluation, the posttesting results help assess the degree of influence of the PSYOP series on TA behavior. When assessing this influence, PSYOP Soldiers must analyze posttesting results to determine the following:

- To what degree the TA has been exposed to the PSYOP series.
- How well the arguments were understood.
- To what degree the TA accepted the arguments.
- If the TA indicated that they would engage in the desired behavior.

7-9. By analyzing posttesting results along with the impact indicators and spontaneous events, PSYOP Soldiers can better explain TA behavior and draw conclusions as to the overall influence of the PSYOP

series. PSYOP Soldiers determine if the posttesting results are consistent with the observed behavior (impact indicators) and why or why not.

ANALYSIS OF SERIES RESULTS

7-10. PSYOP forces execute a series of products and actions to influence a TA's behavior. Various means are employed (PSYOP units or ISR assets) to obtain impact indicators. All impact indicators are then analyzed in relation to the products disseminated and the PSYACTs conducted to see if there is a correlation between the PSYOP series timeline and the behavior exhibited by the TA. Through this analysis, the PSYOP commander or officer in charge (OIC) can evaluate to what extent he has or has not achieved his objectives and determine whether an adjustment of resources or TTP is necessary.

7-11. The determination as to whether PSYOP forces are being effective can only be assessed after an analysis of impact indicators and the impact of spontaneous events over a specified duration of time. This evaluation will indicate to the PSYOP commander and the supported unit commander the degree to which the SPO, and ultimately the PO, is achieved.

7-12. In Figure 7-1, page 7-5, two TAs have been initially identified for SPOs 1 and 2, and a PSYOP assessment criterion has been determined for each TA. The PSYOP assessment criteria (questions), when answered over time, give insight into whether behavior has changed. The first impact indicators collected are for the first week of July. This data is considered the baseline data against which future behavior is measured. PSYOP forces will execute PSYOP series in an attempt to increase enlistments in the armed forces and increase reporting of insurgent activities to the local authorities. The PSYOP assessment criteria are collected at regular intervals (weekly, in this example) so that PSYOP forces can monitor behavior change over time—before, during, and following the PSYOP series.

7-13. For SPO 1, the impact indicators show that the number of enlistments in the armed forces has gradually increased since the first week of July, with the exception of the fourth week when a spontaneous event occurred in the Red Tribe area—a suicide bombing at a recruiting station. For SPO 2, the impact indicators show little change in reports and arrests the first two months, then a significant jump in the second two months. Another spontaneous event is noted when the local news ran a story regarding the success of the local police, with the cooperation of the townspeople in the reporting and arrest of insurgents. Taking the impact indicators and the spontaneous events and assessing them against the PSYOP series dissemination timeline and posttest results will provide some indication of the effects PSYOP are having on a particular TA for a given SPO.

7-14. When analyzing the PSYOP assessment criteria for SPO 1, “TA enlists in the armed forces,” the impact indicators show that the number of enlistments is increasing, except for the bombing of the recruiting station in the Red Tribe area, which likely accounts for the recruiting drop in the fourth week. The impact indicators for the PSYOP assessment criteria for SPO 2, “TA reports insurgent activities to local authorities,” show a significant increase in the number of reports over a period of four months, and a spike after a news story regarding the success of cooperation between residents and local authorities to locate insurgents. Considering all these impact indicators and spontaneous events, and assessing them against the PSYOP series execution timeline, allows the PSYOP force to evaluate if they have succeeded over the last month in increasing enlistments in the armed forces and the reporting of insurgents over a period of months.

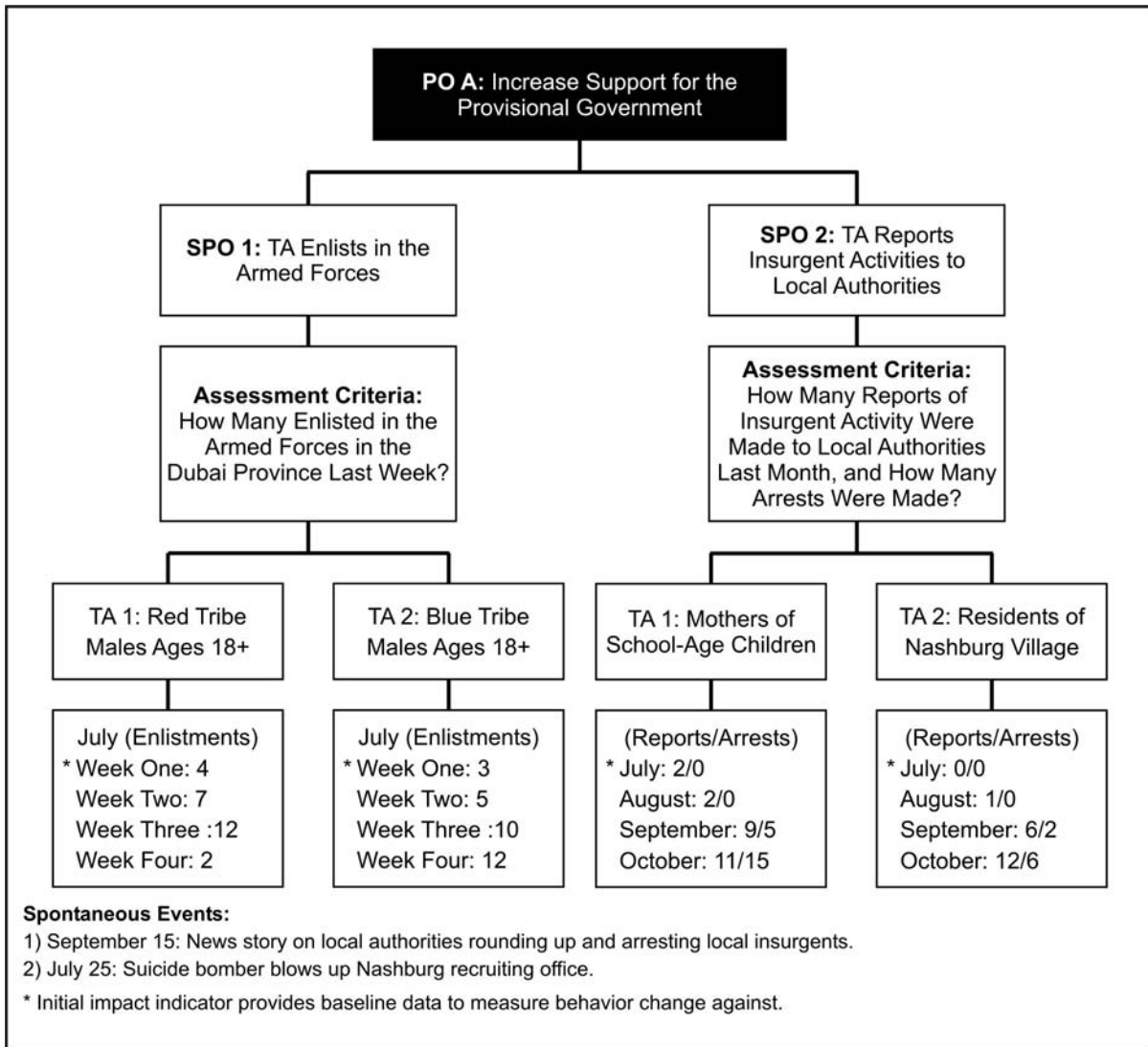


Figure 7-1. Example of PSYOP assessment criteria

MECHANICS OF EVALUATION

7-15. As demonstrated in the previous examples, the impact indicators and spontaneous events must be compared to the series conducted to determine the correlation between PSYOP and the TA's behavior. The SPO is the lowest-level objective for PSYOP forces, so the evaluation process attempts to determine to what extent each SPO has been achieved. To accomplish this, each series is evaluated separately and the results are combined to evaluate how successful PSYOP have been in relation to a given SPO. The evaluation is conducted at the lowest level to determine which series are being effective. To evaluate the SPOs, PSYOP forces must have the various series dissemination graphics, impact indicators, spontaneous events, and posttesting results that relate to the SPO being evaluated. Figure 7-2, page 7-6, is an example of a PSYOP assessment matrix that collates all this data, so that the relationship between the TA's behavior and PSYOP can be determined. Making a similar grid for each series within a SPO allows the PSYOP force to identify the series that are working and the ones that are not, and the reasons why.

PSYOP Assessment Matrix					
PO A: Increase support for the provisional government.					
SPO #1: TA enlists in the armed forces.					
Assessment Criteria	Jul week 1	Jul week 2	Jul week 3	Jul week 4	Total
How many enlisted in the armed forces in the Dubai province last week?					
TA 1: Red Tribe males ages 18+	4	7	12	2	25
TA 2: Blue Tribe males ages 18+	3	5	10	12	30
	Aug week 1	Aug week 2	Aug week 3	Aug week 4	
Spontaneous Events	<u>Date</u>				
Suicide bombing of Nashburg recruiting office	19 July	0	0	4	10
Call from Grand Mullah to stop violence	5 September	12	10	15	16
New recruiting office opens	14 August	Sep week 1	Sep week 2	Sep week 3	Sep week 4
External Influences	<u>Date</u>				
National election	16 August	12	10	13	9
Birthday of prominent religious leader	10 October	22	20	25	30
		Oct week 1	Oct week 2	Oct week 3	Oct week 4
		8	10	12	10
		28	31	27	34
					44
					97
SPO #2: TA reports insurgent activities to local authorities.					
Assessment Criteria	July	August	September	October	Total
How many reports of insurgent activity were made to local authorities last week, and how many arrests were made?					
TA 1: Mothers of school-age children	2/0	2/0	9/5	11/15	24/20
TA 2: Residents of Nashburg village	0/0	1/0	6/2	12/6	19/8
Spontaneous Events	<u>Date</u>				
News story on local authorities rounding up and arresting local insurgents.	15 September				
External Influences	<u>Date</u>				
Increased coalition presence patrols.	1 August				

Figure 7-2. PSYOP assessment matrix example

7-16. To evaluate the SPO, PSYOP Soldiers must monitor behavior change and template each series together. After each series is analyzed, the effectiveness of the PSYOP effort is assessed and series that need to be allocated more time and resources are identified.

7-17. PSYOP progress can be reported in an objective summary statement and/or with a spreadsheet. Figure 7-3, page 7-7, is a sample format for a PSYOP evaluation report. The first paragraph is written in the bottom line up front (BLUF) format. The report details the results of a PSYOP series, draws conclusions about the overall impact on TA behavior, and makes recommendations for future PSYACTs.

- 1) Header (PO, SPO, PSYOP series, period of evaluation, and date of report).
- 2) BLUF statement (short summary of results and conclusions).
- 3) PSYOP series information (execution windows, TAs, overview of dissemination area).
- 4) Roll-up of PSYOP assessment criteria/impact indicators before, during, and following execution time frame.
- 5) Relevant spontaneous events affecting behavior; review of posttesting results (brief discussion).
- 6) Conclusion (and optional—suggested actions).

Figure 7-3. Format for the evaluation report

7-18. A complete evaluation report can be written up using the format shown in Figure 7-3. Figure 7-4, pages 7-7 and 7-8, provides an example of an evaluation report.

EVALUATION REPORT

PO: Increase support for provisional government
SPO: TA reports insurgent activity
TA: Mothers of school-age children
PSYOP Series: AZ06001
Period of evaluation: 1 July–31 October 06
Date of report: 10 November 06

SUMMARY STATEMENT: There is an increase in support for the new provisional government. From July through October, there was a significant increase in the reporting of insurgent activity to local authorities and subsequent arrests made. Reporting went from 2 per month to over 11 per month, and arrests went from zero to 15.

PSYOP SERIES: AZ06001 targeted mothers of school-age children in the Anhar province. The series was executed from 1 July through 31 October. Series AZ06001 included the PSYACTs that involved arrests of known insurgents and several MEDCAPs in the Nashburg area. (See attached Series Execution Matrix.)

PSYOP ASSESSMENT CRITERIA/IMPACT INDICATORS

	*JUL	AUG	SEP	OCT	% CHANGE
REPORTS	2	9	9	11	(450%)
ARRESTS	0	0	2	6	(200%)

* = Baseline Data

SPONTANEOUS EVENTS

- 12 JUL 06 – Two coalition soldiers accused of assaulting local national.
- 24 JUL 06 – Bombing of local market kills 10 local nationals and injures 27 (attack linked to anticoalition forces [ACF]).
- 26 AUG 06 – Mullah Council statement denouncing market bombing.
- 14 SEP 06 – ACF propaganda discovered denouncing coalition information efforts; refers to PSYOP products (Series AZ06001).
- 29 SEP 06 – Coalition raid captures three high-level ACF leaders and several documents.
- 12–18 OCT 06 – Dust storms sweep through Anhar and Barundi provinces.

Figure 7-4. Example of evaluation report

<p>POSTTESTING RESULTS</p> <p>Exposure</p> <ul style="list-style-type: none">● 51 of 65 Red Tribe members interviewed recognized products from the PSYOP series <p>Understanding</p> <ul style="list-style-type: none">● 44 of 51 interviewed demonstrated understanding of the products and portions of the argument presented <p>Acceptance</p> <ul style="list-style-type: none">● 32 of 51 interviewed indicated that their community would engage in the desired behavior <p>CONCLUSION</p> <p>The coalition is making progress toward achievement of the SPO. The PSYOP series appears to be having an impact on TA behavior, significantly aided by recent events turning popular sentiment against the ACF as well as recent military successes in capturing members of their leadership. PSYOP forces recommend that another series be developed to capitalize on this turn of events.</p>
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Figure 7-4. Example of evaluation report (continued)

SUMMARY

7-19. Ultimately, PSYOP evaluation is about trend analysis. First, PSYOP Soldiers closely monitor TA behavior before, during, and after the PSYOP series, looking for trends. (Is the desired behavior increasing or decreasing?) Second, PSYOP Soldiers look at posttesting results and spontaneous events to explain why these trends occurred. PSYOP evaluation allows PSYOP forces to monitor behavior change in foreign TAs and provides vital feedback to guide the PSYOP effort. PSYOP evaluation is challenging and success relies heavily on comprehensive planning, research, coordination, and analysis.

Appendix A

PSYOP Mapping Symbols

Table A-1 consists of mapping symbols used for PSYOP (friendly sources). Table A-2, page A-2, consists of mapping symbols used for propaganda (hostile, neutral, and unknown sources).

Table A-1. Mapping symbols for PSYOP







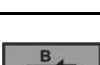






Symbol Title	Description	Symbol
Psychological Operations (PSYOP)	The location of PSYOP unit.	
PSYOP Written	The location for hand dissemination of PSYOP leaflets, handbills, flyers, and posters.	
PSYOP Leaflets, Helicopter (Rotary-Wing)	The location for the helicopter dissemination center of impact area of PSYOP leaflets.	
PSYOP Leaflets, Aerial (Fixed-Wing)	The area for the airborne dissemination center of impact area of PSYOP leaflets. Military or commercial fixed-wing aircraft may make delivery.	
PSYOP Target Audience Location	The location of a PSYOP target audience.	
PSYOP Loudspeaker Broadcast, Wheeled-Vehicle Mounted	The location of a ground-based mounted PSYOP loudspeaker broadcast event or loudspeaker team.	
PSYOP Loudspeaker Broadcast, Helicopter (Rotary-Wing) Mounted	The location of a helicopter- (rotary-wing) mounted loudspeaker, PSYOP broadcast mission or event, or a helicopter loudspeaker system or unit.	
PSYOP Broadcast, Aerial (Fixed-Wing) Station	The location of an aerial broadcast transmitted over radio or television frequencies, or a location of an aerial broadcast PSYOP system or unit.	
PSYOP Radio Broadcast	The location of a civilian- or military-operated radio broadcast tower or station used to broadcast PSYOP messages.	
PSYOP Television Broadcast	The location of a civilian- or military-operated TV broadcast tower or station used to broadcast PSYOP messages.	
PSYOP Face-to-Face	The location of direct face-to-face of tactical PSYOP, used in establishing legitimacy and credibility of messages with foreign populations.	
PSYOP Printing Service	The location of a civilian- or military-operated print facility used to print PSYOP messages.	
PSYOP Distribution Center	The location of a civilian- or military-operated distribution facility or area used as a holding or distribution point for PSYOP messages.	

Table A-2. Mapping symbols for propaganda

Symbol Title	Description	Symbols		
		Hostile	Neutral	Unknown
Propaganda	The location of propaganda.			
Propaganda Written	The location for hand dissemination of propaganda leaflets, handbills, flyers, and posters.			
Propaganda Leaflets, Helicopter (Rotary-Wing)	The location for the helicopter dissemination center of impact area of propaganda leaflets.			
Propaganda Leaflets, Aerial (Fixed-Wing)	The area for the airborne dissemination center of impact area of propaganda leaflets. Military or commercial fixed-wing aircraft may make delivery.			
Propaganda Target Audience Location	The location of a propaganda target audience.			
Propaganda Loudspeaker Broadcast, Wheeled-Vehicle Mounted	The location of a ground-based mounted propaganda loudspeaker broadcast event or loudspeaker team.			
Propaganda Loudspeaker Broadcast, Helicopter (Rotary-Wing) Mounted	The location of a helicopter- (rotary-wing) mounted loudspeaker, propaganda broadcast mission or event, or a helicopter loudspeaker system or unit.			
Propaganda Broadcast, Aerial (Fixed-Wing) Station	The location of an aerial broadcast transmitted over radio or television frequencies, or a location of an aerial broadcast propaganda system or unit.			
Propaganda Radio Broadcast	The location of a civilian- or military-operated radio broadcast tower or station used to broadcast propaganda messages.			
Propaganda Television Broadcast	The location of a civilian- or military-operated TV broadcast tower or station used to broadcast propaganda messages.			
Propaganda Face-to-Face	The location of direct face-to-face of tactical propaganda, used in establishing legitimacy and credibility of messages with foreign populations.			
Propaganda Printing Service	The location of a civilian- or military-operated print facility used to print propaganda messages.			
Propaganda Distribution Center	The location of a civilian- or military-operated distribution facility or area used as a holding or distribution point for propaganda messages.			

Appendix B

Sample PSYOP Formats

PSYOP planners will write the PSYOP Tab to the supported unit's OPLAN. At the joint force level (JTF, joint force land component commander, joint force maritime component commander, joint special operations task force [JSOTF]), the PSYOP planner writes the PSYOP Tab (Tab D) to the IO Appendix (Appendix 3) to the Operations Annex (Annex C) to the supported unit's plan. Figure B-1, pages B-1 through B-5, provides an example of a PSYOP Tab D. At the Service level, the PSYOP planner writes the PSYOP Appendix (Appendix 2) to the IO Annex (Annex P). Figure B-2, pages B-5 and B-6, provides an example of the PSYOP SITREP. Figure B-3, pages B-6 and B-7, provides a trip report format. Figure B-4, pages B-7 through B-9, provides a PSYOP estimate format. Figure B-5, pages B-9 and B-10, provides an example of the TAAW checklist. Figure B-6, pages B-11 through B-15, provides the TAAW example. Table B-1, pages B-16 through B-22, provides an MDMP checklist designed to assist the PSYOP planner during the supported unit's MDMP.

CLASSIFICATION
TAB D (PSYCHOLOGICAL OPERATIONS) TO APPENDIX 3 (INFORMATION OPERATIONS) TO ANNEX C (OPERATIONS) TO OPERATION ORDER NUMBER X
1. SITUATION:
a. Hostile: Insurgent forces in the metropolitan areas around XXX, XXX, and XXX have propaganda capability. Primary capability is rudimentary visual production. Recent propaganda found in XXX has had the primary objective of trying to convince the populace that local and national governments are unable to protect the citizens.
b. Friendly: X TPC supporting X Division. XX POB supporting XX. POTF supporting JTF XXX. No PSYOP programs are being conducted in the area of interest at this time. COMMANDO SOLO and print facilities aboard naval vessels are available to support the production and dissemination of PSYOP products. These capabilities are coordinated for through the POTF (see paragraph 3c[4]).
c. Neutral: XXXX TV network. Has ability to be either pro- or anti-U.S. policy. Tends to broadcast material detrimental to U.S. objectives.
d. Attachments and Detachments:
(1) One Deployable Audio Production System (DAPS) team attached.
(2) TPD XXX is detached from X TPC effective date-time group (DTG) and attached to the JSOTF effective DTG.
(3) TPD XXX is detached from X POB effective DTG, and further attached to 3d Brigade XX effective DTG. Responsible for the distribution and dissemination of audio, visual, and audiovisual products within their AO. Responsible for series testing within their AO.
(4) TPD XXX attached to 2d Brigade XX effective DTG. Responsible for the distribution and dissemination of audio, visual, and audiovisual products within their AO. Responsible for series testing within their AO.
CLASSIFICATION

Figure B-1. PSYOP Tab example

CLASSIFICATION

(5) TPD XXX attached to 1st Brigade XX effective DTG. Responsible for the distribution and dissemination of audio, visual, and audiovisual products within their AO. Responsible for series testing within their AO.

2. MISSION: X TPC conducts PSYOP in support of XX Division within AO XXXX by increasing participation in democratic institutions, reducing effectiveness of insurgent activity, and decreasing casualties due to mines and UXO no earlier than DTG.

3. EXECUTION:

a. Scheme of PSYOP: X TPC will conduct PSYOP by executing series that support each SPO (see Tab A).

b. Tasks to Subordinate Units:

(1) TPC HQ: Responsible for the distribution of the series to the TPDs.

(2) TPDD: Responsible for all contracts for airtime of audio and audiovisual products. Responsible for the development of PSYOP series.

(3) DAPS team: Reports to the TPDD OIC.

c. Coordinating Instructions:

(1) Presidential and SecDef themes to stress or avoid:

(a) Themes to stress:

- Coalition forces will act decisively in response to attacks upon its forces, installations, or civilian agencies operating under International sanction.
- Coalition forces are operating under robust rules of engagement (ROE) and have the authorization and capability to respond rapidly and proportionately in response to any acts of violence.
- Coalition forces will take every precaution to minimize collateral damage and will act only as a last resort to prevent violence or loss of life.
- Continued violence will not accomplish the objective of any organization or group.
- Coalition forces are professional, subordinate to internationally recognized codes of conduct.
- Commitment to peace is in the best long-term interests of the region.
- Those who advocate continued violence are acting against the interest of the citizens of XXXXX.

(b) Themes to avoid:

- Any theme that implies support for or legitimizes the XXX Regime.
- References to coalition forces as an occupying Army.
- Minority group independence.
- Portrayal of all religious leaders as terrorist supporters.
- Any reference to religious affiliations.
- Any ultimatum that cannot be immediately carried out.
- Portrayal of favoritism or special treatment for a particular group.

(2) SEM will be published once a series is approved. The SEM will be placed on the division's shared drive and updated daily.

(3) Reachback will be used for the distribution of products not produced in theater. The TPDD may coordinate directly with the corps PSE for reachback support.

CLASSIFICATION

Figure B-1. PSYOP Tab example (continued)

<p>CLASSIFICATION</p> <p>(4) TPDD will coordinate for support from assets referenced in paragraph 1b through the POTF S-3.</p> <p>(5) All propaganda will be reported to the TPDD for immediate analysis. This will be accomplished through the unit's supporting PSYOP forces and S-2 channels. If a supporting PSYOP force is not available, propaganda will be reported to the division through S-2 and G-2 channels.</p> <p>(6) Additional POs, SPOs, PTAs, TAs, and MOEs can be added through a change to this appendix as necessary.</p> <p>(7) Any targets nominated by subordinate commands for engagement by a PSYOP capability must be vetted through the TPC before engagement. This lead time will allow for development of PSYOP series to support these target nominations.</p> <p>4. SERVICE SUPPORT:</p> <p>a. Command-Regulated Classes of Supply: Additional printing and audio materials will be requested through the G-4 and purchased through contracts.</p> <p>b. Supply Distribution Plan: XX supply channels will provide all Army common items. PSYOP-peculiar equipment will be requested through PSYOP channels to the ALE. Division logistical network will be used to distribute PSYOP series whenever possible.</p> <p>5. COMMAND AND SIGNAL:</p> <p>a. Command:</p> <p>(1) Succession of command is X TPC commander, TPDD commander, TPD XXX commander, TPD XXX commander, and TPD XXX commander. TPC HQ and TPDD are collocated with XX.</p> <p>(2) PSYOP approval process is outlined in Tab B. Tactical PSYOP elements, when necessary, can create impromptu provisional loudspeaker and face-to-face products concerning only deception, force protection, or civilian noninterference.</p> <p>b. Signal: Division communication support will be provided for all subordinate PSEs. Daily SITREPs will be digitally sent through S-3 channels and to the TPDD by 1900 Zulu each day.</p> <p>Enclosure 1 – PSYOP Objectives, Supporting PSYOP Objectives, Potential Target Audiences, and PSYOP Evaluation Criteria</p> <p>Enclosure 2 – PSYOP Approval Process</p> <p>Enclosure 3 – PSYOP SITREP</p> <p>TAB A DTG</p>
<p>PO A – Decrease violence in the AO.</p> <p>SPOs:</p> <p>1. TA decreases acts of interethnic violence.</p> <p>a. PTAL: Red Tribe, Blue Tribe, Green Tribe, Orange Tribe.</p> <p>b. Initial PSYOP Assessment Criteria: How many acts of interethnic violence occurred each week, and how many injuries/deaths resulted?</p> <p>2. TA decreases acts of criminal violence.</p> <p>a. PTAL: Red Tribe youth, Red Tribe adults, Green Tribe youth, Green Tribe adults, Orange Tribe youth, Orange Tribe adults.</p> <p>b. Initial PSYOP Assessment Criteria: How many acts of criminal violence occurred last month, and how many injuries/deaths resulted?</p> <p style="text-align: center;">CLASSIFICATION</p>

Figure B-1. PSYOP Tab example (continued)

CLASSIFICATION
<p>PO B – Decrease casualties due to mines and UXO.</p> <p>SPOs:</p> <ol style="list-style-type: none"> 1. TA increases reporting of the location of mines and UXO. <ol style="list-style-type: none"> a. PTAL: Blueland school-age children, postal workers, school teachers, farmers. b. Initial PSYOP Assessment Criteria: How many mines/UXO were reported each week? 2. TA decreases handling of mines and UXO. <ol style="list-style-type: none"> a. PTAL: Blueland school-age children, farmers, school teachers. b. Initial PSYOP Assessment Criteria: How many reported injuries due to handling each week?
<p>PO C – Increase participation in democratic institutions.</p> <p>SPOs:</p> <ol style="list-style-type: none"> 1. TA increases voting registration. <ol style="list-style-type: none"> a. PTAL: Orange Tribe males, Orange Tribe females, Red Tribe males, Red Tribe females. b. Initial PSYOP Assessment Criteria: How many registered to vote on a daily basis? 2. TA increases voting in elections. <ol style="list-style-type: none"> a. PTAL: Orange Tribe males (18+), Orange Tribe females (18+), Red Tribe males (18+), Red Tribe females (18+), Green Tribe males (18+), Green Tribe females (18+). b. Initial PSYOP Assessment Criteria: How many voted in the most recent election? <p>TAB B DTG</p> <p>PSYOP APPROVAL PROCESS</p> <ol style="list-style-type: none"> 1. SITUATION: This appendix outlines the internal approval process within XX HQ for the staffing and approval of PSYOP series. 2. MISSION: See base appendix. 3. EXECUTION: <ol style="list-style-type: none"> a. Concept of the Operation: To make PSYOP timely and responsive in XX operations, the internal staffing and approval process must be as quick and simple as possible. Commander XX, or his designated approval authority, is the sole decision maker on the approval or disapproval of PSYOP series. b. Where Approval Maintained at the XX Level: c. Staffing and Approval Process: <ol style="list-style-type: none"> (1) Staffing: The A/9POB TPDD Commander is responsible for the packaging, staffing, and final disposition of all staffed PSYOP series. The A/9POB TPDD commander will conduct internal staffing per SOP and then staff all series approval requests, simultaneously, with the information operations coordinator, SJA, and public affairs officer. These staffing agencies will not have approval or disapproval authority over any PSYOP series. For planned operations, the A/9POB TPDD commander will submit PSYOP series staffing requests at 0800. IF NO RESPONSE IS RECEIVED BY CLOSE OF BUSINESS ON THE DAY OF SUBMISSION, CONCURRENCE IS ASSUMED AND THE SERIES APPROVAL REQUEST WILL ENTER THE APPROVAL CHAIN. After completion of the staffing process, the A/9POB TPDD commander will consolidate comments and prepare the request for entry into the approval process. Staffing sections will make comments <p style="text-align: center;">CLASSIFICATION</p>

Figure B-1. PSYOP Tab example (continued)

CLASSIFICATION

on the form provided or will attach a point paper with their comments about the series. **SERIES STAFFING REQUESTS WILL NOT RETURN TO THE TPDD FOR CHANGES AT ANY POINT IN THIS PROCESS UNTIL FINAL APPROVAL OR DISAPPROVAL.** After completion of the staffing process, the A/9POB TPDD commander will consolidate comments and prepare the request for entry into the approval process, including any considerations of nonconcurrency as a result of staffing.

(2) Approval: After all staffing actions are completed, PSYOP series approval requests are submitted to the G-3 for review and comment. All staffing sections' comments will be available for review with explanations or comments from the A/9POB TPDD commander. The G-3 recommends approval or disapproval and forwards the request through the chief of staff to the XX commander or his designated approval authority for final approval.

(3) Postapproval or disapproval actions: Following the XX commander's final decision, the A/9POB TPDD commander will incorporate any changes directed by the approval chain and will prepare the series for execution. If the series is disapproved, the A/9POB TPDD commander will file the request and determine if an alternate means to achieve the same desired effect can be developed. All staffing and approval sheets will be maintained on file with the A/9POB TPDD commander for the duration of the operation.

4. SERVICE SUPPORT: See base appendix.

5. COMMAND AND SIGNAL: See base appendix.

TAB C
DTG

CLASSIFICATION

Figure B-1. PSYOP Tab example (continued)

CLASSIFICATION
PSYOP SITREP

MISSION: Operation RAGING EAGLE

SUBJECT: TPD SITREP Number

PERIOD COVERED:

1. PSYOP FORCES: Include status of personnel here; ensure that total numbers are included. Include PSYOP support systems and sensitive items—such as weapons, night vision goggles, protective masks, loudspeakers, Risographs, print presses, or radio stations, by element.

- a. Deployed.
- b. Attached.
- c. Detached.
- d. Principal Duty.

2. PAST OPERATIONS: Summarize the key activities of the last 24 hours in which PSYOP forces participated. Do not provide details here, as they will be covered elsewhere.

3. CURRENT OPERATIONS: List the major focus of ongoing and planned PSYOP the next 24 hours.

4. FUTURE OPERATIONS: List any missions that are upcoming in the next 48 hours that PSYOP will be supporting. Inform higher HQ if there will be any problems with executing PSYOP series as directed.

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Figure B-2. PSYOP SITREP example

CLASSIFICATION
<p>5. IMPACT INDICATORS AND SUMMARY: Detail the results of any patrols, dissemination missions, surveys, media meetings, and any impact indicators (answers to PSYOP evaluation criteria). Also attach any requested pretest and posttest results in tabular data here. This paragraph is the location to detail any PSYOP-relevant information for future use. List all products disseminated, locations of dissemination, and quantities of products disseminated per location.</p> <p>6. LOGISTICS:</p> <ul style="list-style-type: none"> a. Maintenance Status: Identify any non-mission-capable equipment here. If needing help with maintenance, request that here. b. Supply Status: List any supplies needed here, by quantity and priority. c. Available Assets: All available PSYOP assets—such as loudspeakers, radio equipment, and vehicles. d. Sensitive Items Report: Initial report: Entire inventory, by serial number. Subsequent reports: Status only. <p>7. PRODUCT REQUEST: Identify any products needed from the existing inventory in this location. Request products by product number and quantity.</p> <p>8. COMMANDER'S COMMENTS: The senior PSYOP representative makes any necessary comments here.</p>
CLASSIFICATION

Figure B-2. PSYOP SITREP example (continued)

	Trip Report			Line Date _____
Unit Attention	<p>MEMORANDUM THRU Commander, Product Development Company, XXX Psychological Operations Battalion (Airborne), Fort Bragg, NC 28310 [if applicable] Commander, XXX Psychological Operations Battalion (Airborne), ATTN: S-3, Fort Bragg, NC 28310</p> <p>Commander, Xth Psychological Operations Group (Airborne), ATTN: S-3, Fort Bragg, NC 28310 FOR Commander, United States Army</p>			
SUBJECT: Trip Report, _____				
<p>1. REFERENCES: (Examples are JCET joint mission commander's responsibilities, other related message traffic, initiating directives, and so on.)</p> <p>2. MISSION: (PSYOP-specific mission.)</p> <p>3. TASK ORGANIZATION: (Show where/how PSYOP fit into the exercise organization.)</p> <p>4. CONCEPT OF OPERATION:</p> <ul style="list-style-type: none"> a. Overview. (In one paragraph, provide a synopsis of the mission. Synopsis will cover all events from start to finish.) b. Phases. (Break down exercise into phases specific to PSYOP Soldiers.) c. PSYOP Training. (Briefly describe PSYOP-specific training that is planned.) 				

Figure B-3. Trip report format

5. SUMMARY OF ACTIVITIES:

- a. Itinerary. (In chronological order, list the major/significant events or activities that occurred during the conference.)
- b. Highlights of Coordination Activities. (This area will be specific. Write as if someone else will attend the next event. Write as if you are taking over a new mission in mid-stream and this document is the only continuity/handoff you will receive. Subparagraphs can include, but are not limited to, military interdepartmental purchase request (MIPR)/budget requirements, communications, transportation, memorandums of agreement, programs of instruction, training locations/facilities, billeting, rations/meals, laundry, medical facilities, or future planning conferences.)
- c. Points of Contact. (List POCs with job title, phone, address, and e-mail.)

6. ISSUES: (Summary of issues. Be specific.)

- a. Issue: #1.
 - (1) Discussion.
 - (2) Recommendation.
- b. Issue: #2.
 - (1) Discussion.
 - (2) Recommendation.

7. EXERCISE MILESTONES: (In chronological order, list all relevant dates, conferences, suspenses, and so on. Publish subsequent milestones as truth changes.)

8. POINT OF CONTACT AND PHONE NUMBER:

Signature Block

Enclosures (Can include, but are not limited to, memorandums of understanding, MIPR requests, operating fund requests, calendars, and so on.)

Figure B-3. Trip report format (continued)

Headquarters
Place
Date, time, and zone

PSYOP ESTIMATE OF THE SITUATION NO. _____

(U) REFERENCES:

- a. () List maps and charts.
- b. () Include other relevant documents (SPSS, SPAs, and intelligence estimates).
 - (1) () When the PSYOP estimate is distributed outside the issuing HQ, the first line of the heading is the official designation of the issuing command, and the final page of the estimate is modified to include authentication by the originating section, division, or other official, according to local policy.
 - (2) () Normally, PSYOP estimates are numbered sequentially within a calendar year. The estimate is usually distributed as an appendix to the operations annex.

Figure B-4. PSYOP estimate format

1. () MISSION.

- a. () Supported unit's restated mission resulting from mission analysis.
- b. () PSYOP mission statement. Describe the PSYOP mission to support the maneuver commander's mission.

2. () SITUATION AND CONSIDERATION.

- a. () Characteristics of the AO.
 - (1) () Weather. How will weather affect the dissemination of PSYOP products and access to TAs? (Winds – leaflet drops; precipitation – print products.) End Product – PSYOP Weather Overlay.
 - (2) () Terrain. How will terrain affect dissemination of PSYOP products and movement of tactical PSYOP elements? End Product – PSYOP Terrain Overlay.
 - (3) () Analysis of media infrastructure. (Location and broadcast range of radio and TV broadcast facilities, retransmission towers, print facilities, distribution and dissemination nodes; identification of denied areas [not accessible by particular medium].) End Product – PSYOP Media Infrastructure Overlay.
- b. () Key target sets. (**Note:** These sets will be further refined into a PTAL. The TAs will then be analyzed and further refined during the TAA process.) (Reason: FM 101-5 labels this section "Enemy Forces." This is not the only target set that PSYOP Soldiers will have to deal with. To fully support the supported unit commander, PSYOP Soldiers must consider all key target sets, not solely enemy forces.) PSYOP key target set overlays (hostile, friendly, neutral) include the following:
 - (1) () Hostile target sets. For each hostile target set, identify strength, disposition, composition, capabilities (ability to conduct propaganda, ability to help or hinder the PSYOP effort), and probable COAs as they relate to PSYOP.
 - (2) () Friendly target sets. For each friendly target set, identify strength, disposition, composition, capabilities (ability to conduct propaganda, ability to help or hinder the PSYOP effort), and probable COAs as they relate to PSYOP.
 - (3) () Neutral target sets. (Include target sets whose attitudes are unknown.) For each neutral target set, identify strength, disposition, composition, capabilities (ability to conduct propaganda, ability to help or hinder the PSYOP effort), and probable COAs as they relate to PSYOP.
- c. () Friendly forces.
 - (1) () Supported unit COAs. State the COAs under consideration and the PSYOP-specific requirements needed to support each COA.
 - (2) () Current status of organic personnel and resources. State availability of organic personnel and resources needed to support each COA under consideration. Consider PSYOP-specific personnel, other military occupational specialties (MOSSs), and availability of PSYOP-specific equipment.
 - (3) () Current status of nonorganic personnel and resources. State availability of nonorganic resources needed to support each COA. Consider linguistic support, COMMANDO SOLO, leaflet-dropping aircraft, and USAR PSYOP forces.
 - (4) () Comparison of requirements versus capabilities and recommended solutions. Compare PSYOP requirements for each COA with current PSYOP capabilities. List recommended solutions for any shortfall in capabilities.
 - (5) () Key considerations (evaluation criteria) for COA supportability. List evaluation criteria to be used in COA analysis and COA comparison.
- d. () Assumptions. State assumptions about the PSYOP situation made for this estimate. (For example, Assumption: Enemy propaganda broadcast facilities will be destroyed by friendly forces not later than [NLT] D+2.)

3. () ANALYSIS OF COAs.

- a. () Analyze each COA from the PSYOP point of view to determine its advantages and disadvantages for conducting PSYOP. The level of command, scope of contemplated operations, and urgency of need determine the detail in which the analysis is made.

Figure B-4. PSYOP estimate format (continued)

b. () The evaluation criteria listed in paragraph 2.c.(5) above establish the elements to be analyzed for each COA under consideration. Examine these factors realistically and include appropriate considerations that may have an impact on the PSYOP situation as it affects the COAs. (Throughout the analysis, the staff officer must keep PSYOP considerations foremost in his mind. The analysis is not intended to produce a decision, but to ensure that all applicable PSYOP factors have been considered and are the basis of paragraphs 4 and 5.)

4. () COMPARISON OF COAs.

a. () Compare the proposed COAs to determine the one that offers the best chance of success from the PSYOP point of view. List the advantages and disadvantages of each COA affecting PSYOP. Comparison should be visually supported by a decision matrix.

b. () Develop and compare methods of overcoming disadvantages, if any, in each COA.

c. () State a general conclusion on the COA that offers the best chance of success from a PSYOP perspective.

5. () RECOMMENDATIONS AND CONCLUSIONS

a. () Recommended COA based on comparison (most supportable from the PSYOP perspective). Rank COAs from best to worst.

b. () Issues, deficiencies, and risks for each COA, with recommendations to reduce their impact.

(signed) _____
G-3/G-7 PSYOP Officer

ANNEXES:

DISTRIBUTION:

Figure B-4. PSYOP estimate format (continued)

1. Header Data:

a. Include date and analyst name.

b. Define supporting PSYOP objective.

c. Define target audience.

d. Include classification.

2. Effectiveness:

a. Define the specific desired behavior.

b. Consider TA's authority, power, and control.

c. Consider any restrictions on TA.

d. Consider how success with the TA would affect overall SPO.

e. Rate on scale of 0 to 5.

f. If effectiveness rating is 0, 1, or 2, stop analysis and select another TA.

3. Conditions:

a. Identify conditions by using cause-and-effect analysis.

b. Define the TA's current behavior.

c. Identify the motivations and consequences of the TA's current behavior.

d. Understand that conditions can be internal and external.

e. Categorize causes as Economic, Political, Social/Cultural, Environmental/Physical, or Military/Security.

f. Understand that Effects/Consequences are positive, negative, and secondary.

Figure B-5. TAAW checklist

- g. Number sequentially.
- h. Note sources.
- i. Note assumptions.
4. Vulnerabilities:
 - a. Define as characteristics, motives, or conditions of the TA that can be used to influence behavior.
 - b. Derive four types of vulnerabilities: motives, psychographics, demographics, and symbols.
 - c. Understand that vulnerabilities may not be directly related to SPO behavior, but evoke a consistent/predictable emotional or behavioral response from the TA.
 - d. Cite any conditions linked to each motive.
5. Susceptibility:
 - a. Define as likelihood that the TA will be open to persuasion.
 - b. Assess Perceived Risks, Perceived Rewards, and Consistency with values and beliefs for the TA to engage in the desired behavior.
 - c. Rate on scale of 1 to 5.
 - d. Make recommendation on how to proceed with the TA, focusing on a PSYOP argument or PSYACTs, or combination of both, and possibly other TAs to target first or simultaneously.
6. Accessibility:
 - a. List each medium individually.
 - b. Give each medium its own rating from 1 to 5.
 - c. Explain each rating—pros and cons.
7. PSYOP Argument/PSYACTs:
 - a. Include guidance for the development of a PSYOP series of products and actions.
 - b. Include a main argument, supporting arguments, appeal, and techniques for the PSYOP argument.
 - c. Understand that the main argument is the conclusion that PSYOP Soldiers want the TA to reach.
 - d. Understand that supporting arguments lead to a conclusion and are derived from vulnerabilities and conditions.
 - e. Understand that techniques are persuasion and influence tactics that PSYOP Soldiers can use to deliver the supporting arguments.
 - f. Consider vulnerabilities when recommending techniques and when developing specific products and actions.
 - g. Understand that PSYACTs are actions taken by other than PSYOP forces to influence TA behavior.
 - h. Derive recommended PSYACTs from vulnerabilities and consequences with the intent of changing conditions of the TA.
 - i. Understand that PSYACTs are recommended and coordinated by PSYOP Soldiers, but planned and executed by the supported unit/other agency.
8. Refined Assessment Criteria:
 - a. Refine the Initial PSYOP Assessment Criteria determined during planning.
 - b. Include measurable and observable impact indicators based upon the current/desired behavior of the TA.
 - c. Phrase as a question that when answered, over time, will assist in determining achievement of the SPO.

Figure B-5. TAAW checklist (continued)

Enclosure 4 (Target Audience Analysis Work Sheet) to Change 1 to Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) to XX Operation Order Number X

TARGET AUDIENCE ANALYSIS WORK SHEET

Analyst Name: SGT Smith
 Date: 15MAY06
 SPO: TA votes in June national elections
 TA: Red Tribe Males Age 18+ in Nashburg

1) EFFECTIVENESS

Desired Behavior: Red Tribe males (voting age) register to vote and vote in upcoming June national elections.

What degree of power, control, or authority does the TA have in regard to the targeted behavior?

The TA has the undisputed right to register and vote in the national election, and has free access to registration and voting sites. Traditionally, males are considered the head of household and make decisions for the family. Therefore, if members of the TA decide to vote, they are likely to influence female members of their household to vote as well.

What restrictions affect the TA in regard to the targeted behavior?

The Red Tribe leadership has announced that they are boycotting the elections. In the TA's culture, emphasis is placed on obeying the leaders of their tribe. Most TA members will feel compelled to obey their tribal leaders, and may be shunned (social restriction) by other members of the tribe if they vote in defiance of the boycott.

If the TA takes the desired action, what is the overall effect on the SPO?

While the Red Tribe only makes up 20 percent of the overall population in Nashburg, they are the largest ethnic group actively boycotting the elections. If the TA is convinced to vote, this will have a significant effect on the overall accomplishment of the SPO. Additionally, some White Tribe members may end their opposition to the elections as well.

RATING: 3 (Moderately effective)

2) CONDITIONS

Current Behavior: Red Tribe males in Nashburg are refraining from registering to vote and are threatening to boycott upcoming government elections.

CAUSES

External:

- (1) Red Tribe political party candidate, Abu Hasan Al Hussein, withdrew from the election race in April, citing threats against him and his family, evidently from militia groups loosely linked to Sheik Khaled Kasim, Blue Tribe leader and current province governor. (Intel report 345-03)
- (2) A long history of ethnic discrimination exists between the Red Tribe and members of the Blue Tribe; ongoing ethnic tensions have resulted in numerous incidents between the two groups. (SPA dated 04APR06)
- (3) Drought conditions in and around the Nashburg area for the last 2 years has caused widespread hunger leading to discontent with the provisional government among the TA. (SPA page 3 dated 12MAY06)
- (4) Prior to coalition operations, the Red Tribe dominated Nashburg government. With the fall of the old regime, Blue Tribe, the clear majority, has gained significant power in the provisional government. Red Tribe members are increasingly disenfranchised with the political process, disgruntled by their loss of power in the region, and concerned about their tribe's future prosperity. (SPA page 8 dated 20MAY06)
- (5) Unemployment rate for the TA is estimated at 35 percent. (Provisional government report dated 03AUG 06)

Figure B-6. TAAW example

Internal:

- (6) TA believes that Blue Tribe members are taking all the good-paying jobs in the area. (Nashburg Times news article dated 04JUL06, TPT 952 SITREP 12JUL06)
- (7) TA believes that only candidates from their own tribe would represent them fairly if elected. (Statements by tribal leadership reported in Nashburg Times article dated 14JUL06)
- (8) TA perceives the new government as a puppet of the coalition. (Statement by Red Tribe Leader Sheik Omar Hussein following installment of provisional government, 04MAY06)
- (9) TA believes that Blue Tribe leadership has taken control of election process, and widespread "ballot box stuffing" can be expected, consequently Red Tribe has no chance for a fair election. (Statements taken from meeting between COL Jones and Grand Sheik Mahmoud, Red Tribal Supreme Elder, 28APR06)
- (10) TA perceives that their participation does not matter, because they are such a small minority. The only position that will matter is the Prime Minister, and he will be from the Blue Tribe (Interviews with TA, TPT 345 SITREP dated 08MAY07.)

EFFECTS

Positive Consequences:

- (11) TA avoids potential retribution from Blue Tribe militia groups. (Interviews with TA, TPT 345 SITREP dated 08MAY07.)
- (12) They are following the guidance of respected tribal leaders... doing the "right thing." (Assumption)
- (13) Gain/maintain respect of peers for following tribal leadership. (Assumption)
- (14) By not participating, delegitimizes the election results. (AP news story, 07MAY06)
- (15) Act of defiance. (Statements by tribal leadership reported in Nashburg Times article dated 14JUL06.)

Negative Consequences:

- (16) Red tribe will have no representation in the new government of Nashburg. (Assumption)
- (17) Increased disenfranchisement of TA from the political process. (Assumption)
- (18) Blue Tribe will further dominate government positions in Nashburg, gain more power and influence. (Assumption)

Secondary Consequences:

- (19) White Tribe boycotting elections after Red Tribe leaders announced their boycott. (INTSUM 234-12)
- (20) Weakening of the provisional government's authority/legitimacy in the international community. (Reuters article 09MAY06)
- (21) United Nations sending delegation to oversee and evaluate election preparations and voting procedures (CCDR Brief dated 12MAY06)

3) VULNERABILITIES

Motives

- (1) TA wants equal representation in the government. (Conditions 4/7/9)
- (2) TA wants increased power and influence in Nashburg. (Condition 4)
- (3) TA wants security from Blue Tribe militia intimidation. (Conditions 1/2)
- (4) TA wants jobs/employment. (Conditions 3/5/6)

Demographics

- (1) Members of the TA over age 50 have lived through the last three civil wars and, consequently, are highly cynical of efforts by the new government to establish a democratic system. (Interviews with TA, TPT 345 SITREP dated 08MAY07.)
- (2) The TA lives in an extremely remote and mountainous region, and information from the outside is very scarce. Consequently, the TA is very open to any sources of information and will actively seek out any sources available. (SPA, JUN 05)
- (3) TA has an 85 percent literacy rate. (Central Intelligence Agency World Fact Book, 2006)

Psychographics

- (1) TA considers any effeminate characteristics/actions by males to be very shameful/embarrassing. This includes crying, caring for children, housework, and physical displays of affection such as holding hands and hugging between men. (SPS, NOV 2001)

Figure B-6. TAAW example (continued)

- (2) Red Tribe males are expected to work outside the home and provide for their immediate family and often other elderly/infirm members of their extended family. (SPS dated 20NOV01)
- (3) TA places a high value on education and will make great sacrifices to ensure the best education for their children.
- (4) TA is frustrated by the lack of access to quality medical care. (Interviews with TA, TPT 345 SITREP dated 08MAY07.)
- (5) TA is frustrated by lack of progress on reconstruction efforts, particularly in districts of Nashburg dominated by Red Tribe. (Interviews with TA, TPT 345 SITREP dated 08MAY07.)

Symbols

- (1) A red lion standing on top of a mountain conjures feelings of pride and honor. (Interviews with TA, TPT 345 SITREP dated 08MAY07.)
- (2) Any symbols that contain a large lidless eye are considered to be associated with witchcraft/evil, which the TA finds highly disturbing. (SPA, dated MAY 06)
- (3) Clasped hands, one on top of the other (see attached image) is a "universal" sign in the AO of unity and agreement. (Interviews with TA, TPT 345 SITREP dated 08MAY07.)
- (4) Image of Ameer Al Kareem, former monarch in the 1930s. His image is closely associated with the "golden years" of Patriotsville, when the area was very prosperous, and Red, White, and Blue Tribes were relatively united. (Interviews with TA, TPT 345 SITREP dated 08MAY07.)
- (5) "Lone Branch" (see attached image) is the symbol of loneliness, solitude. This is a negative image, most often associated with someone who has been cast out or forced out of the tribe. (SPA dated 15MAY06)

5) SUSCEPTIBILITY

What are the perceived risks (negative consequences) by the TA to engage in the desired behavior?

If they vote, they disobey the will of their tribal leadership, and risk social criticism and diminished social status in the community. Since they believe that the election will not be fair, if they vote, they feel they will be legitimizing the new government, which is dominated by the rival Blue Tribe and the "puppet" of the coalition. (Moderate risk)

What are the perceived rewards (positive consequences) by the TA to engage in the desired behavior?

This is the difficulty... there is little perceived reward for the TA to vote, based upon their existing beliefs that the elections will be corrupted, and that their minority status denies them any real voice in the new government. TA must believe that elections will be fair, and that the TA will be duly represented in the new government system. (Low-to-moderate rewards)

How consistent is the desired behavior with the values and beliefs of the TA?

Voting in a democratic election is very consistent with the values and beliefs of the TA. Tribal law states that every man in the tribe has a voice at community meetings, and democratic ideals have been debated in the society for decades. However, acting against the will of tribal leaders is NOT consistent with values and beliefs. Several traditional "moral" stories among the Red Tribe center around a similar storyline, "the young not obeying/listening to the tribal elders, and getting into trouble." (Somewhat consistent)

RATING: 3

RECOMMENDATION: TA is mainly lacking information on the measures being taken to ensure fair elections, the benefits of voting, and the new government structure. A PSYOP series focused mainly on informational products could be very influential; however, the Red Tribe leadership's support is crucial to influencing this TA to vote. Recommend PSYACTs focused on drawing leadership into political process, and perhaps a separate PSYOP series for the TA: Nashburg Red Tribe leadership.

6) ACCESSIBILITY

Radio: Nashburg has three radio stations that operate: IKJF, IABC, and ILVM. IKJF broadcasts at 91.5 megahertz (MHz) from a 10 kilowatt (kW) transmitter located at BD23679754. IABC broadcasts at 880 kilohertz (kHz) from a 5 kW transmitter located at BD23729688. ILVM broadcasts at 98.5 MHz from a 15 kW transmitter located at BD25049563. The three radio stations operate from 0600 until 2200. Approximately 85 percent of the adult population listens to at least 2 hours of programming per day that is commonly a mix of morning hour and evening hour entertainment. The most common programming is entertainment. This entertainment is almost exclusively music consisting of both regional and modern western formats. All three stations are known to be moderately antigovernment.

Figure B-6. TAAW example (continued)

Advantages: High percentage of TA has access to and receives information from radio broadcasts.

Disadvantages: TA listens mostly for entertainment; therefore, lengthy advertisements or other announcements may cause the TA to change the station or turn off its radios.

Rating: 4

Newspapers: Two newspapers are currently produced and in circulation within Nashburg.

(1) *The Nashburg Times* is a moderately coalition-supportive publication that is a semiweekly. Circulation for *The Nashburg Times* is estimated at 10,000 copies per edition. It is generally disseminated throughout the day near marketplaces and public buildings and areas by hand (such as the street corner paperboy of the early 1900s in the United States). This publication is almost exclusively black and white. When color is used, it is only to add importance and to draw the attention of the reader. Pages one and two of the paper are local news articles that are of major interest; the TA is actively engaged in this portion of the paper, especially letters to the editors.

(2) *The Nashburg Voice* is an anticoalition publication that is biweekly. This publication is almost exclusively black and white. When color is used, it is only to add importance and to draw the attention of the reader. Circulation for *The Nashburg Voice* is estimated at 3,500 copies per edition. The publication is generally disseminated within specific neighborhoods known to be supportive of Red militia activities. When and how dissemination is conducted is unknown.

Advantages: Both papers are widely read beyond actual distribution numbers. Both papers have relatively low-cost advertising rates.

Disadvantages: Neither paper is capable of full color. *The Nashburg Voice* is unlikely to publish anything procoalition regardless of proposed monetary compensation. *The Nashburg Times*, although procoalition, is regarded as having slightly suspect credibility with the TA.

Rating: 3

TV: ICBS is the only TV station available in XX. It leans toward the progovernment side. It airs from 0700 to 2200 daily. News programming dominates the time slots from 0700 to 1000 and from 1800 to 2000. All other time slots are entertainment-based, carrying multiple shows via satellite from other countries. Men who are employed generally view the TV between 0700 and 0800, and from 1800 to 2000 for the news. Those who are unemployed generally watch the TV off and on throughout the day. Commercials are shorter than the common blocks found in U.S. programming. Each commercial is generally 20 seconds long, with a total commercial block of 1 minute. The government is currently using commercials to disseminate civic-action program information. The TA does not turn to the TV for editorial-type programming. It seems to be more concerned with gathering information that will improve the quality of life.

Advantages: There is a large viewership during the evening hours. ICBS is generally eager to air any information that is helpful to the citizens.

Disadvantages: Credibility is still questioned by the TA. Under the previous regime, information was routinely censored and manipulated. Any information disseminated via TV must be true and accurate. Anything offered or promised that is not exact will increase the lack of trust.

Rating: 3

Handbills: TA is used to seeing handbills in the range of 5 inches by 7 inches, up to 7 inches by 9 inches. They are normally used by religious leaders to provide information about celebrations or ceremonies and commonly disseminated at locations such as the marketplace. The literacy rate in adults (age 16 and over) is 75 percent (82 percent for males, 68 percent for females). Complex thoughts, words, and sentence structures are frequently used. Most of the handbills the TA has seen are of photocopy quality. Most are strictly black and white with only a few religious symbols on them. Color is not used as a general rule because of a lack of color copiers. A prototype may be printed in color; however, mass production is usually done through a copy machine.

Advantages: Handbills are long-term. There is a sense of permanency because they are easy to store and keep. This may allow the TA to be exposed to the same PSYOP arguments several times by the same product, thus reinforcing the arguments. The TA generally trusts the handbills as a source of accurate information, especially when the TA receives the handbills from a respected religious leader or representative.

Figure B-6. TAAW example (continued)

Disadvantages: The relatively small size does not allow for much explanation of the PSYOP arguments. Product text must be short and to the point. There is a risk of reprisals if the TA is caught with them.

Rating: 4

Face-to-Face Communication: Face-to-face communication is a common method for the TA to convey opinions and other types of information. Whether it is through loudspeakers or public address systems (common means of dissemination used at marketplaces or public gatherings), or through speeches, debates, or general conversation, the TA seems to enjoy engaging others. Religious leaders and representatives are highly regarded and often address groups of people. The TA's culture lends itself to face-to-face communication, as it feels it can see through the words and truly judge the message by the appearance of the communicator.

Advantages: TA will readily engage in conversation when it does not feel threatened. This method of dissemination allows for questions and further explanation. This in turn allows for the TA to obtain more information that can be tailored individually to convey the idea presented.

Disadvantages: The TA may be leery of engaging U.S. or coalition forces due to the fear of reprisals. Use of translators without rehearsals can also lead to confusion in the conversation. This method also can allow the TA to dwell on a single thought, which can become a roadblock to moving the conversation toward a goal.

Rating: 4

7) ARGUMENTS/PSYACTs

Main Argument: Red Tribe members voting in secure and fair elections will lead to a truly representative government for Patriotsville and a better future for the Red Tribe.

Supporting Arguments:

- (1) Coalition forces and Patriotsville security forces will ensure the safety of all voters.
- (2) United Nations advisors will be overseeing the election and working to ensure fair results.
- (3) Government representation (through voting) will improve Red Tribe's power and influence in Nashburg.
- (4) Newly elected government will represent all citizens of Patriotsville.
- (5) By not voting, Red Tribe influence will continue to diminish, while the Blue Tribe grows in power and prestige.
- (6) Although the Red Tribe is a minority, each tribe gets to elect several delegates regardless of the overall numbers.
- (7) Government representation will result in government support for medical care, reconstruction, employment, and education.

Appeal: Self-interest (appeal to loss).

Techniques: Common man and compare and contrast.

Recommended PSYACTs:

- (1) Arrange meeting between Red Tribe leadership and provisional government.
- (2) Coordinate media events (with public affairs) putting out information on how new government structure will represent all tribes.

8) REFINED ASSESSMENT CRITERIA

Desired behavior: Red Tribe males (voting age) in Nashburg register to vote and cast ballots in upcoming June national elections.

Current behavior: Red Tribe males in Nashburg are refraining from registering to vote and are threatening to boycott upcoming government elections.

Initial assessment criteria: How many citizens voted in the elections?

Refined assessment criteria: How many Red Tribe males 18+ registered and voted in the June elections?

Figure B-6. TAAW example (continued)

Table B-1. Quick-reference guide to PSYOP input to the MDMP

MDMP Task	Information Sources (Inputs)	PSYOP Actions	PSYOP Results
RECEIPT OF MISSION— PHASE 1	<ul style="list-style-type: none"> • Higher HQ OPLAN/OPORD. • Commander's initial guidance. • Higher HQ PSYOP estimate. • SPA, SPS, and PSYOP appendix. 	<ul style="list-style-type: none"> • Understand higher HQ OPLAN/OPORD. • Receive the commander's initial guidance. • Perform an initial PSYOP assessment. (What can PSYOP do to support?) • Prepare for planning. • Allocate time to perform PSYOP tasks. 	<ul style="list-style-type: none"> • General overview of current situation. • PSYOP input to initial WARNORD. • PSYOP estimate is begun.
MISSION ANALYSIS— ANALYZE THE HIGHER HQ ORDER— PHASE 2 (STEP 1)	<ul style="list-style-type: none"> • Higher HQ OPLAN/OPORD (particularly the PSYOP Appendix/Tab). • Commander's intent two echelons up. • Commander's initial PSYOP guidance. 	<ul style="list-style-type: none"> • Understand higher commander's intent and concept of operation. • Analyze the mission from a PSYOP perspective. • Determine PSYOP-related tasks assigned to the unit by higher HQ. 	<ul style="list-style-type: none"> • Higher HQ mission is understood. • PSYOP-related tasks assigned to the unit.
MISSION ANALYSIS— CONDUCT IPB— PHASE 2 (STEP 2)	<ul style="list-style-type: none"> • Higher HQ IPB. • Higher HQ staff estimates. • Higher HQ OPLAN/OPORD. • SPAs, SPSs, and SSD input. • Other PSYOP IPB sources: Internet, OGAs, HN assets. 	<ul style="list-style-type: none"> • Perform PSYOP input to IPB. • Identify initial key target sets. • Analyze weather and terrain as it pertains to dissemination. • Analyze media infrastructure. • Conduct cultural/religious assessment. • Initiate PSYOP estimate. 	<ul style="list-style-type: none"> • Weather analysis. • Terrain analysis. • Media infrastructure analysis. • Target groups overlay. • Nominations to high-value target (HVT) list for lethal and nonlethal attack (targeting).
MISSION ANALYSIS— DETERMINE SPECIFIED, IMPLIED, AND ESSENTIAL TASKS— PHASE 2 (STEP 3)	<ul style="list-style-type: none"> • Specified and implied PSYOP-related tasks from higher HQ OPLAN/OPORD. • Higher HQ estimates. • SPAs, SPSs and SSD input. • Other PSYOP IPB sources. 	<ul style="list-style-type: none"> • Identify specified and implied PSYOP-related tasks in the higher HQ OPLAN/OPORD. • Begin development of POs, SPOs, and PTAL. • Identify potential PSYACTs. • Develop PSYOP input to the command targeting guidance. 	<ul style="list-style-type: none"> • Initial PSYOP POs, SPOs, and PTAL. • Provide critical asset list to G-3. • PSYOP input to the command targeting guidance.
MISSION ANALYSIS— REVIEW AVAILABLE ASSETS— PHASE 2 (STEP 4)	<ul style="list-style-type: none"> • Current PSYOP force structure. • PSYOP unit capabilities. • Complexity of proposed operation/mission. • Nonorganic PSYOP support assets. 	<ul style="list-style-type: none"> • Identify organic PSYOP assets and resources. • Identify nonorganic/HN additional resources (such as print support assets) needed to execute PSYOP. • Compare available assets and resources to PSYOP-related tasks. 	<ul style="list-style-type: none"> • List of available PSYOP assets and capabilities (PSYOP estimate). • Submission of requests for additional PSYOP resources needed.

Table B-1. Quick-reference guide to PSYOP input to the MDMP (continued)

MDMP Task	Information Sources (Inputs)	PSYOP Actions	PSYOP Results
MISSION ANALYSIS— DETERMINE CONSTRAINTS— PHASE 2 (STEP 5)	<ul style="list-style-type: none"> • Commander's initial guidance. • Higher HQ OPLAN/OPORD. • Availability of resources. • PSYOP-specific ROE (for example, State Department prohibitions/limitations). 	<ul style="list-style-type: none"> • Identify constraints (requirements and prohibitions) on PSYOP. • Determine Cultural/Religious No-Go Areas/Options and Targeting Restrictions. 	<ul style="list-style-type: none"> • List of constraints on PSYOP. • Development of plan on how to overcome or mitigate constraint issues.
MISSION ANALYSIS— IDENTIFY CRITICAL FACTS AND ASSUMPTIONS— PHASE 2 (STEP 6)	<ul style="list-style-type: none"> • Higher HQ OPLAN/OPORD with assumptions. • Commander's initial guidance. • Staff estimates. 	<ul style="list-style-type: none"> • Identify facts and assumptions concerning PSYOP elements. • Submit PSYOP IRs that will confirm or disprove facts and assumptions. 	<ul style="list-style-type: none"> • List of facts and assumptions pertinent to PSYOP elements (PSYOP estimate).
MISSION ANALYSIS— CONDUCT RISK ASSESSMENT— PHASE 2 (STEP 7)	<ul style="list-style-type: none"> • Higher HQ OPLAN/OPORD. • IPB. • Commander's initial guidance. 	<ul style="list-style-type: none"> • Identify and assess hazards associated with conducting PSYOP. • Identify physical threats to PSYOP forces. • Begin to determine initial PSYOP assessment criteria. • Establish provisional PSYOP measures. 	<ul style="list-style-type: none"> • List of assessed hazards to PSYOP. • PSYOP input to risk assessment. • List of provisional PSYOP measures.
MISSION ANALYSIS— DETERMINE INITIAL CCIR— PHASE 2 (STEP 8)	<ul style="list-style-type: none"> • PSYOP IRs. 	<ul style="list-style-type: none"> • Determine information needed to make critical PSYOP decisions or to assess PSYOP actions. (Initial PSYOP assessment criteria). • Identify PSYOP IRs to be recommended as CCIR. 	<ul style="list-style-type: none"> • PSYOP IRs nominated as CCIR. • Initial PSYOP Assessment Criteria by SPO and PTA.
MISSION ANALYSIS— DETERMINE INITIAL RECONNAISSANCE AND SURVEILLANCE ANNEX—PHASE 2 (STEP 9)	<ul style="list-style-type: none"> • Initial IPB. • PIR/PSYOP IR. 	<ul style="list-style-type: none"> • Identify gaps in information needed to support PSYOP planning and to support execution and assessment of early-initiation actions. • Confirm that the initial reconnaissance and surveillance annex includes PSYOP IRs. 	<ul style="list-style-type: none"> • Submission of any additional PSYOP IRs. • Coordination for intelligence assets that can assist in identifying PSYOP impact indicators.

Table B-1. Quick-reference guide to PSYOP input to the MDMP (continued)

MDMP Task	Information Sources (Inputs)	PSYOP Actions	PSYOP Results
MISSION ANALYSIS— PLAN USE OF AVAILABLE TIME— PHASE 2 (STEP 10)	<ul style="list-style-type: none"> • Revised G-3 time plan. 	<ul style="list-style-type: none"> • Determine time required to accomplish PSYOP tasks (PSYACTs, series development, and analysis). • Compare time available to accomplish essential PSYOP tasks within the higher HQ timeline and the adversary timeline developed during IPB. • Refine initial time allocation plan. 	<ul style="list-style-type: none"> • PSYOP timeline (provided to G-3), with emphasis on the effect of PSYOP on long lead-time events.
MISSION ANALYSIS—WRITE THE RESTATED MISSION—PHASE 2 (STEP 11)	<ul style="list-style-type: none"> • Initial PSYOP mission. • Initial PSYOP objectives. 	<ul style="list-style-type: none"> • Ensure PSYOP considerations have been included in restated mission. 	<ul style="list-style-type: none"> • PSYOP-related essential tasks. • Restated PSYOP mission.
MISSION ANALYSIS— CONDUCT MISSION ANALYSIS BRIEFING —PHASE 2 (STEP 12)	<ul style="list-style-type: none"> • PSYOP estimate. • Unit SOP. 	<ul style="list-style-type: none"> • Prepare to brief PSYOP portion of mission analysis, much of which is in the PSYOP estimate. • Brief PSYOP estimate. 	<ul style="list-style-type: none"> • Updated PSYOP estimate briefed.
MISSION ANALYSIS— APPROVE THE RESTATED MISSION—PHASE 2 (STEP 13)	<ul style="list-style-type: none"> • Restated mission. • Mission analysis briefing. 	<ul style="list-style-type: none"> • Receive and understand the approved mission statement. 	<ul style="list-style-type: none"> • None.
MISSION ANALYSIS— DEVELOP INITIAL COMMANDER'S INTENT— PHASE 2 (STEP 14)	<ul style="list-style-type: none"> • Higher HQ commander's intent. • Results of mission analysis. • PSYOP estimate. 	<ul style="list-style-type: none"> • Develop recommended PSYOP input to the commander's intent. 	<ul style="list-style-type: none"> • Recommendation of PSYOP input to the commander's intent.
MISSION ANALYSIS—ISSUE COMMANDER'S GUIDANCE— PHASE 2 (STEP 15)	<ul style="list-style-type: none"> • Higher HQ OPLAN/OPORD. • Mission statement. • Commander's intent. 	<ul style="list-style-type: none"> • Receive commander's guidance and understand it as it pertains to PSYOP. • Develop recommended PSYOP input to the commander's guidance. 	<ul style="list-style-type: none"> • Prepare to develop PSYOP input to COAs that are in line with commander's guidance. • Recommended PSYOP input to the commander's guidance. • Recommended PSYOP targeting guidance.

Table B-1. Quick-reference guide to PSYOP input to the MDMP (continued)

MDMP Task	Information Sources (Inputs)	PSYOP Actions	PSYOP Results
MISSION ANALYSIS—ISSUE WARNING ORDER — PHASE 2 (STEP 16)	<ul style="list-style-type: none"> • Commander's restated mission, guidance, and intent. 	<ul style="list-style-type: none"> • Prepare input to the WARNORD. Input may include— <ul style="list-style-type: none"> ▪ Develop early taskings to subordinate units. ▪ Reconnaissance and surveillance taskings. 	<ul style="list-style-type: none"> • WARNORD sent to unit preparing for mission.
MISSION ANALYSIS—REVIEW FACTS AND ASSUMPTIONS— PHASE 2 (STEP 17)	<ul style="list-style-type: none"> • Commander's guidance and intent. • Approved restated mission. • PSYOP estimate. 	<ul style="list-style-type: none"> • Review PSYOP facts and assumptions. • Write initial PSYOP mission statement for appendix or tab. 	<ul style="list-style-type: none"> • Updated facts and assumptions. • PSYOP mission statement to supported unit's plan.
COA DEVELOPMENT—ANALYZE RELATIVE COMBAT POWER— PHASE 3 (STEP 1)	<ul style="list-style-type: none"> • IPB. • Task organization. • PSYOP estimate. 	<ul style="list-style-type: none"> • Analyze PSYOP effects on TAs. • Determine what/where PSYOP must be conducted to achieve commander's objectives and/or counter enemy actions. • Analyze psychological/ cultural/ religious impact of proposed supported unit actions on TAs. 	<ul style="list-style-type: none"> • Determination of potential impact of PSYOP and supported unit actions.
COA DEVELOPMENT—GENERATE OPTIONS— PHASE 3 (STEP 2)	<ul style="list-style-type: none"> • Commander's guidance and intent. • IPB. • PSYOP estimate. 	<ul style="list-style-type: none"> • Develop different ways for PSYOP to support each COA. • Determine the appropriate PSYOP forces needed to accomplish each task. • Determine how to focus PSYOP on the objective. • Determine the role of PSYOP in the decisive and shaping operations of each COA. 	<ul style="list-style-type: none"> • Determination of PSYOP concept of support for each COA.
COA DEVELOPMENT—ARRAY INITIAL FORCES— PHASE 3 (STEP 3)	<ul style="list-style-type: none"> • Mission statement. • Commander's guidance and intent. • IPB. 	<ul style="list-style-type: none"> • Allocate assets to each PSYOP concept of support. • Identify requirements for additional resources. • Consider if a "deception story" needs to be developed. 	<ul style="list-style-type: none"> • Initial PSYOP asset locations. • Submission of additional PSYOP resource requirements. • Deception story proposed to commander.

Table B-1. Quick-reference guide to PSYOP input to the MDMP (continued)

MDMP Task	Information Sources (Inputs)	PSYOP Actions	PSYOP Results
COA DEVELOPMENT— DEVELOP SCHEME OF MANEUVER— PHASE 3 (STEP 4)	<ul style="list-style-type: none"> • COAs. • IPB. • Determined PSYOP support concept. • PSYOP estimate. 	<p>For each COA—</p> <ul style="list-style-type: none"> • Ensure all PSYOP elements' actions are coordinated. • Nominate selected HVTs as high-payoff targets (HPTs). • Refine PSYOP risk assessment. • Develop initial PSYOP task execution timeline. • Develop initial assessment criteria for PSYOP support to each COA. • Consider any support required for PSYOP to execute its mission. • Develop PSYOP assessment plan. • Conduct a risk assessment for each PSYOP COA. 	<p>For each COA—</p> <ul style="list-style-type: none"> • PSYOP-related HPT nominations are submitted. • PSYOP execution timeline is determined. • PSYOP input to risk management plan is submitted. • Initial PSYOP assessment criteria are determined. • Support request is prepared to submit if COA is chosen.
COA DEVELOPMENT— ASSIGN HEADQUARTERS— PHASE 3 (STEP 5)	<ul style="list-style-type: none"> • IPB. • COA with its corresponding PSYOP support concept. • PSYOP estimate. • PSYOP tasks by element. 	<ul style="list-style-type: none"> • Develop task-organization recommendation for PSYOP units. 	<ul style="list-style-type: none"> • Submission of task-organization recommendation for PSYOP units and resources to tasks assigned.
COA DEVELOPMENT— PREPARE COA STATEMENTS AND SKETCHES— PHASE 3 (STEP 6)	<ul style="list-style-type: none"> • COA statement. • PSYOP concepts of support for each COA. 	<ul style="list-style-type: none"> • Prepare input for each COA statement/sketch to G-3. • Prepare PSYOP concept of support sketch for each COA, if needed. 	<ul style="list-style-type: none"> • Submission of input for each COA statement/sketch.
COA ANALYSIS— PHASE 4	<ul style="list-style-type: none"> • COAs. • IPB. • PSYOP input work sheets. • PSYOP execution timeline. • PSYOP estimate. 	<ul style="list-style-type: none"> • Develop evaluation criteria for each COA. • Synchronize PSYOP activities with supported unit activities. • Synchronize PSYOP tasks performed by different PSYOP elements. • War-game friendly PSYOP capabilities against adversary vulnerabilities. • War-game cultural/religious impact on operations. 	<ul style="list-style-type: none"> • An evaluation of each PSYOP COA in terms of criteria established before the war game. <p>For each COA—</p> <ul style="list-style-type: none"> • Refined PSYOP CONOPS. • Refined POs. • Refined PSYOP tasks. • Refined PSYOP input to attack guidance matrix and target synchronization matrix.

Table B-1. Quick-reference guide to PSYOP input to the MDMP (continued)

MDMP Task	Information Sources (Inputs)	PSYOP Actions	PSYOP Results
<p>COA ANALYSIS— PHASE 4 (CONTINUED)</p>		<ul style="list-style-type: none"> • War-game adversary propaganda capabilities against friendly vulnerabilities, cultural/religious use as enemy force multiplier. • Refine and synchronize PSYOP targeting guidance and HPT list. • Ensure PSYOP elements have required time and resources for each COA. • Determine decision points and coordination requirements for executing PSYOP measures. • Ensure COA is consistent with higher PSYOP plans. 	<ul style="list-style-type: none"> • PSYOP IRs and requests for information identified during war game. • Refined EEFI and PSYOP vulnerabilities. • Completion of paragraph 3, PSYOP estimate. • Submission of PSYOP input to G-3 synchronization matrix. • Submission of PSYOP input to HPT list.
<p>COA COMPARISON— PHASE 5</p>	<ul style="list-style-type: none"> • COA evaluations from COA analysis. • COA evaluation criteria. • PSYOP estimate. 	<ul style="list-style-type: none"> • Compare the COAs with each other to determine the advantages and disadvantages of each. Cultural/religious feasibility/acceptability/suitability. • Determine which COA is most supportable from a PSYOP perspective. • Determine which COA contributes most to achievement of the most critical SPOs. 	<ul style="list-style-type: none"> • PSYOP advantages and disadvantages for each COA. • Determination of which COA is most supportable from a PSYOP perspective. • PSYOP COA decision matrix. • Completion of paragraph 4, PSYOP estimate.
<p>COA APPROVAL— PHASE 6</p>	<ul style="list-style-type: none"> • Results from COA comparison. • Recommended COA. • PSYOP estimate. 	<ul style="list-style-type: none"> • Provide PSYOP input to COA recommendation. • Reevaluate PSYOP input to the commander's guidance and intent; refine PSYOP concept of support, POs, SPOs, and PSYOP tasks for selected COA. • Prepare PSYOP input to the WARNORD. • Participate in COA decision briefing. 	<ul style="list-style-type: none"> • Finalized PSYOP CONOPS to approved COA. • Finalized POs, SPOs, PTAL, and Initial PSYOP Assessment Criteria. • PSYOP input to WARNORD.

Table B-1. Quick-reference guide to PSYOP input to the MDMP (continued)

MDMP Task	Information Sources (Inputs)	PSYOP Actions	PSYOP Results
ORDERS PRODUCTION— PHASE 7	<ul style="list-style-type: none"> • Approved COA. • Refined commander's guidance. • Refined commander's intent. • PSYOP estimate. • PSYOP execution matrix. • Finalized PSYOP mission statement, PSYOP concept of support, POs, SPOs, and PTAL. 	<ul style="list-style-type: none"> • Ensure PSYOP input (such as EEFI and PSYOP tasks to subordinate units) is placed in base OPLAN/OPORD. • Finalize PSYOP Appendix or Tab. • Conduct other staff coordination. 	<ul style="list-style-type: none"> • PSYOP synchronization matrix. • PSYOP Appendix or Tab to OPLAN/OPORD is completed.

Appendix C

Product Numbering Country Codes

The Department of State (DOS) recognizes 192 sovereign nation states as of June 2006. In addition, the DOS recognizes several other political entities. These entities range from disputed territories to autonomous regions. Some of the other categories of special administrative areas are territories, special administrative zones, and commonwealths. All DOS-recognized sovereign states and other recognized areas have a two-letter country code. This is the standard that will be used for all PSYOP products in the numbering system. It is the first field in the product number.

The DOS does not recognize all disputed territories or special administrative areas with a code. In addition, contingencies may arise that require identification of a smaller political entity than a recognized nation as the target area. If an area is not recognized in the following table (Table C-1, pages C-1 through C-11) and is not the subject of a named operation, the POTF commander in a joint or combined operation will provide guidance for a two-letter code. In a PSYOP support element, the commander will coordinate with the approving authority to establish a two-letter code.

Table C-1. Product numbering country codes

STATE			
Short-Form Name	Long-Form Name	FIPS Code (Note 2)	Capital
Total count of Independent States: 192			
* - Diplomatic relations with the United States			
+ - Member of United Nations			
Afghanistan *+	Islamic Republic of Afghanistan	AF	Kabul
Albania *+	Republic of Albania	AL	Tirana
Algeria *+	People's Democratic Republic of Algeria	AG	Algiers
Andorra *+	Principality of Andorra	AN	Andorra la Vella
Angola *+	Republic of Angola	AO	Luanda
Antigua and Barbuda *+	(no long-form name)	AC	Saint John's
Argentina *+	Argentine Republic	AR	Buenos Aires
Armenia *+	Republic of Armenia	AM	Yerevan
Australia *+	Commonwealth of Australia	AS	Canberra
Austria *+	Republic of Austria	AU	Vienna
Azerbaijan *+	Republic of Azerbaijan	AJ	Baku

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	FIPS Code (Note 2)	Capital
Bahamas, The **	Commonwealth of The Bahamas	BF	Nassau
Bahrain **	Kingdom of Bahrain	BA	Manama
Bangladesh **	People's Republic of Bangladesh	BG	Dhaka
Barbados **	(no long-form name)	BB	Bridgetown
Belarus **	Republic of Belarus	BO	Minsk
Belgium **	Kingdom of Belgium	BE	Brussels
Belize **	(no long-form name)	BH	Belmopan
Benin **	Republic of Benin	BN	Porto-Novo
Bhutan +	Kingdom of Bhutan	BT	Thimphu
Bolivia **	Republic of Bolivia	BL	La Paz (administrative) Sucre (legislative/judiciary)
Bosnia and Herzegovina **	(no long-form name)	BK	Sarajevo
Botswana **	Republic of Botswana	BC	Gaborone
Brazil **	Federative Republic of Brazil	BR	Brasília
Brunei **	Negara Brunei Darussalam	BX	Bandar Seri Begawan
Bulgaria **	Republic of Bulgaria	BU	Sofia
Burkina Faso **	(no long-form name)	UV	Ouagadougou
Burma **	Union of Burma	BM	Rangoon
Burundi **	Republic of Burundi	BY	Bujumbura
Cambodia **	Kingdom of Cambodia	CB	Phnom Penh
Cameroon **	Republic of Cameroon	CM	Yaoundé
Canada **	(no long-form name)	CA	Ottawa
Cape Verde **	Republic of Cape Verde	CV	Praia
Central African Republic **	Central African Republic	CT	Bangui
Chad **	Republic of Chad	CD	N'Djamena
Chile **	Republic of Chile	CI	Santiago
China ** (Note 3)	People's Republic of China	CH	Beijing
Colombia **	Republic of Colombia	CO	Bogotá
Comoros **	Union of Comoros	CN	Moroni
Congo (Brazzaville) ** (Note 4)	Republic of the Congo	CF	Brazzaville
Congo (Kinshasa) ** (Note 4)	Democratic Republic of the Congo	CG	Kinshasa
Costa Rica **	Republic of Costa Rica	CS	San José
Côte d'Ivoire **	Republic of Côte d'Ivoire	IV	Yamoussoukro
Croatia **	Republic of Croatia	HR	Zagreb

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	FIPS Code (Note 2)	Capital
Cuba +	Republic of Cuba	CU	Havana
Cyprus **	Republic of Cyprus	CY	Nicosia
Czech Republic **	Czech Republic	EZ	Prague
Denmark **	Kingdom of Denmark	DA	Copenhagen
Djibouti **	Republic of Djibouti	DJ	Djibouti
Dominica **	Commonwealth of Dominica	DO	Roseau
Dominican Republic **	Dominican Republic	DR	Santo Domingo
East Timor **	Democratic Republic of Timor-Leste	TT	Dili
Ecuador **	Republic of Ecuador	EC	Quito
Egypt **	Arab Republic of Egypt	EG	Cairo
El Salvador **	Republic of El Salvador	ES	San Salvador
Equatorial Guinea **	Republic of Equatorial Guinea	EK	Malabo
Eritrea **	State of Eritrea	ER	Asmara
Estonia **	Republic of Estonia	EN	Tallinn
Ethiopia **	Federal Democratic Republic of Ethiopia	ET	Addis Ababa
Fiji **	Republic of the Fiji Islands	FJ	Suva
Finland **	Republic of Finland	FI	Helsinki
France **	French Republic	FR	Paris
Gabon **	Gabonese Republic	GB	Libreville
Gambia, The **	Republic of The Gambia	GA	Banjul
Georgia **	Republic of Georgia	GG	Tbilisi
Germany **	Federal Republic of Germany	GM	Berlin
Ghana **	Republic of Ghana	GH	Accra
Greece **	Hellenic Republic	GR	Athens
Grenada **	(no long-form name)	GJ	Saint George's
Guatemala **	Republic of Guatemala	GT	Guatemala
Guinea **	Republic of Guinea	GV	Conakry
Guinea-Bissau **	Republic of Guinea-Bissau	PU	Bissau
Guyana **	Cooperative Republic of Guyana	GY	Georgetown
Haiti **	Republic of Haiti	HA	Port-au-Prince
Holy See *	(no long-form name)	VT	Vatican City
Honduras **	Republic of Honduras	HO	Tegucigalpa
Hungary **	Republic of Hungary	HU	Budapest
Iceland **	Republic of Iceland	IC	Reykjavík
India **	Republic of India	IN	New Delhi
Indonesia **	Republic of Indonesia	ID	Jakarta

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	FIPS Code (Note 2)	Capital
Iran +	Islamic Republic of Iran	IR	Tehran
Iraq *+	Republic of Iraq	IZ	Baghdad
Ireland *+	(no long-form name)	EI	Dublin
Israel *+	State of Israel	IS	Jerusalem (Note 5)
Italy *+	Italian Republic	IT	Rome
Jamaica *+	(no long-form name)	JM	Kingston
Japan *+	(no long-form name)	JA	Tokyo
Jordan *+	Hashemite Kingdom of Jordan	JO	Amman
Kazakhstan *+	Republic of Kazakhstan	KZ	Astana
Kenya *+	Republic of Kenya	KE	Nairobi
Kiribati *+	Republic of Kiribati	KR	Tarawa
Korea, North +	Democratic People's Republic of Korea	KN	Pyongyang
Korea, South *+	Republic of Korea	KS	Seoul
Kuwait *+	State of Kuwait	KU	Kuwait
Kyrgyzstan *+	Kyrgyz Republic	KG	Bishkek
Laos *+	Lao People's Democratic Republic	LA	Vientiane
Latvia *+	Republic of Latvia	LG	Riga
Lebanon *+	Lebanese Republic	LE	Beirut
Lesotho *+	Kingdom of Lesotho	LT	Maseru
Liberia *+	Republic of Liberia	LI	Monrovia
Libya *+	Great Socialist People's Libyan Arab Jamahiriya	LY	Tripoli
Liechtenstein *+	Principality of Liechtenstein	LS	Vaduz
Lithuania *+	Republic of Lithuania	LH	Vilnius
Luxembourg *+	Grand Duchy of Luxembourg	LU	Luxembourg
Macedonia *+	Republic of Macedonia	MK	Skopje
Madagascar *+	Republic of Madagascar	MA	Antananarivo
Malawi *+	Republic of Malawi	MI	Lilongwe
Malaysia *+	(no long-form name)	MY	Kuala Lumpur
Maldives *+	Republic of Maldives	MV	Male
Mali *+	Republic of Mali	ML	Bamako
Malta *+	Republic of Malta	MT	Valletta
Marshall Islands *+	Republic of the Marshall Islands	RM	Majuro
Mauritania *+	Islamic Republic of Mauritania	MR	Nouakchott
Mauritius *+	Republic of Mauritius	MP	Port Louis

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	FIPS Code (Note 2)	Capital
Mexico **	United Mexican States	MX	Mexico
Micronesia **	Federated States of Micronesia	FM	Palikir
Moldova **	Republic of Moldova	MD	Chisinau
Monaco **	Principality of Monaco	MN	Monaco
Mongolia **	(no long-form name)	MG	Ulaanbaatar
Morocco **	Kingdom of Morocco	MO	Rabat
Mozambique **	Republic of Mozambique	MZ	Maputo
Namibia **	Republic of Namibia	WA	Windhoek
Nauru **	Republic of Nauru	NR	Yaren District (no capital city)
Nepal **	Kingdom of Nepal	NP	Kathmandu
Netherlands **	Kingdom of the Netherlands	NL	Amsterdam The Hague (seat of government)
New Zealand **	(no long-form name)	NZ	Wellington
Nicaragua **	Republic of Nicaragua	NU	Managua
Niger **	Republic of Niger	NG	Niamey
Nigeria **	Federal Republic of Nigeria	NI	Abuja
Norway **	Kingdom of Norway	NO	Oslo
Oman **	Sultanate of Oman	MU	Muscat
Pakistan **	Islamic Republic of Pakistan	PK	Islamabad
Palau **	Republic of Palau	PS	Koror
Panama **	Republic of Panama	PM	Panama City
Papua New Guinea **	Independent State of Papua New Guinea	PP	Port Moresby
Paraguay **	Republic of Paraguay	PA	Asunción
Peru **	Republic of Peru	PE	Lima
Philippines **	Republic of the Philippines	RP	Manila
Poland **	Republic of Poland	PL	Warsaw
Portugal **	Portuguese Republic	PO	Lisbon
Qatar **	State of Qatar	QA	Doha
Romania **	(no long-form name)	RO	Bucharest
Russia **	Russian Federation	RS	Moscow
Rwanda **	Republic of Rwanda	RW	Kigali
Saint Kitts and Nevis **	Federation of Saint Kitts and Nevis	SC	Basseterre
Saint Lucia **	(no long-form name)	ST	Castries
Saint Vincent and the Grenadines **	(no long-form name)	VC	Kingstown

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	FIPS Code (Note 2)	Capital
Samoa **	Independent State of Samoa	WS	Apia
San Marino **	Republic of San Marino	SM	San Marino
Sao Tome and Principe **	Democratic Republic of Sao Tome and Principe	TP	São Tomé
Saudi Arabia **	Kingdom of Saudi Arabia	SA	Riyadh
Senegal **	Republic of Senegal	SG	Dakar
Serbia and Montenegro**	(no long-form name)	YI	Belgrade
Seychelles **	Republic of Seychelles	SE	Victoria
Sierra Leone **	Republic of Sierra Leone	SL	Freetown
Singapore **	Republic of Singapore	SN	Singapore
Slovakia **	Slovak Republic	LO	Bratislava
Slovenia **	Republic of Slovenia	SI	Ljubljana
Solomon Islands **	(no long-form name)	BP	Honiara
Somalia **	(no long-form name)	SO	Mogadishu
South Africa **	Republic of South Africa	SF	Pretoria (administrative) Cape Town (legislative) Bloemfontein (judiciary)
Spain **	Kingdom of Spain	SP	Madrid
Sri Lanka **	Democratic Socialist Republic of Sri Lanka	CE	Colombo Sri Jayewardenepura Kotte (legislative)
Sudan **	Republic of the Sudan	SU	Khartoum
Suriname **	Republic of Suriname	NS	Paramaribo
Swaziland **	Kingdom of Swaziland	WZ	Mbabane (administrative) Lobamba (legislative)
Sweden **	Kingdom of Sweden	SW	Stockholm
Switzerland **	Swiss Confederation	SZ	Bern
Syria **	Syrian Arab Republic	SY	Damascus
Tajikistan **	Republic of Tajikistan	TI	Dushanbe
Tanzania **	United Republic of Tanzania	TZ	Dar es Salaam Dodoma (legislative)
Thailand **	Kingdom of Thailand	TH	Bangkok
Togo **	Togolese Republic	TO	Lomé
Tonga **	Kingdom of Tonga	TN	Nuku'alofa
Trinidad and Tobago **	Republic of Trinidad and Tobago	TD	Port-of-Spain
Tunisia **	Tunisian Republic	TS	Tunis
Turkey **	Republic of Turkey	TU	Ankara
Turkmenistan **	(no long-form name)	TX	Ashgabat
Tuvalu **	(no long-form name)	TV	Funafuti

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	FIPS Code (Note 2)	Capital	
Uganda **	Republic of Uganda	UG	Kampala	
Ukraine **	(no long-form name)	UP	Kiev	
United Arab Emirates **	(no long-form name)	AE	Abu Dhabi	
United Kingdom **	United Kingdom of Great Britain and Northern Ireland	UK	London	
United States +	United States of America	US	Washington, D.C.	
Uruguay **	Oriental Republic of Uruguay	UY	Montevideo	
Uzbekistan **	Republic of Uzbekistan	UZ	Tashkent	
Vanuatu **	Republic of Vanuatu	NH	Port-Vila	
Venezuela **	Bolivarian Republic of Venezuela	VE	Caracas	
Vietnam **	Socialist Republic of Vietnam	VM	Hanoi	
Yemen **	Republic of Yemen	YM	Sanaa	
Zambia **	Republic of Zambia	ZA	Lusaka	
Zimbabwe **	Republic of Zimbabwe	ZI	Harare	
OTHER				
Taiwan (Note 6)	(no long-form name)	TW	T'ai-pei	
NOTES				
<p>Note 1: In this listing, the term "independent state" refers to a people politically organized into a sovereign state with a definite territory recognized as independent by the United States.</p> <p>Note 2: Federal Information Processing Standard (FIPS) 10-4 codes.</p> <p>Note 3: With the establishment of diplomatic relations with China on January 1, 1979, the U.S. Government recognized the People's Republic of China as the sole legal government of China and acknowledged the Chinese position that there is only one China and that Taiwan is part of China.</p> <p>Note 4: "Congo" is the official short-form name for both the Republic of the Congo and the Democratic Republic of the Congo. To distinguish one from the other, the U.S. DOS adds the capital in parentheses. This practice is unofficial and provisional.</p> <p>Note 5: Israel proclaimed Jerusalem as its capital in 1950. The United States, like nearly all other countries, maintains its embassy in Tel Aviv.</p> <p>Note 6: Claimed by both the Government of the People's Republic of China and the authorities on Taiwan. Administered by the authorities on Taiwan (Note 3).</p> <p>Source: Office of The Geographer and Global Issues, Bureau of Intelligence and Research, U.S. Department of State, Washington, D.C.</p>				
DEPENDENCIES AND AREAS OF SPECIAL SOVEREIGNTY				
Short-Form Name	Long-Form Name	Sovereignty	FIPS Code (Note 1)	Capital
American Samoa	Territory of American Samoa	United States	AQ	Pago Pago
Akrotiri Sovereign Base Area (Note 15)	Akrotiri Sovereign Base Area	United Kingdom	AX	Episkopi (Note 16)
Anguilla	Anguilla	United Kingdom	AV	The Valley

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	Sovereignty	FIPS Code (Note 1)	Capital
Antarctica	(no long-form name)	None (Note 2)	AY	None
Aruba	(no long-form name)	Netherlands	AA	Oranjestad
Ashmore and Cartier Islands	Territory of Ashmore and Cartier Islands	Australia	AT	Administered from Canberra
Baker Island	(no long-form name)	United States	FQ	Administered from Washington, D.C.
Bermuda	Bermuda	United Kingdom	BD	Hamilton
Bouvet Island	(no long-form name)	Norway	BV	Administered from Oslo
British Indian Ocean Territory (Note 3)	British Indian Ocean Territory	United Kingdom	IO	None
Cayman Islands	Cayman Islands	United Kingdom	CJ	George Town
Christmas Island	Territory of Christmas Island	Australia	KT	The Settlement (Flying Fish Cove)
Clipperton Island	(no long-form name)	France	IP	Administered from French Polynesia
Cocos (Keeling) Islands	Territory of Cocos (Keeling) Islands	Australia	CK	West Island
Cook Islands	(no long-form name)	New Zealand	CW	Avarua
Coral Sea Islands	Coral Sea Islands Territory	Australia	CR	Administered from Canberra
Dhekelia Sovereign Base Area (Note 15)	Dhekelia Sovereign Base Area	United Kingdom	DX	Episkopi (Note 16)
Falkland Islands (Islas Malvinas)	Falkland Islands (Islas Malvinas)	United Kingdom (Note 4)	FK	Stanley
Faroe Islands	(no long-form name)	Denmark	FO	Tórshavn
French Guiana (Note 5)				
French Polynesia	Territory of French Polynesia	France	FP	Papeete
French Southern and Antarctic Lands (Note 6)	Territory of the French Southern and Antarctic Lands	France	FS	Administered from Paris
Gibraltar	Gibraltar	United Kingdom	GI	Gibraltar
Greenland	(no long-form name)	Denmark	GL	Nuuk (Godthåb)
Guadeloupe (Note 5)				
Guam	Territory of Guam	United States	GQ	Hagatna
Guernsey (Note 7)	Bailiwick of Guernsey	British Crown Dependency	GK	Saint Peter Port
Heard Island and McDonald Islands	Territory of Heard Island and McDonald Islands	Australia	HM	Administered from Canberra
Hong Kong	Hong Kong Special Administrative Region	China (Note 8)	HK	None

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	Sovereignty	FIPS Code (Note 1)	Capital
Howland Island	(no long-form name)	United States	HQ	Administered from Washington, D.C.
Jan Mayen	(no long-form name)	Norway	JN	Administered from Oslo (Note 9)
Jarvis Island	(no long-form name)	United States	DQ	Administered from Washington, D.C.
Jersey	Bailiwick of Jersey	British Crown Dependency	JE	Saint Helier
Johnston Atoll	(no long-form name)	United States	JQ	Administered from Washington, D.C.
Kingman Reef	(no long-form name)	United States	KQ	Administered from Washington, D.C.
Macau	Macau Special Administrative Region	China (Note 10)	MC	Macau
Man, Isle of	(no long-form name)	British Crown Dependency	IM	Douglas
Martinique (Note 5)				
Mayotte	Territorial Collectivity of Mayotte	France	MF	Mamoudzou
Midway Islands	(no long-form name)	United States	MQ	Administered from Washington, D.C.
Montserrat	Montserrat	United Kingdom	MH	Plymouth
Navassa Island	(no long-form name)	United States	BQ	Administered from Washington, D.C.
Netherlands Antilles (Note 11)	(no long-form name)	Netherlands	NT	Willemstad
New Caledonia	Territory of New Caledonia and Dependencies	France	NC	Nouméa
Niue	(no long-form name)	New Zealand	NE	Alofi
Norfolk Island	Territory of Norfolk Island	Australia	NF	Kingston
Northern Mariana Islands	Commonwealth of the Northern Mariana Islands	United States	CQ	Saipan
Palmyra Atoll	(no long-form name)	United States	LQ	Administered from Washington, D.C.
Paracel Islands	(no long-form name)	undetermined (Note 12)	PF	None
Pitcairn Islands	Pitcairn, Henderson, Ducie, and Oeno Islands	United Kingdom	PC	Adamstown
Puerto Rico	Commonwealth of Puerto Rico	United States	RQ	San Juan
Reunion (Note 5)				

Table C-1. Product numbering country codes (continued)

Short-Form Name	Long-Form Name	Sovereignty	FIPS Code (Note 1)	Capital
Saint Helena (Note 13)	Saint Helena	United Kingdom	SH	Jamestown
Saint Pierre and Miquelon	Territorial Collectivity of Saint Pierre and Miquelon	France	SB	Saint-Pierre
South Georgia and the South Sandwich Islands	South Georgia and the South Sandwich Islands	United Kingdom (Note 4)	SX	None
Sprattly Islands	(no long-form name)	undetermined (Note 14)	PG	None
Svalbard	(no long-form name)	Norway	SV	Longyearbyen
Tokelau	(no long-form name)	New Zealand	TL	None
Turks and Caicos Islands	Turks and Caicos Islands	United Kingdom	TK	Grand Turk
Virgin Islands, U.S.	United States Virgin Islands	United States	VQ	Charlotte Amalie
Virgin Islands, British	Virgin Islands, British	United Kingdom	VI	Road Town
Wake Island	(no long-form name)	United States	WQ	Administered from Washington, D.C.
Wallis and Futuna	Territory of the Wallis and Futuna Islands	France	WF	Matâ'utu
Western Sahara	(no long-form name)	To be determined	WI	None

NOTES

Note 1: Federal Information Processing Standard (FIPS) 10-4 codes.

Note 2: Antarctica consists of the territory south of 60 degrees south latitude. This area includes claims by Argentina, Australia, Chile, France, New Zealand, Norway, and the United Kingdom, the legal status of which remains in suspense under the terms of the Antarctic Treaty of 1959. The United States recognizes no claims to Antarctica.

Note 3: Chagos Archipelago (including Diego Garcia).

Note 4: U.K. Overseas Territory (also claimed by Argentina).

Note 5: French Guiana, Guadeloupe, Martinique, and Reunion are departments (first-order administrative units) of France, and are therefore not dependencies or areas of special sovereignty. They are included in this list only for the convenience of the user. The Department of Guadeloupe includes the nearby islands of Marie-Galante, La Desirade, and Iles des Saintes, as well as Saint Barthelemy and the northern three-fifths of Saint Martin (the rest of which belongs to Netherlands Antilles). The islands of Bassas da India, Europa Island, Glorioso Islands, Juan de Nova Island, and Tromelin Island are administered from Reunion; all these islands are claimed by Madagascar, and Tromelin Island is claimed by Mauritius.

Note 6: "French Southern and Antarctic Lands" includes Île Amsterdam, Île Saint-Paul, Îles Crozet, and Îles Kerguelen in the southern Indian Ocean, along with the French-claimed sector of Antarctica, "Terre Adélie." The United States does not recognize the French claim to "Terre Adélie" (Note 2).

Note 7: The Bailiwick of Guernsey includes the islands of Alderney, Guernsey, Herm, Sark, and nearby smaller islands.

Note 8: Under a Sino-British declaration of September 1984, Hong Kong reverted to Chinese control on July 1, 1997. It is now a semi-autonomous entity that exists pursuant to international agreement and maintains its own government apart from the People's Republic of China.

Table C-1. Product numbering country codes (continued)

Note 9: Administered from Oslo, Norway, through a governor resident in Longyearbyen, Svalbard.

Note 10: Under the Sino-Portuguese Joint Declaration on the Question of Macau signed in 1987, Macau reverted to Chinese control on December 20, 1999. It is now a semi-autonomous entity that exists pursuant to international agreement and maintains its own government apart from the People's Republic of China.

Note 11: Netherlands Antilles comprises two groupings of islands: Curaçao and Bonaire are located off the coast of Venezuela; Saba, Sint Eustatius, and Sint Maarten (the Dutch two-fifths of the island of Saint Martin) lie 800 km to the north.

Note 12: South China Sea islands occupied by China but claimed by Vietnam.

Note 13: The territory of Saint Helena includes the Island group of Tristan da Cunha; Saint Helena also administers Ascension Island.

Note 14: South China Sea islands claimed in entirety by China and Vietnam and in part by the Philippines and Malaysia; each of these states occupies some part of the islands.

Note 15: U.K. military bases on the island of Cyprus.

Note 16: The joint force headquarters under the Commander of the British Forces, Cyprus administers both sovereign base areas from Episkopi.

Source: Office of The Geographer and Global Issues, Bureau of Intelligence and Research, U.S. Department of State, Washington, D.C.

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Appendix D

Aerial Dissemination

Aerial leaflet dissemination is usually one of the first methods PSYOP Soldiers use to influence target audiences (TAs). This method is also where the tactical level meets the joint/operational level in PSYOP. Leaflet calculations must be executed and relayed to United States Air Force (USAF), United States Navy (USN), and United States Army (pilots, weaponeers, and bombardiers) to get a leaflet bomb dropped on target. This appendix also describes the manual method for executing leaflet calculations anywhere in the world. Manual method execution is a critical PSYOP skill set that all PSYOP officers, NCOs, and Soldiers must understand prior to deployment.

GENERAL

D-1. Dissemination is the delivery of PSYOP products directly to the desired TA. PSYOP forces must use as many different media and dissemination means as possible to ensure access to the targeted foreign population.

D-2. Dissemination planning begins during target audience analysis (TAA) and culminates in Phase VI (Dissemination) of the PSYOP process. TAA results help determine the appropriate means of dissemination, and during Phase VI, a decision will be made whether to use aerial dissemination.

D-3. Suitability of leaflet drops, the appropriate density on the ground, and the frequency of delivery determine the minimal requirements needed to ensure the PSYOP message reaches the TA. For example, a TAA determined there are few literate people in a town being targeted. The social structure is such that there are fewer than ten key communicators who make up the leadership. In this situation, only a few leaflets would be necessary. Leaflet density per 100 square meters would be appropriate at the minimum of 10 because the inhabitants of the village would likely take them to their leadership or to the few members who can read.

D-4. In preparation for a dissemination mission, PSYOP Soldiers must determine the best size and weight for the leaflets. The content has no effect on the dissemination, but the size and weight are critical elements in determining the leaflets' ballistic data. If the mission dictates a leaflet characteristic that is not standard-sized, personnel should choose the closest size and weight. A standard-size leaflet is 3 inches by 6 inches, 20-pound paper (regular photocopy paper).

D-5. Successful leaflet-drop missions depend upon a basic understanding of aerodynamics for leaflets falling through the air. Once released, drift and diffusion affect leaflet dispersion. Drift is the movement of the center of the leaflet cloud. Diffusion is the spread of the leaflets caused by wind turbulence and the ballistic characteristic of the leaflet. Leaflets do not fall at the same rate. Individual differences among the leaflets and variations in air currents cause identical leaflets to fall at slightly different rates. These differences and variations create a cloud that is taller than it is wide making an oblong pattern on the ground (Figure D-1, page D-2). Plotting the ground dispersal pattern is essential to ensure leaflets cover the target area as needed. Multiple release points may be required.

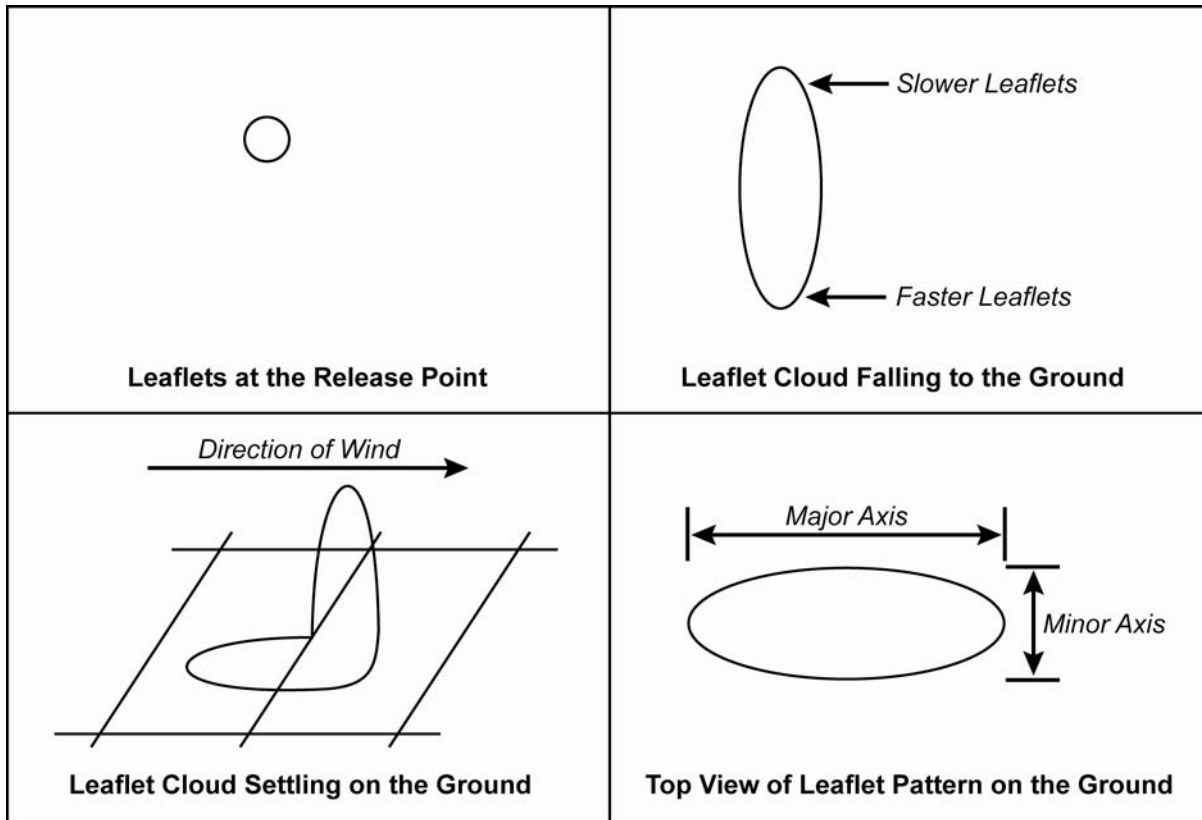


Figure D-1. Oblong pattern of leaflets on the ground

D-6. Before determining the release point, proper dissemination pattern, and leaflet density, planners must know the following information:

- Density desired (6 to 30 leaflets per 100 square meters, depending on terrain and population of target area).
- Size and weight of the leaflet being used (needed for the appropriate descent and spread factors).
- Type of platform.
- Location of the target.
- Size of the target.
- Wind speed and azimuth around the target area in 1,000-foot increments below 10,000 feet and 2,000-foot increments above 10,000 feet.

D-7. A number of factors must be assessed to determine proper leaflet density for aerial dissemination. These factors include the concentration or dispersion of TAs, type of terrain, the military situation, delivery capability, production capability, cost and importance of the message, and building density. To simplify the calculation process and increase both leaflet drop accuracy and efficiency, a Johns Hopkins University study determined that most leaflet densities should range from 6 to 30 leaflets per 100 square meters (written as m^2). For example, 6 leaflets per 100 m^2 would be appropriate for low population density, and low building density TA areas. However, the requirement would rise to 30 leaflets per 1000 m^2 for high population density, high building density TA areas. Open terrain versus mountainous terrain is also a factor when determining leaflet density calculations. A leaflet density of 6 leaflets per 1,000 m^2 would be appropriate for open, level terrain with low TA density, while 22 leaflets per 1,000 m^2 would be appropriate for mountainous terrain with high TA density. The study defined low population density as 0 to 2,000 people per square kilometer (km^2) and high population density as 8,000 to 10,000 people per km^2 . Logically, medium population density would fall between 2,000 to 8,000 people per km^2 with the true median point being 5,000 people per km^2 . Since the study also found that there are very few general target areas with a population density of 2,000 people per km^2 , at the most, a low density figure of 2,000 people

per km² would need no more than 6,000 leaflets per km². (A kilometer is 1,000 meters and at 6 leaflets per m² multiplied by 1,000 meters, the result is 6,000 leaflets per km².) Put into chart form, the preceding information would appear as follows in Figure D-2 with the number of leaflets expressed per m².

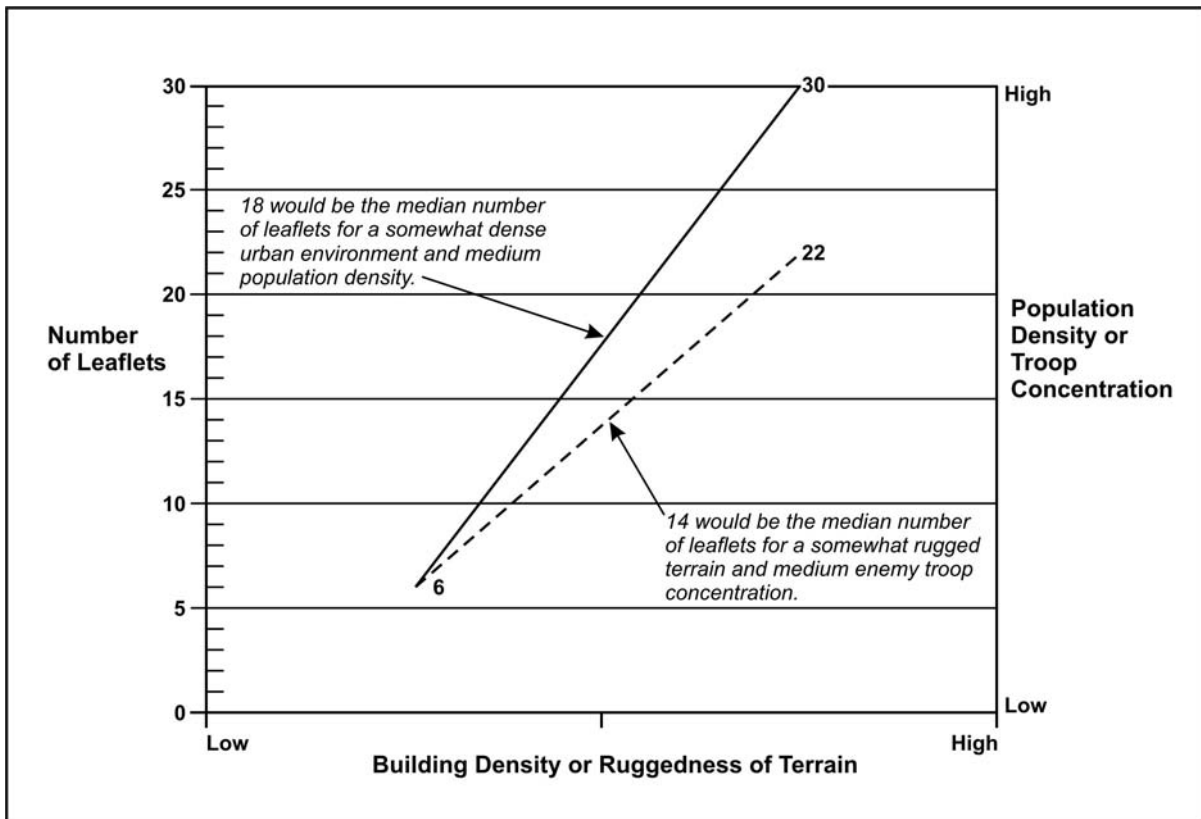


Figure D-2. Leaflet density chart

D-8. Although the determination for minimum and maximum leaflet densities was derived from scientific methods, determining other leaflet densities using that information is simple arithmetic. Using the preceding information, the following rule of thumb can be used to determine leaflet density per km² in urban environments:

- Low building density, low population density – 6,000 leaflets per km².
- Medium building density, medium population density – 18,000 leaflets per km².
- High building density, high population density – 30,000 leaflets per km².

D-9. Leaflet density can be determined in other variations. For example, in an environment where there is a low building density, but a medium population (such as a town sheltering refugees from other areas), the number of leaflets (15,000) will simply be the intersection of low building density and medium population. A similar process applies to a rural environment:

- Open terrain, low enemy troop concentration – 6,000 leaflets per km².
- Hilly terrain, medium enemy troop concentration – 14,000 leaflets per km².
- Mountainous terrain, high enemy troop concentration – 22,000 leaflets per km².

D-10. As with an urban environment leaflet density assessment, determining variations for a rural environment is simply the point where the degree of terrain ruggedness (low, medium, or high) meets the degree of concentration for enemy troops. When deciding leaflet density, the previous information aids in determining the best number of leaflets to disseminate per km² to reach the TA, while helping avoid wasting leaflets when a lower number can achieve the same result. In any case, there are other steps involved in leaflet dissemination, of which one of the most important is the plotting of the actual drop.

D-11. At least 48 hours prior to dissemination, PSYOP Soldiers must meet with the aircrews for mission planning. On the day of the mission, the PSYOP mission planner must meet with the aircrews to go over any last minute data.

PLOTTING

D-12. The following items are needed:

- Pencil.
- Protractor (a navigation plotter works well for this and as a scale ruler).
- Map (preferably 1/100,000).
- Leaflet calculation work sheet.
- Tables with rates of descent, leaflet spread factors, and descent time factors.
- Calculator.
- Scale ruler.
- Overlay paper or acetate.
- Current weather data from the staff weather officer (SWO).

STEP 1

D-13. The first step in the leaflet drop calculation is to determine the size of the leaflet and the weight of the paper being used, which have a direct influence on how the leaflets will fly. Personnel fill in the information on the top of the leaflet work sheet (Figure D-3).

Size: _____ Weight of paper: _____ Autorotator: Y or N _____ Leaflets per lb: _____

Ground Rate of Descent (V_o): _____

Cloud Spread Factor (R_f/T_o): _____

WIND DRIFT

ALTITUDE (Ks)	V_o Down	(Time x	WIND SPEED (Knots)	=	DRIFT (NM)	@	AZIMUTH (AZ) (degrees)
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____
_____	_____	x	_____	=	_____	@	_____

NET DRIFT is line drawn from Function Point to Impact: Distance in Nautical Miles: _____ AZ: _____

MAXIMUM DEVIATION Normal to Net Vector: Distance in Nautical Miles: _____

GROUND PATTERN

MAJOR AXIS: $(1/2 \text{ Release Altitude}/6060) + (\text{Net Drift} \times R_f/T_o) =$ _____ nautical miles

MINOR AXIS: $(1/2 \text{ Release Altitude}/6060) + (\text{Maximum Deviation} \times R_f/T_o) =$ _____ nautical miles

DISPERSAL

AREA: $(.785 \times \text{MAJOR AXIS} \times \text{MINOR AXIS}) =$ _____ nautical miles

MEAN DENSITY per square nautical miles: $(\text{number of leaflets} / \text{AREA}) =$ _____ leaflets

DENSITY per 10,000 square meters: $(\text{MEAN DENSITY} / 343) =$ _____ leaflets per 100-meter square

Figure D-3. Leaflet calculation work sheet example

STEP 2

D-14. Personnel determine the rate of descent and spread factor from Table D-1 based on the size and weight of the leaflet. They fill in the information at the top of the work sheet. Example: Using a 6- x 3-inch leaflet of 20-pound paper, the rate of descent is 2.5, the spread factor is 1.11, and the leaflet autorotates.

STEP 3

D-15. Using the leaflet descent time factor tables (Tables D-1 through D-4, pages D-5 through D-7), personnel write the time factors for each altitude from the surface to the projected release point making sure to use the autorotating or nonautorotating table as appropriate. Using the wind data that the SWO provided, personnel write the wind speeds (in knots) in the wind speed column of the work sheet so they coincide with the altitudes that are in the first column. Personnel must change the wind directions provided by the SWO from magnetic to grid azimuths and place them in the azimuth (AZ) column of the work sheet.

Table D-1. Standard leaflet rates of descent and spread factor

Paper Size (in Inches)	Paper Weight (in Pounds)				
	9	13	16	20	60
8.5 x 8.5	2.9 0.24	2.5 0.31	2.7 0.26	2.8 0.35	*
8.5 x 4.25	2.7 0.20	3.4 0.25	3.8 0.68	5.2 0.71	*
8.5 x 3.09	3.0 0.15	3.2 0.15	3.6 0.65	<u>1.9</u> 0.42	*
7.5 x 3	*	*	*	<u>1.8</u> 0.51	*
6 x 4	2.3 0.26	2.7 0.37	3.3 0.63	4.0 0.46	*
6 x 3	<u>3.1</u> <u>0.48</u>	<u>3.6</u> <u>0.89</u>	<u>4.7</u> <u>1.04</u>	<u>2.5</u> <u>1.11</u>	<u>1.8</u> <u>0.54</u>
6 x 2	<u>2.3</u> 0.67	<u>1.3</u> 0.59	<u>1.6</u> 0.36	<u>1.7</u> 0.22	*
6 x 1.5	1.8 0.30	1.5 0.09	<u>2.1</u> 0.17	2.1 0.22	*
4 x 4	2.0 0.31	2.2 0.12	2.4 0.20	2.6 0.19	*
4 x 3.2	2.2 0.18	2.4 0.12	2.6 0.11	3.0 0.16	*
4 x 2.67	2.2 0.30	2.6 0.13	2.8 0.20	3.1 0.16	*
4 x 2	2.1 0.13	<u>1.8</u> 0.27	<u>1.5</u> 0.05	<u>1.7</u> 0.05	*
4 x 1.6	<u>1.3</u> 0.56	<u>1.3</u> 0.16	<u>1.4</u> 0.23	<u>1.7</u> 0.05	*
4 x 1.23	<u>1.3</u> 0.24	<u>1.5</u> 0.34	<u>1.6</u> 0.28	<u>1.6</u> 0.65	*
4 x 1	<u>1.3</u> 0.18	<u>1.6</u> 0.50	<u>1.9</u> 0.63	<u>2.1</u> 0.54	*

NOTES: 1. The first number is the rate of descent; the second number is the spread factor.
 2. Underlined numbers are leaflets that autorotate.
 3. Bold numbers are for the standard-sized leaflet.
 4. * denotes size and weights not normally used for leaflet drops and there are no calculations.

Table D-2. Standard leaflets per pound

Paper Size (in Inches)	Paper Weight (in Pounds)				
	9	13	16	20	60
8.5 x 8.5	288	199	162	129	
8.5 x 4.25	575	398	324	259	
8.5 x 3.09	791	548	445	<u>356</u>	*
7.5 x 3	*	*	*	<u>416</u>	*
6 x 4	866	599	487	390	*
6 x 3	1,154	799	649	<u>519</u>	<u>440</u>
6 x 2	<u>1,731</u>	<u>1,199</u>	<u>974</u>	<u>779</u>	*
6 x 1.5	<u>2,309</u>	<u>1,598</u>	<u>1,299</u>	<u>1,039</u>	*
4 x 4	1,299	899	730	584	*
4 x 3.2	1,623	1,124	913	730	*
4 x 2.67	1,948	1,349	1,096	877	*
4 x 2	2,597	<u>1,798</u>	<u>1,461</u>	<u>1,169</u>	*
4 x 1.6	<u>3,247</u>	<u>2,248</u>	<u>1,826</u>	<u>1,461</u>	*
4 x 1.23	<u>4,220</u>	<u>2,922</u>	<u>2,374</u>	<u>1,899</u>	*
4 x 1	<u>5,194</u>	<u>3,596</u>	<u>2,922</u>	<u>2,338</u>	*

NOTES: 1. Underlined numbers are leaflets that autorotate.
 2. * Highly unlikely to ever be used in an airdrop; therefore, not calculated and listed in *Low, Medium and High Altitude Leaflet Dissemination Guide*, Johns Hopkins University study, 1978.

Table D-3. Autorotating leaflets descent time factors

Auto rotating Descent Rate	Thousands of Feet																		
	Surface	1	2	3	4	5	6	7	8	9	10	12	14	16	18	20	23	25	
1.3	.11	.21	.21	.21	.21	.20	.20	.20	.20	.19	.28	.37	.35	.34	.33	.39	.37	.48	
1.4	.10	.20	.20	.19	.19	.19	.19	.18	.18	.18	.26	.34	.33	.32	.30	.36	.34	.45	
1.5	.09	.18	.18	.18	.18	.18	.17	.17	.17	.17	.24	.32	.31	.29	.28	.34	.32	.42	
1.6	.09	.17	.17	.17	.17	.17	.16	.16	.16	.16	.23	.30	.29	.28	.27	.32	.30	.40	
1.7	.08	.16	.16	.16	.16	.16	.15	.15	.15	.15	.21	.28	.27	.26	.25	.30	.28	.37	
1.8	.08	.15	.15	.15	.15	.15	.15	.14	.14	.14	.20	.26	.25	.25	.24	.28	.27	.35	
1.9	.07	.15	.14	.14	.14	.14	.14	.14	.13	.13	.19	.25	.24	.23	.22	.27	.25	.33	
2.0	.07	.14	.14	.14	.13	.13	.13	.13	.13	.13	.18	.24	.23	.22	.21	.25	.24	.31	
2.1	.07	.13	.13	.13	.13	.12	.12	.12	.12	.12	.17	.23	.22	.21	.20	.24	.23	.30	
2.2	.06	.13	.12	.12	.12	.12	.12	.12	.12	.11	.17	.22	.21	.20	.19	.23	.22	.28	
2.3	.06	.12	.12	.12	.12	.12	.11	.11	.11	.11	.16	.21	.20	.19	.18	.22	.21	.27	
2.4	.06	.12	.11	.11	.11	.11	.11	.11	.11	.10	.15	.20	.19	.18	.18	.21	.20	.26	
2.5	.06	.11	.11	.11	.11	.11	.10	.10	.10	.10	.15	.19	.18	.18	.17	.20	.19	.25	
2.6	.05	.11	.11	.10	.10	.10	.10	.10	.10	.10	.14	.18	.18	.17	.16	.19	.18	.24	
2.7	.05	.10	.10	.10	.10	.10	.10	.10	.09	.09	.14	.18	.17	.16	.16	.19	.18	.23	
2.8	.05	.10	.10	.10	.10	.09	.09	.09	.09	.09	.13	.17	.16	.16	.15	.18	.17	.22	
2.9	.05	.10	.09	.09	.09	.09	.09	.09	.09	.09	.13	.16	.16	.15	.15	.17	.16	.22	

NOTES: 1. Descent rate is measured in feet per minute.
 2. Decimal numbers denote percentage of an hour. Example: 0.45 of an hour equals 27 minutes.

Table D-4. Nonautorotating leaflet descent time factors

Non-Autorotating	Thousands of Feet																	
	Surface	1	2	3	4	5	6	7	8	9	10	12	14	16	18	20	23	25
3.0	.03	.09	.09	.09	.09	.09	.09	.09	.09	.09	.13	.16	.16	.15	.15	.17	.16	.21
3.1	.03	.09	.09	.09	.09	.09	.09	.09	.08	.08	.12	.16	.15	.15	.14	.17	.16	.20
3.2	.03	.09	.09	.09	.09	.08	.08	.08	.08	.08	.12	.15	.15	.14	.14	.16	.15	.20
3.3	.03	.08	.08	.08	.08	.08	.08	.08	.08	.08	.12	.15	.14	.14	.13	.16	.15	.19
3.4	.03	.08	.08	.08	.08	.08	.08	.08	.08	.08	.11	.15	.14	.13	.13	.15	.14	.18
3.6	.03	.08	.08	.08	.08	.07	.07	.07	.07	.07	.11	.14	.13	.13	.12	.14	.14	.17
3.8	.03	.07	.07	.07	.07	.07	.07	.07	.07	.07	.10	.13	.13	.12	.12	.14	.13	.16
4.0	.02	.07	.07	.07	.07	.07	.07	.07	.07	.06	.10	.12	.12	.11	.11	.13	.12	.16
4.7	.02	.06	.06	.06	.06	.06	.06	.06	.05	.08	.11	.10	.10	.09	.11	.10	.13	.17

STEP 4

D-16. To determine the drift in nautical miles (NM), personnel should multiply the descent time factor by the wind speed at each altitude. The drift identifies how far the leaflets will move laterally through that altitude.

Example: (This information is used for all following examples.)

Altitude	Descent Time Factor	Wind Speed	Drift (NM)	at	AZ (degrees)
Surface	0.06	5 knots (kt)	0.30	at	180
1,000 feet	0.11	7 kt	0.77	at	196
2,000 feet	0.11	10 kt	1.1	at	210
Total drift = 2.17					

STEP 5

D-17. Personnel start at the center of the target on a map. For illustrative purposes, a satellite image is used in Figures D-4 through D-6, pages D-8 through D-10, to graphically show the process in relation to a physical location; distances are approximated. The USAF provides wind azimuths for the direction the wind is coming from, so when plotting from the surface up, it is not necessary to calculate back azimuths. Using the example, personnel start with the surface drift distance (0.30) and azimuth (180). Using the protractor or plotter, personnel mark a 180-degree line from their target center. They use the scale ruler or plotter and mark a point 0.30 nautical miles away from the target center along the 180-degree azimuth. Next, they mark a 196-degree line from the last point they marked. Personnel measure 0.77 nautical miles along this azimuth, and plot the 2,000-foot drift distance. The intended path of the leaflet cloud is shown in the example in Figure D-4, page D-8.

STEP 6

D-18. The maximum deviation is the greatest distance between the net drift line and the actual flight pattern of the leaflets. The maximum deviation line shows how far the leaflets will stray from the net drift line and is used to determine the minor axis of the ground pattern. In the example (Figure D-4), the maximum deviation is 1 nautical mile.

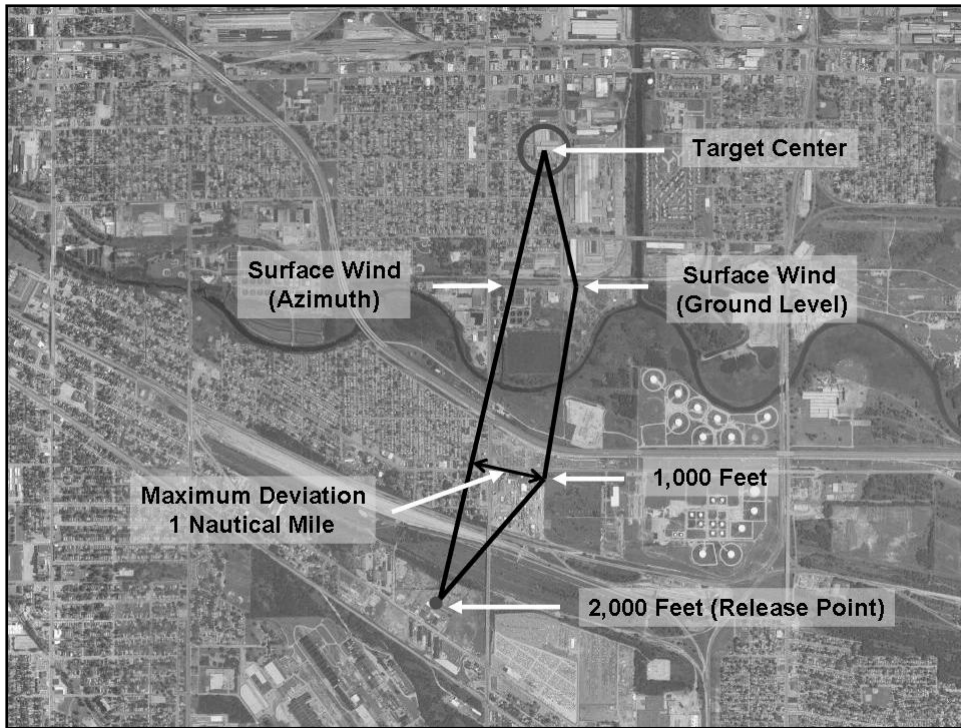


Figure D-4. Intended path of the leaflet cloud

STEP 7

D-19. Personnel determine the major axis. The major axis is the long axis that follows the leaflet path. It is calculated by using this formula: $0.5 \text{ (release altitude)} / 6076.115 + \text{(total drift) spread factor} = \text{NM}$. The path of the leaflet cloud is shown in Figure D-5, page D-9. The total drift distance for this example is 2.17 NM; 6076.115 is used to convert feet to nautical miles.

Example:

Release Altitude	+	(Total Drift) Spread Factor	=	NM
0.5 (2000) / 6076.115	+	(0.3 + 0.77 + 1.1) 1.11	=	2.565
1000 / 6076.115	+	(0.3 + 0.77 + 1.1) 1.11	=	2.565
0.165	+	(0.3 + 0.77 + 1.1) 1.11	=	2.565
0.165	+	(2.17) 1.11	=	2.565
0.165	+	2.4	=	2.565

STEP 8

D-20. Personnel determine the minor axis. The minor axis is the greatest width of the short axis of the leaflet pattern. It is calculated similarly to the major axis. The only difference is that the maximum deviation distance is substituted for the total drift distance. The minor axis is calculated by using this formula: $.5 \text{ (release altitude)} / 6076.115 + \text{(maximum deviation) spread factor} = \text{NM}$. It is plotted by taking the total from the formula and plotting it perpendicular to the major axis and over the target area. The maximum deviation for this example is 1 NM. Figure D-6, page D-10, shows the final pattern in which 90 percent of the leaflets will land.

Example:

Release Altitude	+	(Maximum Deviation)	=	NM
0.5 (2000) / 6076.115	+	Spread Factor	=	1.297
1000 / 6076.115	+	(1.02) 1.11	=	1.297
0.165	+	(1.02) 1.11	=	1.297
0.165	+	1.132	=	1.297

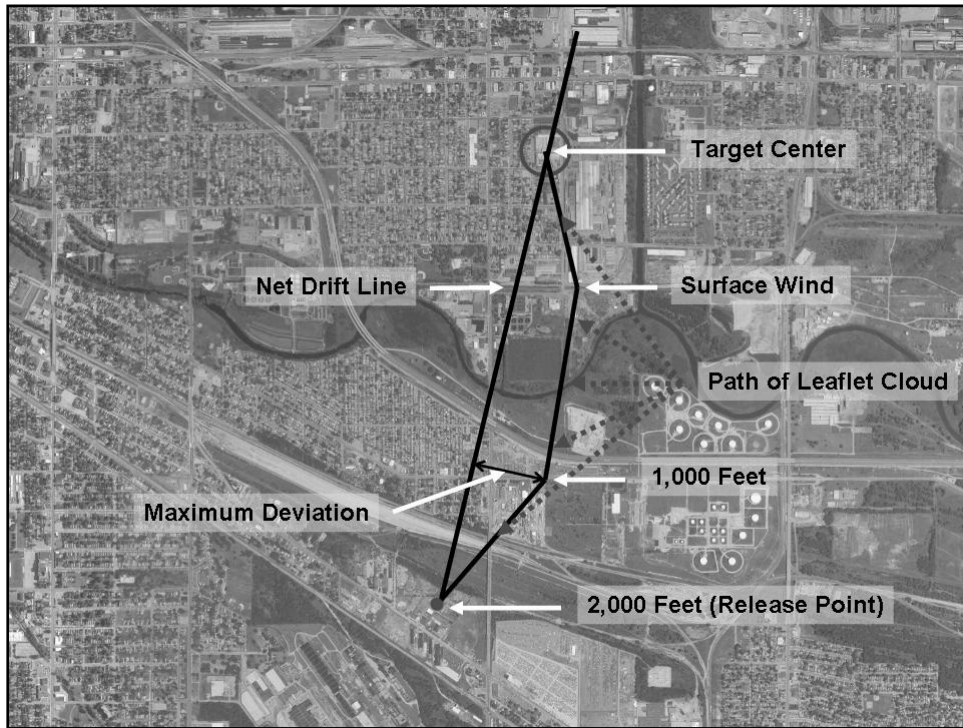


Figure D-5. Path of the leaflet cloud

STEP 9

D-21. The final steps show if the leaflet density coincides with the commander’s intent of 10 to 30 leaflets per 100 square meters. First, personnel determine the area of the leaflet pattern on the ground. The formula to determine the area is $0.785 \text{ (major axis) minor axis} = \text{NM}$; 0.785 is used to calculate an ellipse and is π (π , or 3.14) divided by 4.

Example: $0.785 (2.565) 1.297 = 2.612 \text{ NM}$

STEP 10

D-22. Personnel determine the mean density per square nautical mile. For this formula, the area of the pattern (2.612) must be used. The formula is $\text{number of leaflets} / \text{area} = \text{leaflets per nautical mile}$.

Example: $20,000 / 2.612 = 7656.968 \text{ leaflets per NM}$

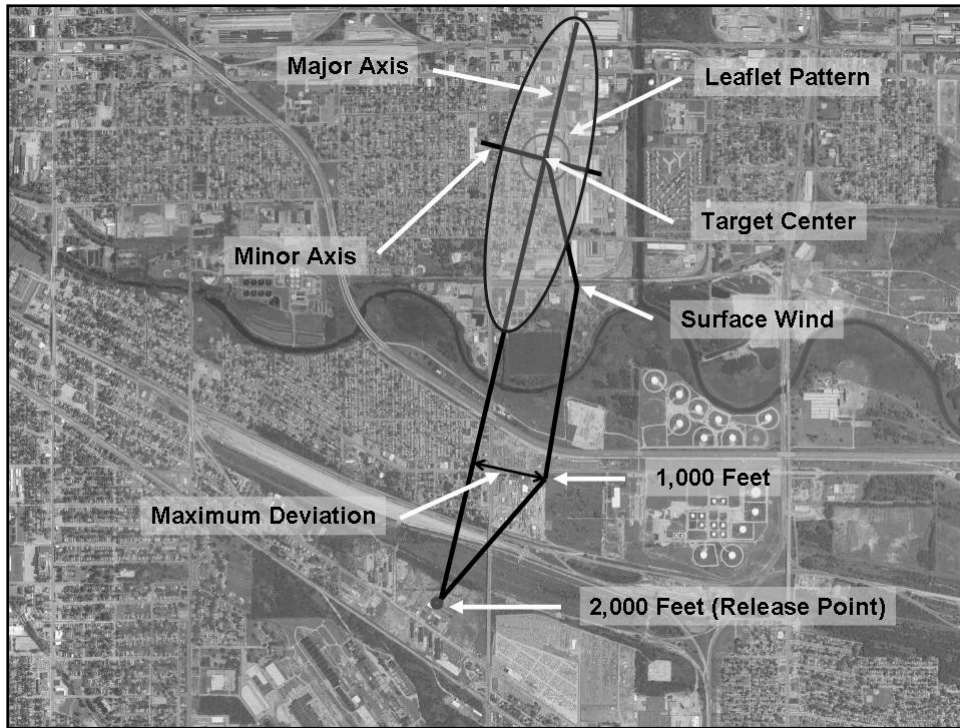


Figure D-6. Pattern in which 90 percent of the leaflets will land

STEP 11

D-23. Personnel determine the density per 100 square meters. This portion tells the commander if the required density of 10 to 30 leaflets per 100 square meters on the ground will be achieved given this set of target data. Using the mean density (7656.968), the formula is mean density / 343 = leaflets per 100 square meters. Personnel should note that there are 343 units of 100 square meters in one square nautical mile.

Example: $7656.968 / 343 = 22.324$ rounded off to 22 leaflets per 100 square meters

STEP 12

D-24. All the calculations and map plotting are now completed. The key point in the calculation process is the release altitude. The plotter should ask himself the following questions:

- What are the flight requirements of the aircraft?
 - Does the release altitude fit in with the flight requirements of the air platform being used?
 - Is there a minimum/maximum altitude?
 - Does it have to follow a strict air corridor?
 - Is the aircraft appropriate for the altitude and type of flight being conducted?
- Does the ground pattern cover the desired target area and does the number of leaflets per 100 square meters meet the commander's requirements?

D-25. If these questions are answered with a "yes," the mission should be successful. If not, there are some ways to meet the mission requirements. If the ground pattern does not cover the target, personnel should go up in altitude. The higher the altitude, the larger the area covered. If the number of leaflets per 100 square meters is not enough, two things can be considered—increase the number of leaflets being dropped or lower the altitude of the drop. If the leaflets per 100 square meters are over the limit, personnel should stay with the original release point using fewer leaflets or go up in altitude and make the ground pattern larger. Before the altitude is changed, personnel must ensure that the air planners and pilots are informed and that they agree to the change in altitude. Figure D-3, page D-4, provides an example of a leaflet calculation

work sheet used for leaflet dissemination planning. Figure D-7 is an example of the electronic Excel spreadsheet that automatically calculates the drop parameters when the pertinent data is input. Although the electronic version is normally available to PSYOP Soldiers, all PSYOP Soldiers should know the manual process in case the electronic version is unavailable for use.

TARGET NAME:		Leaflet ID #:		DTG Prepared:								
01 1200Z JAN 03		XXD1000		01 0001Z JAN 03								
TOT DTG:		# Bombs:		1 x M-129								
Altitude	Time Factor	Wind Speed	Drift Distance	Azimuth 0-360	Net Vector Range	Net Azimuth Bearing	Max Deviation	Major Axis	Minor Axis	Area (sq NM)	# Leaflets	Density (100 sq m)
0	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	60000	NA
1000	0.11	0.00	0.00	0.00	180.00	0.00	0.08	0.08	0.01	60000	32907.84	
2000	0.11	0.00	0.00	0.00	180.00	0.00	0.16	0.16	0.02	60000	8226.96	
3000	0.11	0.00	0.00	0.00	180.00	0.00	0.25	0.25	0.05	60000	3656.43	
4000	0.11	0.00	0.00	0.00	180.00	0.00	0.33	0.33	0.09	60000	2056.74	
5000	0.11	0.00	0.00	0.00	180.00	0.00	0.41	0.41	0.13	60000	1316.31	
6000	0.10	0.00	0.00	0.00	180.00	0.00	0.49	0.49	0.19	60000	914.11	
7000	0.10	0.00	0.00	0.00	180.00	0.00	0.58	0.58	0.26	60000	671.59	
8000	0.10	0.00	0.00	0.00	180.00	0.00	0.66	0.66	0.34	60000	514.19	
9000	0.10	0.00	0.00	0.00	180.00	0.00	0.74	0.74	0.43	60000	406.27	
10000	0.15	0.00	0.00	0.00	180.00	0.00	0.83	0.83	0.53	60000	329.08	
12000	0.19	0.00	0.00	0.00	180.00	0.00	0.93	0.93	0.77	60000	228.53	
14000	0.18	0.00	0.00	0.00	180.00	0.00	1.15	1.15	1.04	60000	167.90	
16000	0.18	0.00	0.00	0.00	180.00	0.00	1.32	1.32	1.36	60000	128.55	
18000	0.17	0.00	0.00	0.00	180.00	0.00	1.48	1.48	1.72	60000	101.57	
20000	0.20	0.00	0.00	0.00	180.00	0.00	1.65	1.65	2.13	60000	82.27	
23000	0.19	0.00	0.00	0.00	180.00	0.00	1.89	1.89	2.81	60000	62.21	
25000	0.25	0.00	0.00	0.00	150.00	0.00	2.06	2.06	3.32	60000	52.65	
30000	0.32	0.00	0.00	0.00	180.00	0.00	2.47	2.47	4.78	60000	36.56	
35000	0.28	0.00	0.00	0.00	180.00	0.00	2.88	2.88	6.51	60000	26.86	
40000	0.25	0.00	0.00	0.00	180.00	0.00	3.29	3.29	8.51	60000	20.57	
45000	0.22	0.00	0.00	0.00	180.00	0.00	3.70	3.70	10.76	60000	16.25	
50000	0.10	0.00	0.00	0.00	180.00	0.00	4.11	4.11	13.29	60000	13.16	

Leaflet Cloud Path		PILOT Information		LEAFLET Data	
M129 Bomb Path		LAT 11°11'11" N		Length (m) 6.00	
		LONG 011°11'11" E		Width (m) 3.00	
		Altitude (ft) 0.00		Rate of Descent 2.50	
		Release Point (ft) 0.00		Spread Factor 1.11	
		Bomb Weight (lb) 0.00		Leaflets per lb 519	
		Bomb Type NM		ADMIN Data	
		Bomb Code NM		Package	
		Bomb Mode NM		Target BE #	
		Bomb Setting NM		Target Ground Coords:	
		Bomb Fuse Setting NM		LAT 11°11'11" N	
				LONG 011°11'11" E	
				NOTES:	
				*ALL ALTITUDES IN COLUMN-A ARE IN AGL ABOVE THE TARGET ELEVATION	
				1 X M-129 LEAFLET BOMBS	
				EACH BOMB WILL BE BUILT WITH 60K XXD1000	

INSTRUCTIONS:

Fill in all yellow squares.

Data for green squares comes from 4th POG(A) PFC Chapter 13-B and the 4th POG(A) Low, Medium, and High Altitude Leaflet Dissemination Guide (27 Sep 1978), p. 95-106.

Fill in blue squares based on data for the desired release altitude.

To adapt the spreadsheet to work with other leaflet sizes, make the following changes:

- 1) Change the Data in the Leaflet Data section (cells P19-P20 and S18-U20)
- 2) Based on changes above, refer to the 4th POG(A) Low, Medium, and High Altitude Leaflet Dissemination Guide (27 Sep 1978), p. 91-93 and change the Time Factor Data (cells B3-B13).

Updated 05 June 2003

Figure D-7. Example of the electronic wind calculation sheet

D-26. There is one last caution PSYOP planners should address when planning a mission. Attention must be paid to the possibility of violating sovereign international boundaries during leaflet operations. Notification and coordination must be made whenever there is a possibility that either aircraft or leaflets may cross into or land in a third country.

AIRCRAFT

D-27. Most DOD fixed- and rotary-wing platforms can be used to disseminate leaflets. Leaflets can be disseminated by leaflet bomb, leaflet box, trash bag, and by hand depending on the aircraft type and tactical situation. Leaflets can be dropped from several different platforms, such as the C-130, F-16, B-52, and A-10. Several cargo helicopters may also be used with caution (rotor and intake issues), such as the UH-60, CH-46, and CH-47. All four fixed-wing aircraft are certified to drop leaflets. The USAF and USN have a variety of aircraft capable of performing M129/PDU-5/B leaflet bomb missions. The new leaflet bomb (PDU-5/B), a more versatile and stronger steel-shell canister type, can be dropped by Air Force F-16s and Navy/Marine FA-18s operating from aircraft carriers. This newer leaflet bomb replaces the World War II-era M129 leaflet bombs (fiberglass type), which may break apart during high-speed turns or carrier launches. The C-130 and all helicopters use the static-line box-drop method to disseminate leaflets.

D-28. The C-130 is used when there is minimal threat in the area and the airplane can fly at low altitudes. This method is beneficial because the lower the drop, the less effect wind gusts will have on the flight of the leaflet. The C-130 has the ability to carry well over 1 million leaflets in 20 boxes. PSYOP Soldiers may be required to help the loadmaster in the responsibilities of hooking and kicking the boxes out of the airplane. The airplane should fly at 190 knots when the leaflets are released. Speeds greater than 190 knots

cause the leaflets to get sucked back into the airplane. The release altitude on a C-130 drop is always left up to the pilots flying the mission. They know the safety issues of the aircraft and the current intelligence and air threat from the target area. In the meeting 48 hours out, the OIC or noncommissioned officer in charge of the leaflet mission should discuss what the optimum altitude should be with the navigator. They should determine a “no higher than” and a “no lower than” limit. Once these altitudes are determined, they can be used for planning purposes. The actual altitude will not be known until the winds are determined for the actual day of the drop. On the mission day, the altitude that suits the required leaflet coverage is used.

D-29. Aircraft, such as the F-16, A-10, F/A-18, and B-52, will be used when the target is in a higher threat area and the airplanes must fly at higher altitudes to avoid air defenses. This method does not affect the leaflet planning directly because these aircraft drop either the M129 or PDU-5/B leaflet bombs. The M129 and PDU-5/B use an altitude fuse that detonates the bomb at a predetermined burst altitude. Thus, the aircraft can fly at the altitude desired to avoid the threat, and the leaflet bombs are set to detonate at the altitude the leaflet OIC and aircraft commander determine will give proper target coverage. In planning the F-16, A-10, F/A-18, or B-52 drop, an important fact to know is that the leaflet bombs can be stored after they have been packed, and the fuse does not have to be set by munitions personnel until it is loaded onto the airplane. This information is helpful to the leaflet OIC and other personnel involved in the mission. The personnel can pack the bomb as soon as the leaflets are printed and do not have to wait until the day of the mission, as long as they mark the bomb with paint using the leaflet number, the target desired, and the number of leaflets packed. However, prior to packing the bomb, Air Force personnel must rig the bomb with detonation cord to blow the casing apart upon release, and then seal the bomb and attach the tail fin assembly. Once the fuse is set and the airplanes are off the ground, the fuse cannot be reset—if the winds change in flight, the distance the bomb travels before detonation cannot be changed. The PSYOP planner tells the pilot the latitude and longitude, the desired approach azimuth, and the burst altitude. The pilot determines everything else.

Leaflet Bomb Preparation

Just before Operation IRAQI FREEDOM began, PSYOP Soldiers were assigned to a USN aircraft carrier for leaflet bomb preparation. USN personnel were quick to understand the effectiveness of such operations and requested ad hoc instruction on preparing leaflet bombs for operation. Carriers have machinists and other personnel who can fabricate equipment such as packing rings that are necessary to build leaflet bombs. Once specific, detailed instruction had been given regarding the loading of both types of leaflet bombs, Navy personnel could simply order leaflet bomb casings through their normal supply channels and prepare their own leaflet bombs. PSYOP planners needed only to get missions approved, and provide the Navy support elements with the desired number of leaflets, target location, burst altitude, and desired approach azimuth. Eventually, aircraft personnel were able to use their own on-board print facilities to print and cut leaflets to the correct size using the correct weight paper. The USN was then empowered and enabled to carry out the mission, freeing PSYOP Soldiers to concentrate on other missions.

D-30. Rotary-wing aircraft, such as the CH-47, UH-60, and others, can be used to disseminate leaflets. Leaflet boxes, trash bags, and simply tossing leaflets out by hand are some common dissemination methods used. In some cases, the aircrew will not allow static-line leaflet boxes to be used because of the risk of the boxes (after deployment) being sucked up into the rotors due to the rotor wash. Personnel should check with the aircrew or liaison prior to mission execution.

D-31. Trash bags can be a means of dissemination as well. This method alleviates the risk of anything attached to the aircraft coming into contact with the rotors. However, this is the least accurate and efficient method and should be used only when no other means are available.

D-32. Using trash bags is a field-expedient dissemination method and should not be relied upon as a primary means of dissemination. To use this method, personnel should—

- Untie the opening of the trash bag.
- With one hand on the opening, push forward with the other hand from the bottom toward the opening, turning the trash bag inside out.
- Once emptied, secure the trash bag out of the way and continue.

D-33. Improvised leaflet boxes are another method of disseminating leaflets from rotary-wing aircraft. The boxes in which the leaflets are distributed after printing can be modified into field-expedient leaflet boxes with a capacity of 20,000 to 30,000 leaflets. Meal, ready to eat (MRE) boxes, though not preferred because of their extremely sturdy construction, can also be modified to disseminate leaflets. However, MRE boxes only hold 10,000 to 15,000 leaflets. As with the trash bags, this method alleviates the risk of anything attached to the aircraft encountering the rotors. In addition, the boxes add a measure of protection for the leaflets and prevent leaflets from coming loose inside the aircraft. However, like the trash bag, this is only a field-expedient method and should not be the primary method used. To use this method, personnel should—

- Hold the box by the handle at the edge of the door.
- On command execute a quick jerking motion causing the bottom of the box to open and the leaflets to disseminate.
- Once emptied, secure the box out of the way and continue.

MK129 LEAFLET DELIVERY SYSTEM

D-34. The MK129E1 and MK129E2 leaflet bombs are commonly obtained through Air Force ordnance channels. Each leaflet bomb weighs about 52 kilograms (115 pounds) empty and about 100 kilograms (225 pounds) when loaded. The leaflet bomb can carry approximately 60,000 leaflets. Before the leaflets are placed in the bomb, certified munitions personnel emplace the detonating cord in the seam between the two halves and install the altitude fuse (Figure D-8). The PSYOP Soldier stacks leaflets by hand into the bottom half of the MK129 leaflet bomb (Figure D-9, page D-14). It is not necessary to roll the leaflets for use in the MK129. Air Force munitions personnel will attach the upper half and tail fin assembly, and set the altitude fuse. Figure D-10, page D-14, shows the MK129 leaflet bombs in final stages of preparation.



Figure D-8. MK129 casing rigged with detonation cord prior to packing



Figure D-9. MK129 being packed (mission is painted on casing)



Figure D-10. MK129 leaflet bombs in final stages of preparation

PDU-5/B LEAFLET DELIVERY SYSTEM

D-35. The PDU-5/B leaflet bomb (SUU-76C/B without leaflet payload) is a demilitarized Mk-7 munitions dispenser canister with tail cone. It is 95 inches long and weighs approximately 140 pounds, with an interior diameter of 11 inches and a maximum carrying capacity of 152 pounds. When packing the PDU-5/B, the leaflets **must** be rolled by hand using techniques described in the following paragraphs. It is important that the leaflet bomb is balanced from front to rear. If imbalanced, the sudden acceleration of a carrier launch can cause the bomb to “buck,” possibly causing the casing to strike the underside of the aircraft wing increasing the risk of catastrophic failure in one or more aircraft components. Consequently, the PDU-5/B requires **exactly** 20 properly packed leaflet rolls.

Procedures for Making Leaflet Rolls

D-36. Before making leaflet rolls, personnel ensure that they inspect all equipment for serviceability:

- 1 x packing ring (11 inches in diameter, 4 inches tall).
- 3 x steel banding rings (1 x 29 inches, 1 x 18 inches, 1 x 15 inches).

D-37. Personnel ensure that the packing ring is free from any major dents and still holds a circular shape when placed on a flat surface. Also, personnel ensure that steel banding rings are not warped and bent. They should be rigid enough to hold leaflets in place, but not so stiff that they cannot be deflected (Figure D-11).

D-38. Other equipment needed includes the following:

- 3-Inch brown box tape.
- Any type of adhesive tape.
- Scale.

NOTE: The PSYOP dissemination team on-site should already have the packing rings and steel banding rings. If personnel are deploying to a place without a dissemination team already in place, they must be sure to bring these items with them. If this is not possible, they should follow the instructions below on how to create the packing ring and steel banding rings.



Figure D-11. Packing ring and steel banding ring

D-39. A packing ring can be made using any material that is sturdy enough not to collapse in on itself when stood up. Sheet metal is the preferred material; however, stiff plastic or other materials can also be used. Its dimensions should be cut so that when formed into a circle, the circle's diameter is 11 inches, and it stands anywhere from 3 to 4 inches tall. The securing of the metal band to itself can be done using any means available, so long as it does not interfere with the rolling of leaflets. The ideal dimensions of the ring are 11 inches in diameter, 4 inches tall, and made of 1/16 (0.063 inches thick) sheet metal.

D-40. Banding rings need to be sufficiently rigid to hold leaflets in place, but not so stiff that they cannot be deflected. Rings made of steel box banding (0.75 inches wide x 0.031 inches thick) work well. Rings that are made too stiff will not uniformly contact the leaflets inside the packing ring. To reduce the tearing

of leaflets, personnel should roll the ends of the banding rings onto themselves. There should be three banding rings measuring 29 inches, 18 inches, and 15 inches long.

D-41. Personnel follow the steps listed below to make leaflet rolls:

- *Step 1.* Line the inside of the packing ring with 3-inch brown box tape; use adhesive tape to secure the two ends of the brown box tape together.
- *Step 2.* Place the 29-inch steel banding ring inside the packing ring.
- *Step 3.* Take a small stack of leaflets and fan them so that each leaflet has an exposed edge (leaflets should have a “stair step” effect); place the leaflets into the packing ring, between the brown box tape and the steel banding ring (Figure D-12).
- *Step 4.* Continue fanning stacks of leaflets and inserting them into the packing ring. This procedure should be done in a continuous circle, ensuring that the fanned ends of each new stack interlock with the fanned ends of the previous stack.

NOTE: As the circle gets tighter, personnel will have to switch out banding rings to allow for the smaller area. After they remove the shortest banding ring, they will begin to pack the leaflets by hand. Personnel should always try to pack the leaflet rolls as tightly as possible. There should be little to no opening left in the center of the roll when it is finished.

- *Step 5.* After the center of the roll has been tightly packed, lift the packing ring three-fourths of the way off of the leaflet roll. Then locate the seam where the two ends of the brown box tape overlap, and secure the outer part of the brown packing tape to itself using adhesive tape.
- *Step 6.* Weigh the roll to ensure that it is 7.5 pounds.

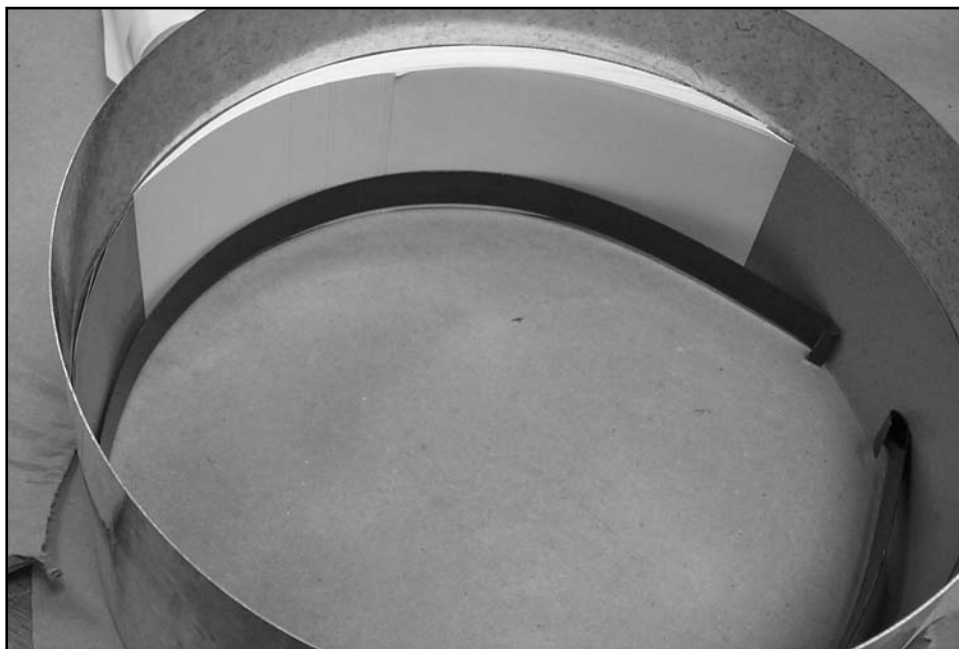


Figure D-12. Placement of leaflets in packing ring

Procedures for Loading the PDU-5/B Leaflet Delivery System

D-42. These procedures are for the most common size leaflet (3 x 6 inches). All rolls will be 11 inches in diameter regardless of the leaflet size. Table D-5 provides information on using different-sized leaflets.

Table D-5. Leaflet sizes and weights

Leaflet Size (in Inches)	Rolls Needed	Individual Roll Weight (in Pounds)
3 x 4	20	7.5
3 x 6	20	7.5
4 x 4	15	10
6 x 6	10	15

D-43. Before loading the PDU-5/B, personnel ensure that they inspect all equipment for serviceability:

- 1 x Cardboard tube (cut into half lengthwise).
- 2 x Cardboard end caps.
- 4 x Foam spacers (3 thick and 1 thin).
- 1 x PDU-5/B.

D-44. Personnel ensure that the equipment is free from cuts, dents, tears, water damage, or anything else that may impair the function of the equipment. They also ensure the inside of the PDU-5/B is empty. Other equipment needed includes the following:

- Cutting utensil.
- Masking tape.
- Grease pencil.

NOTE: All items for the PDU-5/B are stored inside of the bomb section. If the tail section has not already been removed before beginning, personnel should notify an authorized bomb technician to remove the tail section.

D-45. Personnel follow the steps listed below to load the PDU-5/B Leaflet Delivery System (LDS):

- *Step 1.* Load 20 leaflet rolls into cardboard tube half; ensure that the weight of the tube does not exceed 152 pounds (Figure D-13, page D-18).

NOTE: When loading the leaflet rolls into the cardboard tube, personnel will be almost out of room at roll number 19. To get roll number 20 loaded, personnel should have one Soldier brace one of the sides of the tube and have another Soldier forcefully push the leaflet rolls into the tube until they all fit. There may be a slight protrusion from either end of the cardboard tube.

- *Step 2.* Cut the brown protective tape on each roll two-thirds the width of the roll (the roll should be 3 inches wide; the cut should be 2 inches) (Figure D-14, page D-18).
- *Step 3.* Place the other half of the cardboard tube on top of the first half; use masking tape to secure the two halves together—use five pieces of tape on both sides, spreading out equally along the length of the seam of the two halves (Figure D-15, page D-18).

NOTE: When the top half of the tube is put on, it does not necessarily have to be flush with the other half of the tube.

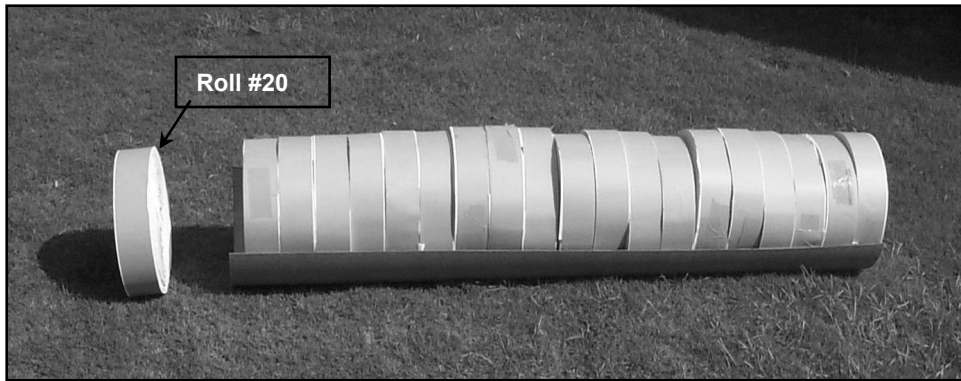


Figure D-13. Leaflet rolls

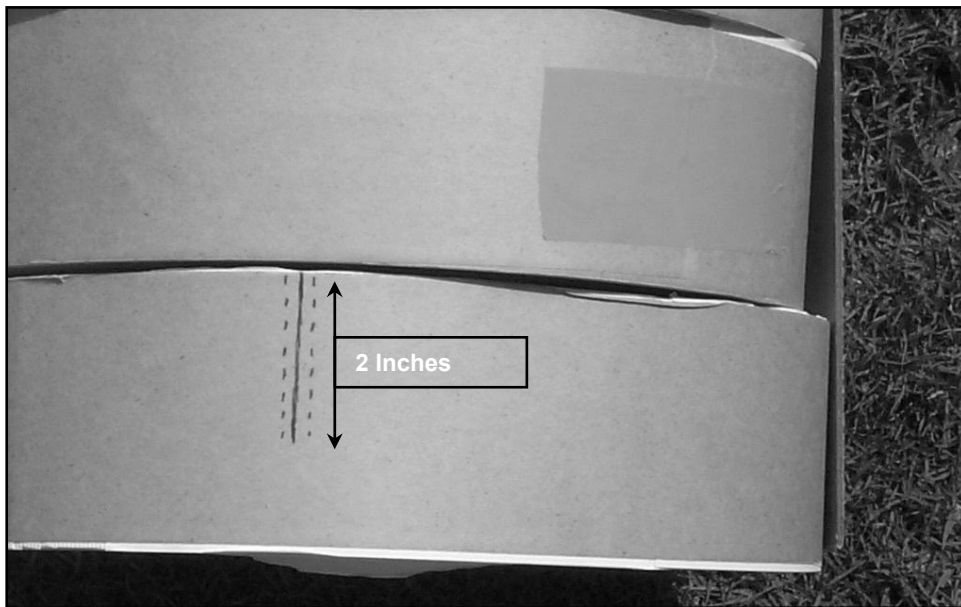


Figure D-14. Brown protective tape



Figure D-15. Cardboard tube placement

- *Step 4.* Place the two cardboard end caps on both sides of the cardboard tube; secure the end caps to the tube using masking tape (Figure D-16).
- *Step 5.* Using the grease pencil, write the product number of the leaflets in the tube on the top of the cardboard tube and on both end caps (Figure D-16).
- *Step 6.* Using two Soldiers, load the cardboard tube into the PDU-5/B; ensure cardboard tube is as far forward in the body of the bomb as possible (Figure D-17).
- *Step 7.* While the cardboard tube is inside the bomb, observe the product number written on the cardboard end cap; using the grease pencil, write the product number on the side of the PDU-5/B.
- *Step 8.* Load the foam spacers into the bomb; load the three thick spacers first, then the thin spacer.
- *Step 9.* Notify bomb technician that the tail section is ready to be attached.

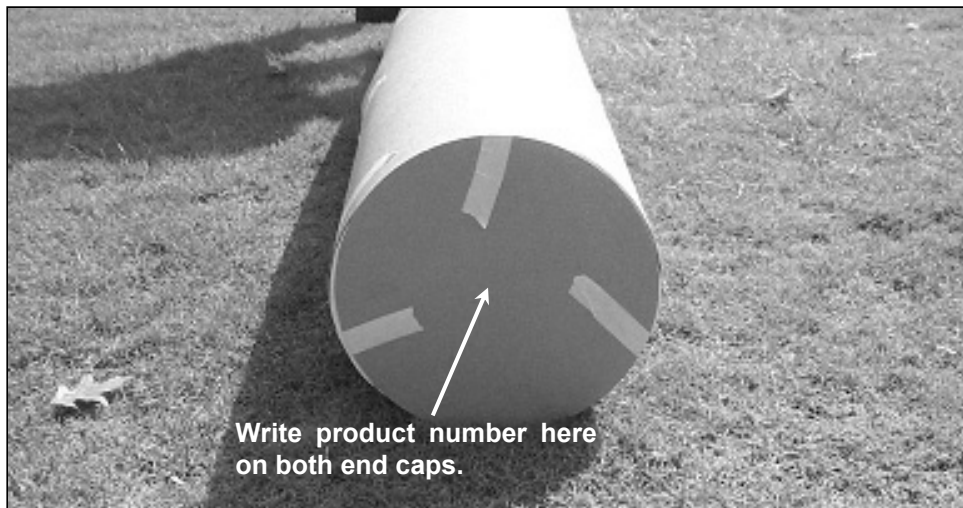


Figure D-16. Cardboard end cap



Figure D-17. Loading the cardboard tube into the PDU-5/B

- *Step 10.* Observe the product number written on the side of the PDU-5/B; using the grease pencil, write the product number on the top fin of the tail.

NOTE: Tail section will be attached to bomb body when the product number is written on fin.

D-46. Figure D-18 shows technicians attaching a PDU-5/B LDS to an FA-18 Hornet. [Electronic version of this manual includes a video of the PDU-5/B.]



Figure D-18. Technicians attach a PDU-5/B LDS to an FA-18 Hornet

Procedures for Unloading the PDU-5/B Leaflet Delivery System

D-47. Personnel follow the steps listed below to unload the PDU-5/B LDS:

- *Step 1.* Notify bomb technician that the tail section is ready to be removed.
- *Step 2.* Remove foam spacers from the body of the bomb.
- *Step 3.* Remove cardboard tube containing the leaflet rolls.

NOTE: To get the tube out of the bomb, the bomb technician has to lift the nose of the bomb.

- *Step 4.* Remove cardboard end caps and the top half of the cardboard tube; use masking tape to repair the cuts made on the brown protective paper of the leaflet rolls.
- *Step 5.* Remove leaflet rolls from the cardboard tube; label each roll with the product number so that it can be easily identified for future use.
- *Step 6.* Return cardboard tube, cardboard end caps, and foam spacers to the bomb.
- *Step 7.* Notify authorized bomb technician to return tail section to bomb.

STATIC-LINE BOX

D-48. At high altitudes, the use of leaflet bundles or boxes opened by a static line has proven effective. Figure D-19, page D-21, shows the steps required to prepare boxes for high-altitude, static-line dissemination. Through use of rollers on the deck of the aircraft, boxes weighing up to 49.9 kilograms can be ejected with minimum exertion. The box is rolled out of the aircraft, and as the container comes to the end of the static line, the sides of the box split. In effect, the box is turned inside out, and the leaflets fall away from the empty box.

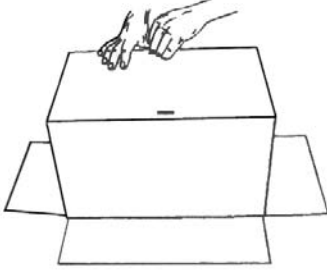
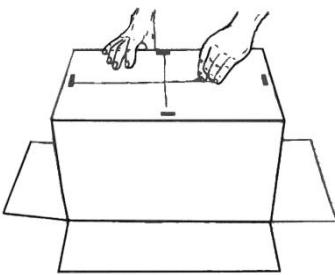
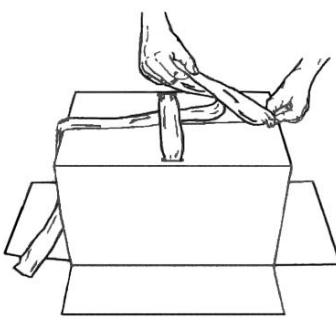
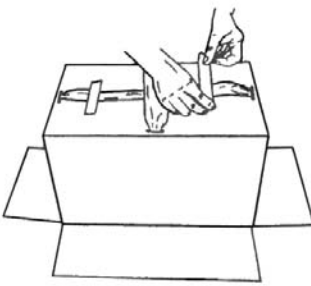
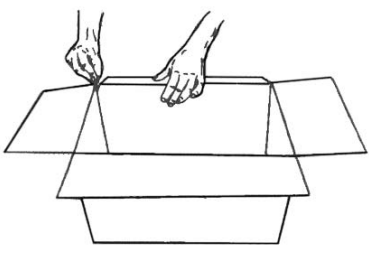
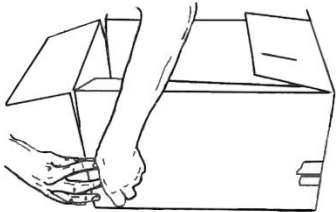
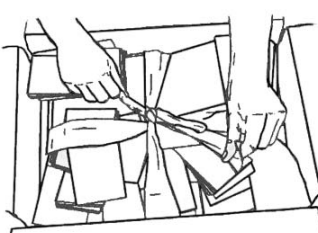


<p>Step 1</p>  <p>Cut four 2 1/2- by 3/4-inch holes along the outside edges of the bottom of the box in the middle of each side.</p>	<p>Step 2</p>  <p>Cut two slits connecting the holes on opposite sides of the box.</p>	<p>Step 3</p>  <p>Place pieces of webbing 2 inches wide through the holes, one lengthwise and one crosswise.</p>
<p>Step 4</p>  <p>Place a 3- or 4-inch strip of masking tape over the webbing outside the box.</p>	<p>Step 5</p>  <p>Flip the box over and cut the corners from the top to about three-fourths of the way down.</p>	<p>Step 6</p>  <p>Place two strips of tape across each corner.</p>
<p>Step 7</p>  <p>Fill the box with leaflets and run the static line through the webbing loops.</p>	<p>Step 8</p>  <p>Run the metal cable connector at one end of the static line through the loop at the opposite end and pull tight. Fold the static line S-fashion and lay it on top of the leaflets.</p>	<p>Step 9</p>  <p>Cut a hole in the center of the box top and pull through enough of the static line to connect to the cable. Close the box and seal the flaps with tape.</p>

Figure D-19. Steps in the assembly of the static-line box

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Appendix E

Use of Interpreters

There are over 6,800 spoken languages; ninety-six percent of them are spoken by four percent of the population. The use of interpreters is often the best or only option to communicate effectively. The proper use and supervision of interpreters can play a decisive role in the mission. Properly utilized, an effective and professional interpreter can greatly facilitate interaction with foreign audiences, clearly communicating the intended PSYOP message, gathering valuable information, and adding credibility to the PSYOP effort.

Interpreter Example

In early spring of 1999, four Soldiers from A Company, 8th PSYOP Battalion (Airborne), deployed to the Republic of Yemen in support of humanitarian demining operations. Tasked with training a team of Yemeni military officers in developing and conducting mine awareness campaigns and leading the setup of a Yemeni product development center, the PSYOP team relied heavily on their interpreter/translator, Yassin. Highly educated and demonstrating superb fluency in English and Arabic, Yassin worked tirelessly, translating over 80 hours of classes and interpreting day in and day out for the entire PSYOP team inside and outside the classroom. Through Yassin's efforts, the PSYOP team was able to establish good rapport with the Yemeni officers and conduct effective training. By the end of the deployment, the joint efforts of the PSYOP team and their Yemeni counterparts had produced a national mine awareness campaign and had begun direct support of the regional demining units, traveling to area villages prior to demining operations to educate and inform the local populace. The PSYOP mission was judged to be a military and diplomatic success, in no small part due to the talents and hard work of the interpreter, Yassin.

INTERPRETER SELECTION

E-1. In some operational or training settings abroad, PSYOP Soldiers are not faced with the problem of selecting an interpreter—they simply are assigned one by the chain of command or the host government. In other cases, interpreters are chosen from a pool provided by the host government. Finally, in many operational situations, interpreters are hired from the general HN population. Whatever the case, the following guidelines are critical to successful mission accomplishment. The PSYOP Soldier can use this opportunity to influence the outcome of the mission effectively. Interpreters should be selected based on the criteria discussed in the following paragraphs.

NATIVE SPEAKER

E-2. The interpreters should be native speakers of the socially or geographically determined dialect. Their speech, background, and mannerisms should be completely acceptable to the TA so that no attention is given to the way they talk, only to what they say.

SOCIAL STATUS

E-3. In some situations and cultures, interpreters may be limited in their effectiveness with a TA if their social standing is considerably lower than that of the audience. Examples include significant differences in

military rank or membership in an ethnic or religious group. Regardless of the PSYOP Soldier's personal feelings on social status, he should remember the job is to accomplish the mission, not to act as an agent for social reform. The PSYOP Soldier must accept local prejudices as a fact of life.

ENGLISH FLUENCY

E-4. An often-overlooked consideration is how well the interpreter speaks English. As a rule, if the interpreter understands the PSYOP Soldier and the PSYOP Soldier understands the interpreter, then the interpreter's command of English should be satisfactory. The PSYOP Soldier can check that "understanding" by asking the interpreter to paraphrase, in English, something the PSYOP Soldier said; the PSYOP Soldier then restates the interpreter's comments to ensure that they are in sync. In addition, the interpreter must be able to convey the information expressed by the interviewee or TA.

INTELLECT

E-5. The interpreter should be quick, alert, and responsive to changing conditions and situations. He must be able to grasp complex concepts and discuss them without confusion in a reasonably logical sequence. Although education does not equate to intelligence, generally speaking, the better educated the interpreter, the better he will perform due to increased exposure to diverse concepts.

TECHNICAL ABILITY

E-6. In certain situations, the PSYOP Soldier may need an interpreter with technical training or experience in special subject areas. This type of interpreter will be able to translate the "meaning" as well as the "words." For instance, if the subject is very technical or specialized, with terms such as nuclear physics, background knowledge is useful.

RELIABILITY

E-7. The PSYOP Soldier should beware of the potential interpreter who arrives late for the interview. Throughout the world, the concept of time varies widely. In many less-developed countries, time is relatively unimportant. The PSYOP Soldier should make sure the interpreter understands the culture's perception of punctuality.

GENDER, AGE, RACE, CULTURE, ETHNICITY, AND NATIONALITY

E-8. Gender, age, race, culture, ethnicity, and nationality have the potential to seriously impact the interpreter's effectiveness. One example is the status of females in Muslim society. In predominantly Muslim countries, cultural prohibitions may render a female interpreter ineffective in certain circumstances. Another example is the Balkans, where the ethnic divisions may limit the effectiveness of an interpreter from outside the TA's group. Since traditions, values, and biases vary from country to country, the in-country assets or area studies should be checked for specific taboos or favorable characteristics.

COMPATIBILITY

E-9. The PSYOP Soldier and the interpreter must work as a team. The TA is quick to recognize personality conflicts between the PSYOP Soldier and the interpreter, which can undermine the effectiveness of the communication effort. If possible, when selecting an interpreter, the PSYOP Soldier should look for compatible traits and strive for a harmonious working relationship.

E-10. If several qualified interpreters are available, the PSYOP Soldier should select at least two. This practice is of particular importance if the interpreter will be used during long conferences or courses of instruction. The exhausting nature of these types of jobs makes approximately four hours of active interpreting about the maximum for peak efficiency. Whatever the mission, with two or more interpreters, one can provide quality control and assistance to the active interpreter. Additionally, this technique is useful when conducting coordination or negotiation meetings, as one interpreter is used in an active role

and the other pays attention to the body language and side conversations of the others present. Many times, the PSYOP Soldier gains important side information that assists in negotiations from listening to what others are saying among themselves outside the main discussion.

SECURITY CONCERNS

E-11. If the interpreter is not U.S. military or a U.S. citizen, his first loyalty is presumably to his country or subgroup and not to the United States. The security implications of using local nationals are clear. The PSYOP Soldier must be cautious about what information he gives his interpreter. The PSYOP Soldier must always keep possible security issues in mind. Certain tactical situations may require the use of uncleared indigenous personnel as “field expedient” interpreters. Commanders should be aware of the increased security risk involved in using such personnel and carefully weigh the risk versus the potential gain. If uncleared interpreters are used, any sensitive information should be kept to a minimum.

E-12. Interpreters must be honest and free from unfavorable notoriety among the local inhabitants. Their reputation or standing in the community should be such that persons of higher rank and standing do not intimidate them.

RAPPORT ESTABLISHMENT

E-13. The interpreter is a vital link to the TA. Without a supportive interpreter, the mission could be in jeopardy. Mutual respect and understanding are essential to effective teamwork. The PSYOP Soldier must establish rapport early in the relationship and maintain rapport throughout the joint effort. Personal contact is key to establishing rapport.

E-14. The PSYOP Soldier begins the process of establishing rapport before he meets the interpreter for the first time. The Soldier should do his homework. Most foreigners are reasonably knowledgeable about the United States. The PSYOP Soldier should do some basic research on the HN. Useful information may include population, geography, ethnic groups, political system, prominent political figures, monetary system, business, agriculture, and exports. A good general outline can be obtained from a recent almanac or encyclopedia. More detailed information is available in the area handbook for the country, and current newspapers and magazines.

E-15. The PSYOP Soldier should understand the interpreter’s background. He should show a genuine concern for the interpreter’s family, aspirations, career, education, and so on. Many cultures place great emphasis on family over career, so the PSYOP Soldier should start with understanding the interpreter’s home life. He should also research cultural traditions to understand the interpreter and the HN better. Although the PSYOP Soldier should gain as much information on culture as possible before entering an HN, his interpreter can be a valuable source to fill gaps.

E-16. The PSYOP Soldier should gain the interpreter’s trust and confidence before addressing sensitive issues, such as religion, likes, dislikes, and prejudices. The PSYOP Soldier should approach these areas carefully and tactfully. Although deeply personal beliefs may be very revealing and useful in the professional relationship, the PSYOP Soldier must gently and tactfully gather that information from his interpreter.

ORIENTATION

E-17. Early in the relationship with interpreters, the PSYOP Soldier should make sure interpreters are briefed on their duties and responsibilities. The PSYOP Soldier should orient the interpreters as to the nature of their duties, standards of conduct expected, techniques of interview to be used, and any other requirements necessary. The orientation may include the following:

- Current tactical situation.
- Background information obtained on the source, interviewee, or TA.
- Specific objectives for the interview, meeting, or interrogation.
- Method of interpretation to be used—simultaneous or alternate: Simultaneous (interpreter listens and translates at the same time).

- Alternate (interpreter listens to an entire phrase, sentence, or paragraph, then translates during natural pauses).
- Conduct of the interview, lesson, or interrogation.
- Need for interpreters to avoid injecting their own personality, ideas, or questions into the interview.
- Need for interpreter to inform interviewer (PSYOP Soldier) of inconsistencies in language used by interviewee. During interrogations or interviews, this information is used as part of the assessment of the information obtained from the individual. For example, someone claims to be a college professor, yet speaks like an uneducated person.
- Physical arrangements of site, if applicable.
- Possible need for interpreter to assist in after action reviews or assessments.

INTERPRETER TRAINING

E-18. As part of the initial training with the interpreter, the PSYOP Soldier should tactfully convey that the instructor or interviewer must always direct the interview or lesson. The PSYOP Soldier should put the interpreter's role in proper perspective and stress the interpreter's importance as a vital communication link between the PSYOP Soldier and the TA. The PSYOP Soldier should appeal to the interpreter's professional pride by clearly describing how the quality and quantity of the information sent and received are directly dependent upon the interpreter's skills. The PSYOP Soldier should mention how the interpreter functions solely as a conduit between the PSYOP Soldier and the subject.

E-19. The PSYOP Soldier must be aware that some interpreters, because of cultural differences, may attempt to "save face" by purposely concealing their lack of understanding. They may attempt to translate what they think the PSYOP Soldier said or meant without asking for a clarification or vice versa. Because this situation can result in misinformation and confusion and can impact credibility, the PSYOP Soldier should let the interpreter know that when in doubt he should always ask for clarification. The PSYOP Soldier should create a safe environment for this situation as early in the relationship as possible.

E-20. Other points for the PSYOP Soldier to cover while orienting and training the interpreter are—

- Importance of the training, interview, or interrogation.
- Specific objectives of the training, interview, or interrogation, if any.
- Outline of lesson or interview questions, if applicable.
- Background information on the interviewee or TA.
- Briefing, training, or interview schedules. Double or triple time may be needed when using an interpreter to convey the same information. For that reason, the interpreter may be helpful in scheduling enough time.
- Copy of the briefing, questions, or lesson plan, if applicable. Special attention should be given to develop language proficiency in the technical fields in which the interpreters will be employed. In general, a copy of the material gives the interpreter time to look up unfamiliar words or ask questions to clarify anything confusing.
- Copies of handout material, if applicable.
- General background information on subject.
- Glossary of terms, if applicable.

FORCE PROTECTION

E-21. The interpreter must be thought of and treated as a member of the team. Just as force protection is considered for team members, so should it be for interpreters. Alternating work schedules and varying routes when going to and from work will help increase their safety. Interpreters should receive instruction on antiterrorism and force protection. Interpreters should also receive individual equipment like that of the other team members. When possible, interpreters should receive body armor, uniforms, and helmet. They should also be taught how to use communication systems.

INTERVIEW PREPARATION

E-22. The PSYOP Soldier selects an appropriate site for the interview. He positions and arranges physical setup of the area. When conducting interviews with very important persons or individuals from different cultures, this arrangement can be significant.

E-23. The PSYOP Soldier instructs the interpreters to mirror the PSYOP Soldier's tone and personality of speech. He instructs the interpreters not to interject their own questions or personality. He also instructs the interpreters to inform him if they notice any inconsistencies or peculiarities from sources.

INTERVIEW CONDUCT

E-24. Whether conducting an interview or presenting a lesson, the PSYOP Soldier should avoid simultaneous translations; that is, both the Soldier and the interpreter talking at the same time. The PSYOP Soldier should speak for a minute or less in a neutral, relaxed manner, directly to the individual or audience. The interpreter should watch the PSYOP Soldier carefully and, during the translation, mimic the PSYOP Soldier's body language and interpret the verbal meaning. The PSYOP Soldier should observe the interpreter closely to detect any inconsistencies between the interpreter's and PSYOP Soldier's manners. The PSYOP Soldier must be aware not to force the interpreter into literal translation by being too brief. The PSYOP Soldier should present one major thought in its entirety and allow the interpreter to reconstruct it in his language and culture.

E-25. Although the interpreter does some editing as a function of the interpreting process, he must transmit the exact meaning without additions or deletions. As previously mentioned, the PSYOP Soldier should insist that the interpreter always ask for clarification, before interpreting, whenever not absolutely certain of the PSYOP Soldier's meaning. However, the PSYOP Soldier should be aware that a good interpreter, especially if he is local, can be invaluable in translating subtleties and hidden meanings.

E-26. During an interview or lesson, if questions are asked, the interpreter should immediately relay them to the PSYOP Soldier for an answer. The interpreter should never attempt to answer a question, even though he may know the correct answer. Additionally, neither the PSYOP Soldier nor interpreter should correct the other in front of an interviewee or class—all differences should be settled away from the subject or audience.

E-27. Just as establishing rapport with the interpreter is vitally important, establishing rapport with interview subjects or the TA is equally important. The PSYOP Soldier and the interpreter should concentrate on rapport. To establish rapport, the subjects or audiences should be treated as mature, important human beings who are capable and worthy.

COMMUNICATION TECHNIQUES

E-28. An important first step for the PSYOP Soldier in communicating in a foreign language is to polish his English language skills. These skills are important even if no attempt is made to learn the indigenous language. The clearer the Soldier speaks in English, including diction, the easier it is for the interpreter to translate. Other factors to consider include use of profanity, slang, and colloquialisms. In many cases, such expressions cannot be translated. Even those that can be translated do not always retain the desired meaning. Military jargon and terms such as "gee whiz" or "golly" are hard to translate. In addition, if a technical term or expression must be used, the PSYOP Soldier must be sure the interpreter conveys the proper meaning in the target language. The PSYOP Soldier should speak in low context, simple sentences. For instance, he may want to add words usually left off, such as "air" plane, to ensure the meaning is obvious and he is not talking about the Great Plains or a wood plane.

E-29. When the PSYOP Soldier is speaking, he must think about what he wants to say. He should break his thoughts down into logical bits, and say them a small piece at a time using short, simple words and sentences and low context, which can be translated quickly and easily. As a rule, the PSYOP Soldier should never say more in one sentence than he can easily repeat word for word immediately after saying it. Each sentence should contain a complete thought without being verbose.

Transitional Phrases and Qualifiers

E-30. Transitional phrases and qualifiers often confuse and waste valuable time. Examples are “for example,” “in most cases,” “maybe,” and “perhaps.” The PSYOP Soldier should be cautious about using American humor. Cultural and language differences can lead to misinterpretations by foreigners. The PSYOP Soldier should determine early on what the interpreter finds easiest to understand and translate meaningfully. In summary, the PSYOP Soldier should—

- Keep the entire presentation as simple as possible.
- Use short sentences and simple words (low context).
- Avoid idiomatic English.
- Avoid tendency toward flowery language.
- Avoid slang and colloquial expressions.

E-31. Whenever possible, the PSYOP Soldier should identify any cultural restrictions before interviewing, instructing, or conferring with particular foreign nationals. For instance, when is it proper to stand, sit, or cross one’s legs? Gestures, being learned behavior, vary from culture to culture. The interpreter should be able to relate a number of these cultural restrictions, which, whenever possible, should be observed in working with the particular group or individual.

Dos and Don’ts

E-32. The following are some dos and don’ts for the PSYOP Soldier to consider while working with an interpreter. The PSYOP Soldier **should**—

- Position the interpreter by his side (or even a step back). This method keeps the subject or audience from shifting its attention or from fixating on the interpreter and not on the PSYOP Soldier.
- Always look at and talk directly to the subject or audience. Guard against the tendency to talk to the interpreter.
- Speak slowly and clearly. Repeat as often as necessary.
- Speak to the individual or group with culturally appropriate tone, gestures, and body language. Considerable nonverbal meaning can be conveyed through voice and body movements. Encourage the interpreter to reflect the PSYOP Soldier’s tone and body language.
- Periodically check the interpreter’s accuracy, consistency, and clarity. Have another American, fluent enough in the language, sit in on a lesson or interview to make sure the translation is not distorted, intentionally or unintentionally. Another way to be sure is to learn the target language so that the interpreter’s loyalty and honesty can be personally checked.
- Check with the audience whenever misunderstandings are suspected and clarify immediately. Using the interpreter, ask questions to elicit answers that will tell whether the point is clear. If not clear, rephrase the instruction differently and illustrate the point again. Use repetition and examples whenever necessary to facilitate learning. If the class asks few questions, it may mean the instruction is “over the heads” of the audience or the message is not clear to the audience.
- Make the interpreter feel like a valuable member of the team. Give the interpreter recognition commensurate with the importance of his contribution.

E-33. The PSYOP Soldier **should not**—

- Address the subject or audience in the third person through the interpreter. Avoid saying, “Tell them I’m glad to be their instructor.” Instead say, “I’m glad to be your instructor.” Address the subject or audience directly.
- Make side comments to the interpreter that he should not translate. This action usually creates the wrong atmosphere for communication.
- Be a distraction while the interpreter is translating and the subject or audience is listening. The PSYOP Soldier should not pace the floor, write on the blackboard, teeter on the lectern, drink beverages, or carry on any other distracting activity while the interpreter is actually translating.

Appendix F

Weights, Measures, and Conversion Tables

Tables F-1 through F-5, pages F-1 and F-2, show metric units and their U.S. equivalents. Tables F-6 through F-15, pages F-2 through F-5, are conversion tables.

Table F-1. Linear measure

Unit	Other Metric Equivalent	U.S. Equivalent
1 centimeter	10 millimeters	0.39 inch
1 decimeter	10 centimeters	3.94 inches
1 meter	10 decimeters	39.37 inches
1 decameter	10 meters	32.8 feet
1 hectometer	10 decameters	328.08 feet
1 kilometer	10 hectometers	3,280.8 feet

Table F-2. Liquid measure

Unit	Other Metric Equivalent	U.S. Equivalent
1 centiliter	10 milliliters	0.34 fluid ounce
1 deciliter	10 centiliters	3.38 fluid ounces
1 liter	10 deciliters	33.81 fluid ounces
1 decaliter	10 liters	2.64 gallons
1 hectoliter	10 deciliters	26.42 gallons
1 kiloliter	10 hectoliters	264.18 gallons

Table F-3. Weight

Unit	Other Metric Equivalent	U.S. Equivalent
1 centigram	10 milligrams	0.15 grain
1 decigram	10 centigrams	1.54 grains
1 gram	10 decigrams	0.035 ounce
1 decagram	10 grams	0.35 ounce
1 hectogram	10 decigrams	3.52 ounces
1 kilogram	10 hectograms	2.2 pounds
1 quintal	100 kilograms	220.46 pounds
1 metric ton	10 quintals	1.1 short tons

Table F-4. Square measure

Unit	Other Metric Equivalent	U.S. Equivalent
1 square centimeter	100 square millimeters	0.155 square inch
1 square decimeter	100 square centimeters	15.5 square inches
1 square meter (centaur)	100 square decimeters	10.76 square feet
1 square decameter (are)	100 square meters	1,076.4 square feet
1 square hectometer (hectare)	100 square decameters	2.47 acres
1 square kilometer	100 square hectometers	0.386 square mile

Table F-5. Cubic measure

Unit	Other Metric Equivalent	U.S. Equivalent
1 cubic centimeter	1,000 cubic millimeters	0.06 cubic inch
1 cubic decimeter	1,000 cubic centimeters	61.02 cubic inches
1 cubic meter	1,000 cubic decimeters	35.31 cubic feet

Table F-6. Temperature

Convert From	Convert To
Fahrenheit	Celsius Subtract 32, multiply by 5, and divide by 9
Celsius	Fahrenheit Multiply by 9, divide by 5, and add 32

Table F-7. Approximate conversion factors

To Change	To	Multiply By	To Change	To	Multiply By
Inches	Centimeters	2.540	Ounce-inches	Newton-meters	0.007062
Feet	Meters	0.305	Centimeters	Inches	3.94
Yards	Meters	0.914	Meters	Feet	3.280
Miles	Kilometers	1.609	Meters	Yards	1.094
Square inches	Square centimeters	6.451	Kilometers	Miles	0.621
Square feet	Square meters	0.093	Square centimeters	Square inches	0.155
Square yards	Square meters	0.836	Square meters	Square feet	10.76
Square miles	Square kilometers	2.590	Square meters	Square yards	1.196
Acres	Square hectometers	0.405	Square kilometers	Square miles	0.386
Cubic feet	Cubic meters	0.028	Square hectometers	Acres	2.471

Table F-7. Approximate conversion factors (continued)

To Change	To	Multiply By	To Change	To	Multiply By
Cubic yards	Cubic meters	0.765	Cubic meters	Cubic feet	35.315
Fluid ounces	Millimeters	29.573	Cubic meters	Cubic yards	1.308
Pints	Liters	0.473	Millimeters	Fluid ounces	0.034
Quarts	Liters	0.946	Liters	Pints	2.113
Gallons	Liters	3.785	Liters	Quarts	1.057
Ounces	Grams	28.349	Liters	Gallons	0.264
Pounds	Kilograms	0.454	Grams	Ounces	0.035
Short tons	Metric tons	0.907	Kilograms	Pounds	2.205
Pounds-feet	Newton-meters	1.356	Metric tons	Short tons	1.102
Pounds-inches	Newton-meters	0.11296	Nautical miles	Kilometers	1.852

Table F-8. Area

To Change	To	Multiply By	To Change	To	Multiply By
Square millimeters	Square inches	0.00155	Square inches	Square millimeters	645.16
Square centimeters	Square inches	9.155	Square inches	Square centimeters	6.452
Square meters	Square inches	1,550	Square inches	Square meters	0.00065
Square meters	Square feet	10.764	Square feet	Square meters	0.093
Square meters	Square yards	1.196	Square yards	Square meters	0.836
Square kilometers	Square miles	0.386	Square miles	Square kilometers	2.59

Table F-9. Volume

To Change	To	Multiply By	To Change	To	Multiply By
Cubic centimeters	Cubic inches	0.061	Cubic inches	Cubic centimeters	16.39
Cubic meters	Cubic feet	35.31	Cubic feet	Cubic meters	0.028
Cubic meters	Cubic yards	1.308	Cubic yards	Cubic meters	0.765
Liters	Cubic inches	61.02	Cubic inches	Liters	0.016
Liters	Cubic feet	0.035	Cubic feet	Liters	28.32

Table F-10. Capacity

To Change	To	Multiply By	To Change	To	Multiply By
Milliliters	Fluid drams	0.271	Fluid drams	Milliliters	3.697
Milliliters	Fluid ounces	0.034	Fluid ounces	Milliliters	29.57
Liters	Fluid ounces	33.81	Fluid ounces	Liters	0.030
Liters	Pints	2.113	Pints	Liters	0.473
Liters	Quarts	1.057	Quarts	Liters	0.946
Liters	Gallons	0.264	Liters	Gallons	3.785

Table F-11. Statute miles to kilometers and nautical miles

Statute Miles	Kilometers	Nautical Miles	Statute Miles	Kilometers	Nautical Miles
1	1.61	0.86	60	96.60	52.14
2	3.22	1.74	70	112.70	60.83
3	4.83	2.61	80	128.80	69.52
4	6.44	3.48	90	144.90	78.21
5	8.05	4.35	100	161.00	86.92
6	9.66	5.21	200	322.00	173.80
7	11.27	6.08	300	483.00	260.70
8	12.88	6.95	400	644.00	347.60
9	14.49	7.82	500	805.00	434.50
10	16.10	8.69	600	966.00	521.40
20	32.20	17.38	700	1127.00	608.30
30	48.30	26.07	800	1288.00	695.20
40	64.40	34.76	900	1449.00	782.10
50	80.50	43.45	1000	1610.00	869.00

Table F-12. Nautical miles to kilometers and statute miles

Nautical Miles	Kilometers	Statute Miles	Nautical Miles	Kilometers	Statute Miles
1	1.85	1.15	60	111.00	69.00
2	3.70	2.30	70	129.50	80.50
3	5.55	3.45	80	148.00	92.00
4	7.40	4.60	90	166.50	103.50
5	9.25	5.75	100	185.00	115.00
6	11.10	6.90	200	370.00	230.00
7	12.95	8.05	300	555.00	345.00
8	14.80	9.20	400	740.00	460.00
9	16.65	10.35	500	925.00	575.00
10	18.50	11.50	600	1110.00	690.00
20	37.00	23.00	700	1295.00	805.00
30	55.50	34.50	800	1480.00	920.00
40	74.00	46.00	900	1665.00	1033.00
50	92.50	57.50	1000	1850.00	1150.00

Table F-13. Kilometers to statute and nautical miles

Kilometers	Statute Miles	Nautical Miles	Kilometers	Statute Miles	Nautical Miles
1	0.62	0.54	60	37.28	32.38
2	1.24	1.08	70	43.50	37.77
3	1.86	1.62	80	49.71	43.17
4	2.49	2.16	90	55.93	48.56
5	3.11	2.70	100	62.14	53.96

Table F-13. Kilometers to statute and nautical miles (continued)

Kilometers	Statute Miles	Nautical Miles	Kilometers	Statute Miles	Nautical Miles
6	3.73	3.24	200	124.28	107.92
7	4.35	3.78	300	186.42	161.88
8	4.97	4.32	400	248.56	215.84
9	5.59	4.86	500	310.70	269.80
10	6.21	5.40	600	372.84	323.76
20	12.43	10.79	700	434.98	377.72
30	18.64	16.19	800	497.12	431.68
40	24.86	21.58	900	559.26	485.64
50	31.07	26.98	1000	621.40	539.60

Table F-14. Yards to meters

Yards	Meters	Yards	Meters	Yards	Meters
100	91	1000	914	1900	1737
200	183	1100	1006	2000	1828
300	274	1200	1097	3000	2742
400	366	1300	1189	4000	3656
500	457	1400	1280	5000	4570
600	549	1500	1372	6000	5484
700	640	1600	1463	7000	6398
800	732	1700	1554	8000	7212
900	823	1800	1646	9000	8226

Table F-15. Meters to yards

Meters	Yards	Meters	Yards	Meters	Yards
100	109	1000	1094	1900	2078
200	219	1100	1203	2000	2188
300	328	1200	1312	3000	3282
400	437	1300	1422	4000	4376
500	547	1400	1531	5000	5470
600	656	1500	1640	6000	6564
700	766	1600	1750	7000	7658
800	875	1700	1860	8000	8752
900	984	1800	1969	9000	9846

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AM	amplitude modulation
AO	area of operations
AOR	area of responsibility
AZ	azimuth
BCT	brigade combat team
BLUF	bottom line up front
Bn	battalion
C2	command and control
CA	Civil Affairs
CARVER	criticality, accessibility, recuperability, vulnerability, effect, recognizability
CC	critical capability
CCDR	combatant commander
CCIR	commander's critical information requirement
CD	compact disc
CDR	commander
C/E	cause-and-effect (chart)
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
COA	course of action
COG	center of gravity
CONOPS	concept of operations
COS	chief of staff
CPOTF	combined Psychological Operations task force
CR	critical requirement
CV	critical vulnerability
DAPS	Deployable Audio Production System
DOD	Department of Defense
DOS	Department of State
DP	decision point
DSN	Defense Switched Network
DTG	date-time group
DVD	digital video disc
ECM	electronic countermeasures
EEFI	essential elements of friendly information
FFEO	Face-to-Face Encounter Outline
FIPS	Federal Information Processing Standard

FM	field manual; frequency modulation
FMI	field manual-interim
FRAGORD	fragmentary order
G-2	Assistant Chief of Staff, Intelligence
G-3	Assistant Chief of Staff, Operations and Plans
G-4	Assistant Chief of Staff, Logistics
G-7	Assistant Chief of Staff, Information Operations
GCC	geographic combatant commander
GCCS	Global Command and Control System
HDR	humanitarian daily ration
HMMWV	high-mobility multipurpose wheeled vehicle
HN	host nation
HPF	Heavy Print Facility
HPT	high-payoff target
HQ	headquarters
HVT	high-value target
IAW	in accordance with
IED	improvised explosive device
INTELINK	intelligence link
INTELINK-S	intelligence link-Secret
INTSUM	intelligence summary
IO	information operations
IPB	intelligence preparation of the battlefield
IR	information requirement
ISO	in support of
ISR	intelligence, surveillance, and reconnaissance
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff
J-5	plans directorate of a joint staff
JCCC	joint combat camera center
JCS	Joint Chiefs of Staff
JOA	joint operations area
JP	joint publication
JRFL	joint restricted frequency list
JSCP	Joint Strategic Capabilities Plan
JSOTF	joint special operations task force
JTF	joint task force
kHz	kilohertz
km	kilometer(s)
km²	square kilometer(s)
kt	knot(s) (nautical miles per hour)

KW	kilowatt(s)
LDS	Leaflet Delivery System
MDMP	military decision making process
MEDCAP	medical civic action program
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MHz	megahertz
MIPR	military interdepartmental purchase request
MOC	Media Operations Center
MOE	measure of effectiveness
MOS	military occupational specialty
MRE	meal, ready to eat
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NGO	nongovernmental organization
NIPRNET	Non-Secure Internet Protocol Router Network
NLT	not later than
NM	nautical mile(s)
OEF	Operation ENDURING FREEDOM
OGA	other government agency
OIC	officer in charge
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OSD	Office of the Secretary of Defense
PAW	product/action work sheet
PDC	product development company
PDS	product distribution system
PDW	Product Development Workstation
PIR	priority intelligence requirement
PO	Psychological Operations objective
POB	Psychological Operations battalion
POG(A)	Psychological Operations group (airborne)
POTF	Psychological Operations task force
PSE	Psychological Operations support element
PSYACT	Psychological Operations action
PSYOP	Psychological Operations
PTA	potential target audience
PTAL	potential target audience list
PTM	Psychological Operations transmission matrix
RFI	request for information

ROE	rules of engagement
S-2	intelligence staff officer
S-3	operations staff officer
S-7	information operations staff officer
SAM	surface-to-air missile
SCAME	source, content, audience, media, effects
SCW	series concept work sheet
SDW	series dissemination work sheet
SecDef	Secretary of Defense
SEM	series execution matrix
SF	Special Forces
SIPRNET	SECRET Internet Protocol Router Network
SITREP	situation report
SJA	staff judge advocate
SOF	special operations forces
SOP	standing operating procedure
SPA	special Psychological Operations assessment
SPO	supporting Psychological Operations objective
SPS	special Psychological Operations study
SSD	strategic studies detachment
SW	shortwave
SWO	staff weather officer
TA	target audience
TAA	target audience analysis
TAAM	Target Audience Analysis Model
TAAW	target audience analysis work sheet
TPC	tactical Psychological Operations company
TPD	tactical Psychological Operations detachment
TPDD	tactical Psychological Operations development detachment
TPT	tactical Psychological Operations team
TTP	tactics, techniques, and procedures
TV	television
U.S.	United States
USAF	United States Air Force
USAID	United States Agency for International Development
USAJFKSWCS	United States Army John F. Kennedy Special Warfare Center and School
USAR	United States Army Reserve
USCENTCOM	United States Central Command
USD(P)	Under Secretary of Defense for Policy
USG	United States Government
USN	United States Navy

UXO	unexploded ordnance
VETCAP	veterinary civic action program
WARNORD	warning order

SECTION II – TERMS

accessibility

The availability of an audience for targeting by Psychological Operations.

adversary

A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged. (JP 1-02)

appeal

The overall approach used to present the main argument. It is the flavor or tone of the argument.

approval process

The tiered system of authorities that scrutinizes a Psychological Operations program or series for effectiveness, legality, and appropriateness, and which must approve subsequent production and dissemination activities.

attitudes

The beliefs, feelings, values, and disposition that cause an individual to respond in a particular way to a given object, person, or situation.

behavior

Overt actions exhibited by individuals.

behavior modification

A technique of altering an individual's or group's behavior and reactions to stimuli through positive and negative reinforcement.

beliefs

Convictions about what is true or false based on experiences, perceptions, public opinion, supporting evidence, authorities, or faith.

cause-and-effect analysis

A cognitive behavioral model designed to identify the motivations and consequences of the target audience's current behavior.

causes

The conditions that lead to the target audience's current behavior. Causes motivate or trigger a behavior. Causes can be internal or external conditions that motivate a target audience to behave in a particular way.

centers of gravity

Those characteristics, capabilities, or sources of power from which a military force derives its freedom of action, physical strength, or will to fight. Also called **COGs**.

characteristics

Target audience qualities, traits, and attributes.

coalition

An ad hoc arrangement between two or more nations for common action. (FM 1-02)

conditions

The existing elements that affect a target audience's behavior. Conditions can be external, such as situations and events, or internal, such as values, beliefs, and attitudes.

counterpropaganda

Programs of products and actions designed to nullify propaganda or mitigate its effects. (FM 1-02)

country team

The senior in-country coordinating and supervising body, headed by the chief of the U.S. diplomatic mission, and composed of the senior member of each represented U.S. department or agency, as desired by the chief of the U.S. diplomatic mission. (FM 1-02)

defense support to public diplomacy

Those activities and measures taken by the Department of Defense components to support and facilitate public diplomacy efforts of the United States Government. (JP 1-02)

dissemination

The delivery of Psychological Operations products directly to the target audience.

distribution

The movement of completed products from the production source to the point of dissemination. This task may include the temporary physical or electronic storage of Psychological Operations products at intermediate locations.

effectiveness

The ability of the target audience to accomplish the desired behavioral change (accomplish the supporting Psychological Operations objective).

effects

The consequences that result from and immediately follow the target audience's current behavior. These consequences can be positive or negative. They can strengthen or weaken a behavior, therefore increasing or decreasing the likelihood of the behavior occurring again.

foreign internal defense

Participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency. (FM 1-02)

host nation

A nation that receives the forces and/or supplies of allied nations, coalition partners, and/or NATO organizations to be located on, to operate in, or to transit through its territory Also called **HN**. (FM 1-02)

impact indicators

Specific, measurable, and observable behaviors performed by the target audience that answer Psychological Operations assessment criteria questions.

information environment

The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (JP 1-02)

information operations

The employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to affect and defend information and information systems and to influence decisionmaking. Also called **IO**. (FM 1-02)

internal review board

The reviewing body that scrutinizes a complete series package for effectiveness, legality, and appropriateness prior to submission to the approval chain. Also called **murder board**.

joint Psychological Operations task force

A joint special operations task force composed of headquarters and operational assets. It assists the joint force commander in developing strategic, operational, and tactical Psychological Operations

plans for a theater campaign or other operations. Mission requirements will determine its composition and assigned or attached units to support the joint task force commander. Also called **JPOTF**. (FM 1-02)

key communicator

An individual to whom the target audience turns most often for an analysis or interpretation of information or events.

main argument

The reason that the target audience should engage in the desired behavior. If the target audience members accept this reason, they should engage in the desired behavior.

media

Transmitters of information and Psychological Operations products. (FM 3-05.30)

motives

Anything that is required or desired by the target audience (needs and wants).

negative consequences

The conditions resulting from behaviors that are undesirable to the target audience; these conditions decrease the likelihood that the behavior will occur again.

negative reinforcement

Increases the likelihood of a behavior occurring again because the behavior results in the removal or avoidance of an undesirable consequence for a target audience.

operational environment

A composite of the conditions, circumstances, and influences that affect the employment of military forces and bear on the decisions of the unit commander.

perceived reward

What the target audience perceives as being beneficial (positive consequences) for engaging in the desired behavior.

perceived risk

What the target audience perceives as being the cost (negative consequences) for engaging in the desired behavior.

positive consequences

The conditions resulting from behaviors that are desirable to the target audience; these conditions increase the likelihood that the behavior will occur again.

positive reinforcement

Involves engaging in a behavior to get something desirable, such as food, money, or praise.

power of immediate gratification

Short-term pleasurable activities usually outweigh long-term consequences. Immediate consequences usually have the greatest influence.

primary actors

Those individuals or groups that are engaging in or likely to engage in the behavior targeted by the supporting Psychological Operations objective. These are considered the “doers.”

primary motives

Physiological needs such as food, water, and air, and safety needs such as security and shelter.

product/action work sheet

The document which specifically details the components of a product or action from which Psychological Operations Soldiers develop a product or plan a Psychological Operations action. Also called **PAWS**.

production

The transformation of approved Psychological Operations product prototypes into various media forms that are compatible with the way foreign populations are accustomed to receiving information.

propaganda

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

psychographics

Psychological characteristics of a target audience. These are internal psychological factors—attitudes, values, lifestyles, motivations, and opinions.

Psychological Operations

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

Psychological Operations action

Action or activity planned primarily for its psychological impact. Also called **PSYACT**.

Psychological Operations argument

The overall argument (reason) and approach used to obtain the desired behavior from the target audience. Includes both the main argument, supporting arguments, appeal, and techniques.

Psychological Operations assessment criteria

The objective measures used to monitor and assess changes in target audience behavior over time. Psychological Operations assessment criteria are written as questions. Initially developed during planning and refined during target audience analysis, these questions are based upon the specific, measurable, and observable desired behaviors that Psychological Operations forces want to influence.

Psychological Operations assessment team

A small, tailored team (approximately four to twelve personnel) that consists of Psychological Operations planners and product distribution/dissemination and logistics specialists. The team is deployed to theater at the request of the combatant commander to assess the situation, develop Psychological Operations objectives, and recommend the appropriate level of support to accomplish the mission.

Psychological Operations development section

A generic term describing a Psychological Operations (PSYOP) element which develops PSYOP products. Can be used to describe a tactical PSYOP development detachment, product development company, or other element responsible for developing PSYOP products.

Psychological Operations impact indicator

An observable event or a discernible subjectively determined behavioral change that represents an effect of a Psychological Operations activity on the intended foreign target audience at a particular point in time. It is measured evidence, ascertained during the analytical phase of the Psychological Operations development process, to evaluate the degree to which the Psychological Operations objective is achieved. Also called **PSYOP impact indicator**.

Psychological Operations objective

A statement of a measurable response that reflects the desired attitude or behavior change of a selected foreign target audience as a result of Psychological Operations. Also called **PO**.

Psychological Operations plan

A series of Psychological Operations programs conducted at the theater level to achieve short- and mid-term objectives in support of a geographic combatant commander's goals. Also called **PSYOP plan**.

Psychological Operations process

A seven-phase process that must be completed to conduct Psychological Operations. It consists of planning; target audience analysis; series development; product development and design; approval; production, distribution, and dissemination; and evaluation. Also called **PSYOP process**.

Psychological Operations product

Any audio, visual, or audiovisual communication intended to change the behavior of foreign target audiences. Also called **PSYOP product**.

Psychological Operations program

A Psychological Operations program that supports U.S. national policy and objectives and is approved by the Secretary of Defense through the interagency process. Approved Psychological Operations programs provide the framework for the execution of PSYOP in support of the range of military operations. Psychological Operations programs include PSYOP objectives, themes to stress, themes to avoid, potential target audiences, attribution posture, means of dissemination, a concept of operations, and funding sources. Also called **PSYOP program**.

Psychological Operations series package

All actions and products concurrently developed in support of a single supporting objective and single target audience combination.

Psychological Operations support element

A tailored element that can provide limited Psychological Operations support. Psychological Operations support elements do not contain organic command and control capability; therefore, command relationships must be clearly defined. The size, composition, and capability of the Psychological Operations support element are determined by the requirements of the supported commander. A Psychological Operations support element is not designed to provide full-spectrum Psychological Operations capability; reachback is critical for its mission success. Also called **PSE**.

Psychological Operations task force

A task force composed of Psychological Operations units formed to carry out a specific psychological operation or prosecute Psychological Operations in support of a theater campaign or other operations. The Psychological Operations task force may have conventional nonpsychological operations units assigned or attached to support the conduct of specific missions. The Psychological Operations task force commander is usually a joint task force component commander. Also called **POTF**.

Psychological Operations transmission matrix

The document containing specific instructions as to the time and manner of disseminating audio or audiovisual products. Also called **PTM**.

refugee

A person who, by reason of real or imagined danger, has left their home country or country of their nationality and is unwilling or unable to return. (FM 1-02)

reinforcement

Anything that follows a behavior that increases the likelihood of that behavior occurring again. Reinforcement may be social or material.

secondary actors

Those individuals or groups that have the ability to directly or indirectly influence the behavior of the primary actors. Secondary actors are often leaders and key communicators.

secondary consequences

The results of the target audience's behavior on others. As with causes, these effects can be internal or external conditions.

secondary motives

Learned through association with primary motives or in more complex social interaction.

series

All actions and products developed in support of a single supporting objective and single target audience combination.

series concept work sheet

The document containing specific instructions for making a given product prototype in a series. Also called **SCW**.

series dissemination work sheet

The document containing specific instructions as to the time, place, and manner of disseminating a given product. Also called **SDW**.

series execution matrix

The document specifically describing the time and manner of execution of a Psychological Operations series. Also called **SEM**.

situation

An existing factor or collection of factors in the target audience's environment that affects behavior.

special Psychological Operations study

With narrower focus than a basic Psychological Operations study, it may address a variety of different subjects. It can cover a particular target group, a region within a country, a significant social institution, and media analysis. It can also cover local audiences' perceptions of the United States and its policies, or an issue of particular importance to the population of a given area. Also called **SPS**.

spontaneous event

Includes any friendly, neutral, or hostile action that affects the target audience's behavior (other than the Psychological Operations series), or any event that demonstrates the impact of a specific Psychological Operations series.

supporting arguments

Used to provide factual evidence, address causes and effects, and exploit vulnerabilities. They increase the target audience's motivation to accept the main argument.

susceptibility

The vulnerability of a target audience to particular forms of Psychological Operations approaches.

symbol

Any visual, audio, or audiovisual object having cultural or contextual significance to the target audience. Often a symbol invokes an emotion or thought in addition to its obvious and immediate significance or meaning when presented to a particular target audience.

tactical Psychological Operations company

Psychological Operations unit that normally provides tactical-level Psychological Operations support to a division- or equivalent-sized element. Also called **TPC**.

tactical Psychological Operations development detachment

A company-level planning and analysis detachment which conducts Psychological Operations planning, target audience analysis, and product/action development, and supports a division- or equivalent-sized element. Also called **TPDD**.

tactical Psychological Operations team

Psychological operations unit that normally provides tactical-level psychological operations support to a brigade- or equivalent-sized element, to include a marine expeditionary unit, a special forces group, an armored cavalry regiment, a separate infantry regiment, or a brigade. Also called **TPT**. (FM 1-02)

target audience

An individual or group selected for influence or attack by means of Psychological Operations. Also called **TA**.

target audience analysis

The process by which potential target audiences are identified and analyzed for effectiveness, accessibility, and susceptibility. Also called **TAA**.

Target Audience Analysis Model

An analytical eight-step model that provides information for developing Psychological Operations products and actions. Also called **TAAM**.

target audience analysis work sheet

The document summarizing the assessment of conditions and vulnerabilities for one target audience which is used in product/action development. Also called **TAAW**.

theme

An overarching subject, topic, or idea. Often comes from policymakers and establishes the parameters for conducting Psychological Operations. (FM 3-05.30)

values

Conceptions of ultimate right and wrong.

vulnerabilities

Characteristics, motives, or conditions of the target audience that can be used to influence behavior.

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