

**STP 33-37II-OFS**

**Officer Foundation Standards II  
Psychological Operations (37A)  
Officer's Manual**

**2 July 2007**

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# PREFACE

**The Psychological Operations Mission.** The mission of Psychological Operations is to influence the behavior of foreign target audiences (TAs) to support United States (U.S.) national objectives. Psychological Operations (PSYOP) are planned operations to convey selected information and indicators to foreign audiences to influence the emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals (JP 3-53, *Joint Doctrine for Joint Psychological Operations*).

Behavioral change is at the root of the PSYOP mission. Although concerned with the mental process of foreign TAs, it is the observable modification of foreign TA behavior that determines the mission success of PSYOP. It is this link between influence and behavior that distinguished PSYOP from other capabilities and activities of information operations (IO) and related components such as public affairs.

Army PSYOP is the preeminent IO core capability and the U.S. military's primary vehicle for communicating U.S. themes and messages to foreign TAs and influencing their behavior. As a core capability of IO, PSYOP supports U.S. public diplomacy, public affairs, interagency communications, as well as unit commanders. Both science and art, PSYOP are inherently effects based and frequently require joint and interagency coordination. PSYOP help shape the physical, informational, and psychological dimensions of the battlefield and provide a nonlethal capability across the range of military operations. As information delivered for effect during peacetime and conflict, PSYOP inform and influence. When properly employed PSYOP saves lives of friendly and adversary forces, as well as noncombatants.

**The Required Characteristics of a PSYOP Officer.** Successful PSYOP officers are students of influence and human interaction. They employ sophisticated methods to influence often contrary or hostile individuals/groups of people to adopt behaviors favorable to U.S. interests. PSYOP officers are cross-cultural communications experts that are regionally trained and possess a foreign language capability sustained by self-study after initial training. In addition, PSYOP officers possess a rare combination of qualities; exceptional interpersonal skills, personal lethality (warrior ethos), adaptive thinking, leadership, and technical proficiency. PSYOP officers are extremely flexible and adaptable, are able to survive and succeed in remote and diverse environments, austere locations, and under unstructured or hostile conditions. They are self-reliant and able to make independent decisions based upon the supported commander's intent with little or no immediate supervision. PSYOP officers are leaders proficient in operating as integrated members of combined arms teams, with joint, interagency, intergovernmental, and multinational units as well as in support of special operations forces (SOF). PSYOP leaders are self-aware, comfortable with ambiguity, and routinely anticipate second and third order effects of planned activities. PSYOP officers must have the ability to recommend/enact solutions to complex political-military problems while employing a mix of conventional and/or unconventional solutions for which no doctrinal methods or tactics/techniques/procedures may exist.

While many broad-based undergraduate programs can provide PSYOP officers with the educational foundations and tools to be successful in influencing behavior, Figure P-1, page iv, is a list of academic disciplines most useful to the preparation of a PSYOP officer at the under-graduate or graduate level.

Psychology	Sociology
Communication	Anthropology
Social Neuroscience	International Relations
Organizational Behavior	Political Science
Marketing	Economic/Political Geography
Education	National Security Affairs
Advertising	Public Relations
Broadcasting	Journalism Writing/Editing
Television/Motion Picture Production	

**Figure P-1. Useful academic disciplines**

**The Role of the PSYOP Officer.** PSYOP covers a wide variety of functions in the Army. A PSYOP officer plans and directs operations to convey selected information and indicators to foreign audiences, with the goal of changing their behavior to better align with U.S. policies. PSYOP officers assess TAs; develop PSYOP plans, programs, and products; coordinate for the dissemination of PSYOP products; and synchronize PSYOP activities into strategic, operational, and tactical peacetime and combat operations. PSYOP officers maintain critical knowledge associated with a specific region of the world to include foreign language expertise, political-military awareness, and cross-cultural communications.

**The Skills and Knowledge of the PSYOP Officer.** PSYOP officers have an in-depth knowledge of social and behavioral psychology, and the science of persuasion and influence. They possess the ability to interact with host nation (HN)/local national military and civilian officials, the general population, detainees, enemy prisoners of war (EPWs), displaced civilians (DCs), and internees. PSYOP officers possess a working knowledge of the political and cultural trends and attitudes in a variety of foreign countries. PSYOP officers have a practical understanding of individual and group psychological dynamics that expose information voids in foreign populations. He also has expertise in executing PSYOP activities meant to create favorable results for the supported unit or organization. PSYOP officers are familiar with unique equipment that ensures messages are developed, produced, and disseminated at the right time and place to effectively reach and change the behavior of the TA.

PSYOP officers are mature professionals. They work at the highest levels of command organizations on sensitive issues, often briefing and advising strategic and operational commanders, and senior U.S. or foreign government officials.

This publication supports the Army's officer foundation standards (OFS) system of training. It provides PSYOP company and field grade officers the training and knowledge necessary to perform their duties. Specifically, it includes—

- Critical branch tasks with standardized task summaries that the PSYOP company and field grade officer must perform proficiently.
- Tasks that are first trained in the PSYOP Officers Qualification Course (POQC).
- A bibliography of selected branch reading materials and other related information.

All tasks in this manual are PSYOP-specific tasks. Officers will use this manual as a training instrument and a self-evaluation tool. Commanders will use this manual to formulate professional development programs for company grade officers on the basis of the unit critical mission-essential task list (METL). Officers should attain a high level of proficiency in performing the tasks described in this publication. Mastery of these tasks will lead to successful mission accomplishment.

Appendix A provides a summary of duty positions and related training resources. Appendix B contains a branch reading list. Information that officers gain from the reading list will broaden their horizons and give them deeper insight to, understanding of, and appreciation for their leadership roles as Army officers.

To reduce safety hazards during training, trainers must identify and assess risks associated with the missions as outlined in Field Manual (FM) 7-0, *Training the Force*.

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

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Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

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# CHAPTER 1

## Introduction

**1-1. General.** This manual is the first OFS for PSYOP. It is specifically designed to support the establishment of the PSYOP branch. This OFS identifies the individual requirements for company grade officers serving as 37As in the PSYOP branch. The OFS describes operations-based individual tasks required of all PSYOP officers at the detachment/company level. For the new PSYOP captain, this manual serves as the primary reference and base document to support further self-development and sustain career progression in the PSYOP branch. In addition, this OFS provides former PSYOP career field designated majors and lieutenant colonels, previously assigned to PSYOP positions, with a standard reference of critical tasks for all Branch 37 officers.

**1-2. Background.** Officer foundation standards are the Army's primary standards for integrating the officer leader development efforts of school commandants, commanders, and individual officers. The goal of the system is to provide the Army with officers ready to accomplish their branch specific individual and collective tasks across the range of military operations and prepare them for promotion.

a. The Army school system, the unit commander, and the individual officer share leader development responsibilities under the OFS. School system personnel must identify tasks that officers are to perform at a particular level. They must clearly articulate these specific branch requirements to train the officers and/or provide training material that will enable them to perform their duties. Unit commanders must provide an environment in which officers can refine their skills and grow professionally. Commanders use the mission METLs of their units to focus his/her leader development programs. The individual officer, however, is ultimately responsible for their own professional development.

b. The OFS system uses manuals to convey its training strategy. These manuals include relevant information formatted into tasks with battle-focused conditions, standards, and performance measures. The manuals also prescribe educational requirements to improve cognitive skills.

c. The captain tasks in this OFS branch manual have been derived through the systems approach to training (SAT). The SAT requires USAJFKSWCS instructors and PSYOP subject matter experts to follow the analysis process that identifies individual officer tasks for a particular job or position.

**1-3. Professional Development.** The OFS tasks to be trained and sustained in the unit form the basis of the unit officer leader development program. Each unit leader development program should incorporate the enclosed OFS reading program—a part of the professional military education component. This list is provided as a guideline of foundations readings and is not intended to be all inclusive. The reading program supports individual intellectual growth by fostering an interest in reading about military-related topics and by encouraging officers to exchange ideas on ethical and historical issues. Branch-specific publications address topics of unique interest to a particular branch.

**1-4. PSYOP Branch Application.** This manual describes the critical tasks which all captains must master. It has been designed to support and complement resident instruction received in the POQC. Since all PSYOP units can directly support conventional forces throughout the range of military operations, each PSYOP officer must retain the company-level conventional skills developed in his accession branch.

As some PSYOP units are regionally oriented, the specific operational focus of the assigned unit may vary, and therefore the application of the OFS must be relevant to the area of operations in which PSYOP will be executed. The reader must be ready to adapt the critical tasks outlined in the OFS to the METL and/or commander's intent of the support unit/activity. The trainer must be ready to help junior officers articulate and prepare to creatively apply OFS standards to whatever operational environment the PSYOP officer may be facing. This includes PSYOP support to conventional units, Army Special Operations Forces (ARSOF) units, special mission units, joint headquarters, and other government

agencies such as the Department of State. These requirements need to be part of a PSYOP officer's professional education, and must be incorporated into his/her self-development program.

# CHAPTER 2

## Trainer's Guide

**2-1. General.** The military occupational specialty (MOS) training plan (MTP) identifies the essential components of a unit training plan for individual training. Units have different training needs and requirements based on differences in environment, location, equipment, dispersion, and similar factors. Therefore, the MTP should be used as a guide for conducting unit training and not a rigid standard. The MTP consists of two parts. Each part is designed to assist the commander in preparing a unit training plan which satisfies integration, cross training, training up, and sustainment training requirements for Soldiers in this MOS.

- a. Part One of the MTP shows the relationship of an MOS skill level between duty position and critical tasks. These critical tasks are grouped by task commonality into subject areas.
  - (1) Section I lists subject area numbers and titles used throughout the MTP. These subject areas are used to define the training requirements for each duty position within an MOS.
  - (2) Section II identifies the total training requirement for each duty position within an MOS and provides a recommendation for cross training and train-up/merger training.
    - **Duty Position Column.** This column lists the duty positions of the MOS, by skill level, which have different training requirements.
    - **Subject Area Column.** This column lists, by numerical key (see Section I), the subject areas a Soldier must be proficient in to perform in that duty position.
    - **Cross Train Column.** This column lists the recommended duty position for which Soldiers should be cross trained.
    - **Train-up/Merger Column.** This column lists the corresponding duty position for the next-higher skill level or military occupational specialty code (MOSC) the Soldier will merge into on promotion.
- b. Part Two lists, by general subject areas, the critical tasks to be trained in an MOS and the type of training required (resident, integration, or sustainment).
  - **Subject Area Column.** This column lists the subject area number and title in the same order as Section I, Part One of the MTP.
  - **Task Number Column.** This column lists the task numbers for all tasks included in the subject area.
  - **Title Column.** This column lists the task title for each task in the subject area.
  - **Training Location Column.** This column identifies the training location where the task is first trained to Soldier training publications standards. If the task is first trained to standard in the unit, the word "Unit" will be in this column. If the task is first trained to standard in the training base, it will identify, by brevity code (ANCOC, BNCOC, and so on), the resident course where the task was taught. Figure 2-1, page 2-2, contains a list of training locations and their corresponding brevity codes.

PSYOP Officers Qualification Course

**Figure 2-1. Training Hierarchy**

- **Sustainment Training Frequency Column.** This column indicates the recommended frequency at which the tasks should be trained to ensure Soldiers maintain task proficiency. Figure 2-2 identifies the frequency codes used in this column.

<p><b>BA</b> - Biannually  <b>AN</b> - Annually  <b>SA</b> - Semiannually  <b>QT</b> - Quarterly  <b>MO</b> - Monthly  <b>BW</b> - Biweekly  <b>WK</b> - Weekly</p>
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**Figure 2-2. Sustainment Training Frequency Codes**

- **Sustainment Training Skill Level Column.** This column lists the skill levels of the MOS for which Soldiers must receive sustainment training to ensure they maintain proficiency to Soldier's manual standards.

**2-2. Subject Area Codes.**

**Skill Level 9**

Subject Area 1: Staff Planning and Operations

Subject Area 2: Psychological Operations

**2-3. Duty Position Training Requirements.**

**2-4. Critical Tasks List.**

**MOS TRAINING PLAN  
37A II**

**CRITICAL TASKS**

Task Number	Title	Training Location	Sustainment Training Frequency	Sustainment Training Skill Level
<b>Skill Level 9</b>				
<b><i>Subject Area 1: Staff Planning and Operations</i></b>				
331-37A-0308	Perform Psychological Operations Staff Officer Duties, Responsibilities, and Functions	POQC	QT	03/04
331-37A-0338	Prepare a Psychological Operations Estimate	POQC	QT	03/04
331-37A-0339	Prepare Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) of an Operation Plan/Operation Order	POQC	QT	03/04

## CRITICAL TASKS

Task Number	Title	Training Location	Sustainment Training Frequency	Sustainment Training Skill Level
331-37A-0340	Prepare Appendix 2 (Psychological Operations) to Annex P (Information Operations) to an Operation Order	POQC	QT	03/04
331-37A-0341	Employ a Tactical Psychological Operations Detachment	POQC	QT	03/04
331-37A-0342	Employ a Tactical Psychological Operations Development Detachment	POQC	QT	03/04
331-37A-0343	Employ a Psychological Operations Support Element	POQC	QT	03/04
331-37A-0350	Integrate Psychological Operations into the Supported Unit's Military Decision Making Process	POQC	QT	03/04
331-37A-0351	Develop Psychological Operations Targeting Objectives	POQC	QT	03/04
331-37A-0353	Integrate Intelligence Preparation of the Battlefield into Psychological Operations	POQC	QT	03/04
331-37A-0344	Plan Psychological Operations Actions	POQC	QT	03/04
331-37A-0354	Coordinate Approved Psychological Operations Actions	POQC	QT	03/04
<b>Subject Area 2: Psychological Operations</b>				
331-37A-0472	Supervise Target Audience Analysis	POQC	QT	03/04
331-37A-0445	Develop Psychological Operations Objectives	POQC	QT	03/04
331-37A-0446	Develop Supporting Psychological Operations Objectives	POQC	QT	03/04
331-37A-0447	Submit a Psychological Operations Program for Approval	POQC	QT	03/04
331-37A-0449	Supervise Psychological Operations Series Development	POQC	QT	03/04
331-37A-0476	Supervise the Development and Design of Products and Actions for a Psychological Operations Series	POQC	QT	03/04
331-37A-0477	Submit a Psychological Operations Series for Approval	POQC	QT	03/04

## CRITICAL TASKS

Task Number	Title	Training Location	Sustainment Training Frequency	Sustainment Training Skill Level
331-37A-0490	Evaluate the Effectiveness of a PSYOP Series	POQC	QT	03/04

**2-5. Critical Tasks by Phases of the PSYOP Process.****Phase I: Planning**

- 331-37A-0308 Perform Psychological Operations Staff Officer Duties, Responsibilities, and Functions
- 331-37A-0338 Prepare a Psychological Operations Estimate
- 331-37A-0339 Prepare Tab D (Psychological Operations) to Appendix 3 (Information Operations) to Annex C (Operations) of an Operation Plan/Operation Order
- 331-37A-0340 Prepare Appendix 2 (Psychological Operations) to Annex P (Information Operations) to an Operation Order
- 331-37A-0350 Integrate Psychological Operations into the Supported Unit's Military Decision Making Process
- 331-37A-0351 Develop Psychological Operations Targeting Objectives
- 331-37A-0353 Integrate Intelligence Preparation of the Battlefield into Psychological Operations
- 331-37A-0445 Develop Psychological Operations Objectives
- 331-37A-0446 Develop Supporting Psychological Operations Objectives
- 331-37A-0447 Submit a Psychological Operations Program for Approval

**Phase II: Target Audience Analysis**

- 331-37A-0472 Supervise Target Audience Analysis

**Phase III: Series Development**

- 331-37A-0449 Supervise Psychological Operations Series Development

**Phase IV: Product Development and Design**

- 331-37A-0476 Supervise the Development and Design of Products and Actions for a Psychological Operations Series
- 331-37A-0344 Plan Psychological Operations Actions

**Phase V: Approval**

- 331-37A-0354 Coordinate Approved Psychological Operations Actions

**Phase VI: Production, Distribution, and Dissemination**

- 331-37A-0477 Submit a Psychological Operations Series for Approval

**Phase VII: Evaluation**

- 331-37A-0490 Evaluate the Effectiveness of a PSYOP Series

**Other:**

- 331-37A-0341 Employ a Tactical Psychological Operations Detachment
- 331-37A-0342 Employ a Tactical Psychological Operations Development Detachment
- 331-37A-0343 Employ a Psychological Operations Support Element

# CHAPTER 3

## MOS/Skill Level Tasks

Skill Level 9

Subject Area 1: Staff Planning and Operations

### Perform Psychological Operations Staff Officer Duties, Responsibilities, and Functions

331-37A-0308

**Conditions:** Given a requirement to perform the basic duties of a PSYOP officer to a supported unit staff.

**Standards:** Plan and coordinate PSYOP for the supported unit; integrate with other staff elements; perform staff and liaison responsibilities and functions; advise the commander and staff on the capabilities, limitations, and employment of PSYOP forces; assess PSYOP training requirements for the supported staff.

#### Performance Steps

1. Perform the major duties of a PSYOP officer in support of the unit staff.
  - a. Discuss planning considerations.
  - b. Establish lines of coordination.
  - c. Identify targeting considerations.
  - d. Advise the commander on PSYOP enablers in support of mission objectives.
  - e. Identify training considerations.
2. Perform PSYOP officer responsibilities and functions in support of the unit staff.
  - a. Apply special operations imperatives in PSYOP mission planning and execution.
  - b. Assist and make recommendations to the commander and staff on PSYOP matters and requirements.
  - c. Conduct mission analysis and the PSYOP portion of the intelligence preparation of the battlefield (IPB).
  - d. Advise the commander and unit staff on the psychological impact of operations other than PSYOP.
  - e. Prepare the appropriate PSYOP portions of the contingency plan (CONPLAN), operation plan (OPLAN), and operation order (OPORD).
  - f. Coordinate with supporting PSYOP units.
  - g. Recommend PSYOP information requirements to the J-2/G-2 and the J-3/G-3.
  - h. Nominate targets for lethal and nonlethal fires.
  - i. Recommend psychological actions (PSYACT) and agents of action to achieve a Psychological Operations objective (PO).
  - j. Recommend refinements and updates to the POs and the supporting Psychological Operations objectives (SPOs) during planning. (This is done when the supported unit is the highest element in the mission, otherwise this will come from higher headquarters [HQ].)
  - k. Integrate directly with the J-3/G-3 or J-7/G-7 staff and ensure PSYOP inclusion and integration.
  - l. Maintain communications with the PSYOP task force HQ.
  - m. Review the CONPLAN/OPLAN and participate in the deliberate and crisis action planning.
  - n. With the J-2/G-2 of the unit, evaluate the effectiveness of PSYOP on the target audiences (TAs).
3. Perform liaison officer functions (as applicable).
  - a. Monitor.
  - b. Advise.
  - c. Coordinate.
  - d. Assist.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Discussed planning considerations.	—	—
2. Established lines of coordination.	—	—
3. Advised the commander on the PSYOP enablers in support of the mission objectives.	—	—
4. Identified PSYOP training needs of the supported staff.	—	—
5. Identified PSYOP staff officer responsibilities in accordance with (IAW) FM 3-05.301, <i>Psychological Operations Tactics, Techniques, and Procedures</i> .	—	—
6. Identified liaison functions IAW FM 3-05.301.	—	—
7. Identified recommendations for PSYOP matters and requirements to the commander and staff.	—	—
8. Conducted mission analysis and the PSYOP portion of the IPB.	—	—
9. Prepared the PSYOP portions of the CONPLAN, OPLAN, and OPORD.	—	—
10. Coordinated with supporting PSYOP units.	—	—
11. Recommended PSYOP information requirements to the J-2/G-2 and J-3/G-3.	—	—
12. Nominated targets for lethal and nonlethal fires.	—	—
13. Recommended PSYACT and agents of action to achieve a PO.	—	—
14. Recommended refinements and updated POs and SPOs during planning, if applicable.	—	—
15. Integrated directly with the J-3/G-3 or J-7/G-7 staff and ensured PSYOP inclusion and integration.	—	—
16. Maintained communications with the PSYOP task force HQ.	—	—
17. Reviewed the CONPLAN/OPLAN and participated in the deliberate and crisis action planning.	—	—
18. Evaluated effectiveness of PSYOP on the TAs in coordination with the J-2/G-2 of the supported unit.	—	—
19. Performed liaison officer functions (as applicable).	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

### References

**Required**  
FM 3-05.301

**Related**  
FM 3-13  
FM 5-0  
FM 6-0  
JP 3-0  
JP 3-53  
JP 5-0

## Prepare a Psychological Operations Estimate

331-37A-0338

**Conditions:** Given the requirement to conduct the military decision making process (MDMP) with the supported maneuver unit, the higher-headquarters' (HQ) orders, access to classified and unclassified digital information systems and area studies.

**Standards:** Prepare a PSYOP estimate, address all specified/implied tasks, and submit recommendations and conclusions to the appropriate unit staff, agency, or organization.

### Performance Steps

1. List references: maps, charts, and other relevant documents (military capability study, special Psychological Operations [PSYOP] studies [SPSSs], special Psychological Operations [PSYOP] assessments [SPAs], and intelligence estimates).
2. Write the mission paragraph.
  - a. List the supported unit's restated mission resulting from the mission analysis.
  - b. Write the PSYOP mission statement (who, what, where, when, why).
3. Write the situation and consideration paragraph.
  - a. List the characteristics of the area of operations (AO).
    - (1) Weather. Describe how the weather will affect the dissemination of PSYOP products and access to the target audiences (TAs).
    - (2) Terrain. Describe how the terrain affects the dissemination of PSYOP products and movement of tactical PSYOP elements.
    - (3) Analysis of media infrastructure.
      - (a) Describe the location (by grid coordinate) and broadcast range (radius, diameter, direction, and distance) of radio and television (TV) facilities, retransmission towers, print facilities, and distribution and dissemination nodes.
      - (b) Identify denied areas (not accessible by particular medium).
  - b. Identify key target sets.

**Note.** These sets will be further refined into a potential target audience list (PTAL). The potential target audiences (PTAs) will then be analyzed and further refined during the target audience analysis (TAA) process.

- (1) Hostile target sets. For each hostile target set, identify strength, disposition, composition, capability (ability to conduct propaganda, ability to help or hinder the PSYOP effort), and probable courses of action (COAs) as they relate to PSYOP.
- (2) Friendly target sets. For each friendly target set, identify strength, disposition, composition, capability (ability to conduct propaganda, ability to help or hinder the PSYOP effort), and probable COAs as they relate to PSYOP.
- (3) Neutral target sets. For each neutral target set, identify strength, disposition, composition, capability (ability to conduct propaganda, ability to help or hinder the PSYOP effort), and probable COAs as they relate to PSYOP.
- c. Identify friendly forces.
  - (1) Supported unit's COA. 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, low-density military occupational specialties (MOSs), 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, other PSYOP forces, and host-nation radio/TV/print/capabilities/personnel.
  - (4) Comparison of requirements versus capabilities and recommended solutions. Compare PSYOP requirements for each COA with current PSYOP capabilities. List the recommended solutions for any shortfall in capabilities.

- d. Assumptions. State assumption about the PSYOP situation regardless of the COA. (For example, Assumption: Enemy propaganda broadcast facilities will be destroyed by friendly forces not later than [NLT] D+2.)
  - 4. Conduct COA analysis.
    - a. List evaluation criteria determined by staff for COA supportability to be used in COA analysis and comparison.
    - b. Analyze each COA from the PSYOP point of view to determine its advantages and disadvantages for conducting supporting PSYOP activities.
- Note.** Throughout the analysis, the PSYOP officer/noncommissioned officer (NCO) 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 that they form the basis for steps 5 and 6.
- 5. Compare 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. A decision matrix visually supports a comparison.
    - 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 for PSYOP.
  - 6. Finalize the PSYOP estimate.
  - 7. Submit recommendations and conclusions to the appropriate unit staff, agency, or organization.
    - a. Recommend COA based on comparison (most supportable from the PSYOP perspective).
    - b. Rank COAs from best to worst.
    - c. List issues, deficiencies, and risk for each COA, with recommendations to reduce their impact.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Listed references.	_____	_____
2. Wrote the mission paragraph.	_____	_____
3. Wrote the situation and consideration paragraph. <ul style="list-style-type: none"> <li>a. Listed the characteristics of the AO.</li> <li>b. Identified key target sets.</li> <li>c. Identified friendly forces.</li> <li>d. Stated assumption about the PSYOP situation regardless of the COA.</li> </ul>	_____	_____
4. Conducted COA analysis.	_____	_____
5. Compared the COAs. <ul style="list-style-type: none"> <li>a. Listed the advantages and disadvantages of each COA affecting PSYOP.</li> <li>b. Developed and compared methods of overcoming disadvantages.</li> <li>c. Stated a general conclusion on the COA that offers the best chance of success for PSYOP.</li> </ul>	_____	_____
6. Finalized the PSYOP estimate.	_____	_____
7. Submitted recommendations and conclusions to the appropriate unit staff, agency, or organization.	_____	_____

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05  
FM 5-0  
JP 3-0  
JP 5-0

**Prepare Tab D (Psychological Operations) to Appendix 3 (Information Operations)  
to Annex C (Operations) of an Operation Plan/Operation Order**

**331-37A-0339**

**Conditions:** Supporting the development of a joint plan or order, having conducted deliberate or crisis action planning, given the supported commander's operation plan (OPLAN)/operation order (OPORD), the PSYOP estimate, current intelligence, the OPORD format, and access to classified and unclassified digital information systems and area studies.

**Standards:** Write the PSYOP tab to the supported unit OPORD, support unit's mission in accordance with (IAW) the commander's guidance within the time constraints of the planning directive.

**Performance Steps**

1. List references: plans, estimates, special Psychological Operations (PSYOP) studies (SPS), media production mobilization plans, combined military PSYOP committee agreements, peacetime PSYOP programs, relevant messages, orders, and other documents that have a significant bearing on the conduct of PSYOP.
2. Write the situation paragraph to include:
  - a. Overview. Describe the general situation, competing goals, and the task to be accomplished (often the overview is a brief description of PSYOP support and employment with regard to the supported commander and his mission and tasks).
  - b. United States (U.S.) (or U.S. and Allied) Perspective (if applicable). Outline intentions (how the task will be accomplished), capabilities (resources to be used), and activities (current actions) and general phasing of future actions.

**Note.** Sometimes the information that is asked for here is written in paragraph 3 (Execution), of the Concept of Operations. Another heading often used for paragraph 3 is Friendly, which gives information on friendly forces that may directly affect the action of subordinate commanders.

- c. Neutral Perspective (if applicable).
  - (1) Outline estimated neutral intentions under various circumstances, the resources available to neutrals, and their activities. State neutral actions and behavior that would favor mission accomplishment.
  - (2) Explain how neutrality plays a part in the overall geographic combatant commander's or joint force commander's (JFC) objectives and how opponents may try to exploit the issue of neutrality.
- d. Enemy Perspectives.
  - (1) Describe the environment and negative messages that the deployed geographic combatant commander's or JFC's forces are likely to encounter upon entering the area of operations (AO).
  - (2) Identify groups that can influence and interfere with plans, operations, and actions.
  - (3) Identify opponent psychological vulnerabilities and susceptibilities to the geographic combatant commander or JFC's PSYOP.
  - (4) Identify opponent propaganda strengths and weaknesses in all phases of the plan.
  - (5) Describe apparent goals, motivations, and characteristics of various opponent groups and the leaders who can influence them to behave in ways unfavorable to the geographic combatant commander's or JFC's objectives.
  - (6) Describe the effects of adversary propaganda on local and regional audiences.
  - (7) List expected opponent themes and objectives. Identify opponent centers of gravity for all levels of war.
  - (8) Indicate the need for enemy prisoners for war (EPWs)/dislocated personnel to be interviewed for PSYOP-relevant information, and for that information to be analyzed to determine vulnerabilities for exploitation. Under enemy perspectives, the following subparagraphs are listed; use as applicable.
    - (a) Decision Maker and Staff.
      - I. Identify the decision makers that can direct development or allocation of resources of course of action (COA) execution pertinent to the task assigned.

- II. Outline feasible, alternative actions that would favor or harm friendly operational effectiveness.
      - III. Describe the characteristics of enemy decision makers, their key advisors, and staff (particularly intelligence analysts).
    - (b) Intelligence Systems.
      - I. Identify intelligence systems that support decision makers and their staffs, and intelligence system capabilities pertinent to the situation.
      - II. Describe objective and subjective factors and the characteristics of collection planners and decision makers that affect development and selection for use of information-gathering resources.
  - (9) Target Audiences (TAs). Although TAs are subparagraphed under enemy perspectives, it is allowable for TAs (themes and objectives included) to be listed separately as exhibits to the tab.
  - (10) Command Systems (if applicable).
    - (a) Describe opponent communication systems and command centers used to plan COA, and control, coordinate, and supervise execution of the planned COA.
    - (b) State targets for jamming or attacking. Indicate when to execute operations to demoralize and disorganize opposing commands, reduce opposing operational effectiveness, enhance the effectiveness of planned deceptions and PSYOP, and support operations security (OPSEC) to maximum advantage. (Quite often the above is written for compartmented operations, and the appendixes that are written to support such operations are listed separately and not contained in the basic plan.)
3. Write the mission paragraph. The PSYOP mission statement is written in conjunction with the geographic combatant commander's or JFC's mission statement.
4. Write the concept of operations.
- a. Overview. Outline the overall concept for employing PSYOP in support of task accomplishment by phase. If the geographic combatant commander's campaign plan states a prehostilities phase, address strategic psychological actions (PSYACT) in support of flexible deterrent options (FDOs).
    - (1) For each phase of the plan, address the level of PSYOP support that is being provided, when and where it is arriving, and whom it is supporting.
    - (2) Explain what tasks and Psychological Operations objectives (POs) are being carried out in support of components per phase and what equipment is being used and by whom.
    - (3) Denote PSYOP locations and linkup of tactical forces with maneuver units.
    - (4) Explain the general actions taken to facilitate product development and dissemination in conjunction with host-nation (HN) assets and sister service facilities.
    - (5) Recommend which PSYOP programs will be initiated by phase.
  - b. Provide the following as general guidance to units and forces involved, by phase if applicable:
    - (1) Approve PSYOP themes and objectives to be promoted and themes to be avoided and discouraged.
    - (2) Description of the cultural and psychological characteristics of the potential target audience (PTA) to aid operational planners and personnel in selecting COAs and interacting with TA members.
    - (3) Description of propaganda (including disinformation) directed at U.S. personnel and at foreign groups in the area of operations (AO) and guidance for countering such operations.
  - c. Monitor the situation.
    - (1) Describe how intelligence, multidiscipline counterintelligence, security monitoring, and operational feedback will be provided.
    - (2) State requirement for running situation estimates; periodic estimates of target appreciations responsive to critical information, actions, and attitudes and behavior; and current reporting of intelligence and multidiscipline counterintelligence information, security monitoring results, and implementing actions.
    - (3) Identify resources required and their availability.
  - d. Control. List coordinating instructions pertaining to two or more elements of the task organization.
    - (1) Outline coordination with adjacent commands and civilian agencies, U.S. diplomatic missions, and the Bureau of International Information Programs (IIPs).

- (2) Address information coordinating committees (ICCs), coordination with information operations (IO) teams, and designated coordinating authority, if applicable. If coordinating with personnel centers and joint interrogation and debriefing centers performing interrogation, address coordination procedures with them.
- (3) Address direct liaison and coordination issues among components and subordinate and supporting commands.
- e. Tasks. Assign responsibilities to implement the concept. When multiple organizations are involved, designate an executive agent to coordinate implementation, if applicable.
  - (1) Ensure tasks clearly establish responsibilities and provide for feedback about effectiveness. Tasks to components in support of PSYOP often call for the coordination of component aircraft, surface vessels, and submarines to distribute materials and to conduct radio and television (TV) broadcasts.
  - (2) Provide for shipboard printing and photo facilities to print products as required, and call for the integration of component air delivery systems into daily-integrated tasking orders to support PSYOP missions.
5. Write the administration and logistics paragraph. Provide a statement of the administrative and logistical arrangements applicable to PSYOP but not covered in the basic plan or another annex.
  - a. Administration. Addresses the following issues: financial, morale, welfare, medical, dental, postal, legal, graves registration, and religious support, as necessary; identification of workspace as necessary for PSYOP personnel attached to other components and organizations; rating chain issues and clearance requirements; and coordination for the use of indigenous personnel, facilities, or materials to support PSYOP.
  - b. Logistics. Address the following:
    - (1) Requisitions for standard (BA 5590, prescribed load list [PLL] for vehicles), and nonstandard PSYOP supplies (family of loudspeakers [FOLS), Risograph parts and supplies), through Army supply channels.
    - (2) Special operating funds.
    - (3) Coordination for logistical support for leaflet production, aerial delivery, and media dissemination teams.
    - (4) Requests for maintenance support not available through military channels.
    - (5) Designated component or agency responsible for providing routine common-use logistical support to the Psychological Operations task force (POTF) in-theater; provisions for living space accommodations; contracting for special purchase of supplies, equipment, and the hiring of local national personnel to support product development; and deployment into theater with supplies for 30 days, water rations, and so on.
6. Write the command and control paragraph.
  - a. Command Relationships. Joint operations can have complex command relationships. Plans must be specific concerning these arrangements, including shifts that may take place as the operation progresses from one phase to the next. Command and support relationships for PSYOP personnel fall into this paragraph.
  - b. State the PSYOP approval process and identify appropriate PSYOP product approval or authorities (as applicable).
    - (1) State the applicable PSYOP approval authority for the development of all types of proposed PSYOP products, actions, and programs.
    - (2) State the appropriate PSYOP dissemination authority for each type/classification of approved PSYOP products.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Listed references.	—	—
a. Higher-headquarters' plan.		
b. PSYOP estimate.		
c. Any message traffic that generated the planning effort.		
2. Wrote the situation paragraph.	—	—
a. Described the general situation.		
b. Described neutral perspectives.		
c. Described enemy perspectives.		
3. Wrote the mission paragraph using the restated PSYOP mission statement from MDMP step 2.	—	—
4. Wrote the concept of the operation.	—	—
a. Addressed the level of PSYOP support.		
b. Explained tasks and POs.		
c. Denoted PSYOP locations and linkups.		
d. Determined PSYOP programs by phase.		
e. Provided valid PSYOP themes and objectives to be avoided, discouraged, and stressed.		
f. Provided description of the cultural and psychological characteristics of the PTAs.		
g. Provided description of propaganda directed at U.S. personnel and foreign groups in the AO.		
h. Described how intelligence, counterintelligence, security monitoring, and operational feedback is provided.		
i. Stated requirements for running situation estimates.		
j. Identified resources and availability.		
k. Listed coordinating instructions pertaining to two or more elements of the task organization.		
l. Outlined coordination with adjacent commands and civilian agencies.		
m. Outlined important information coordinated in committees.		
n. Outlined coordination lines between supported command and components and subordinate units.		
o. Ensured tasks clearly establish responsibilities.		
p. Provided for print production as required.		
5. Wrote the administration and logistics paragraph.	—	—
a. Addressed financial, morale, welfare, medical, dental, postal, legal, graves registration, and religious support.		
b. Addressed coordination with supply and maintenance representatives.		
6. Wrote command and control paragraph.	—	—
a. Identified command relationships.		
b. Stated PSYOP approval authority.		
c. Stated PSYOP dissemination authority.		

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-0  
FM 3-05.30  
FM 3-05.302  
FM 5-0  
JP 3-0  
JP 3-53  
JP 5-0

**Prepare Appendix 2 (Psychological Operations) to  
Annex P (Information Operations) to an Operation Order**

**331-37A-0340**

**Conditions:** Supporting the development of an Army plan or order, having conducted deliberate or crisis action planning, given the supported commander's operation plan (OPLAN)/operation order (OPORD), the PSYOP estimate, current intelligence, the OPORD format, and access to classified and unclassified digital information systems and area studies.

**Standards:** Write the PSYOP appendix to the supported unit's OPORD, supporting the unit's mission in accordance with (IAW) with the commander's guidance within the time constraints of the planning directive.

**Performance Steps**

1. Write the situation paragraph to include:
  - a. Enemy.
    - (1) State enemy resources and elements, both combatant and noncombatant, available to conduct propaganda, state past enemy propaganda efforts (who was targeted, using what means, and their effectiveness).
    - (2) Identify enemy decision makers/key communicators.
    - (3) Identify the characteristics of enemy decision makers, their key advisors, and staff (particularly intelligence analysts).
    - (4) Identify the enemy elements that affect counterpropaganda activities.
    - (5) Identify hostile resources and elements that conduct propaganda.
  - b. Friendly.
    - (1) Identify ongoing PSYOP programs (if any).
    - (2) Identify competing PSYOP goals in the area of operations (AO).
    - (3) Identify PSYOP tasks to be accomplished.
    - (4) Identify organizations that are not subordinate to this command and the PSYOP actions or counterpropaganda tasks assigned to each.
  - c. Attachments and detachments.
    - (1) List assets attached or detached.
    - (2) List resources available from higher headquarters.
2. Write the mission paragraph. State the PSYOP concept of support (who, what, where, when, why).
3. Write the execution paragraph.
  - a. Scheme of support.
    - (1) State the PSYOP tasks.
    - (2) State the counterpropaganda concept of support.
    - (3) Identify the counterpropaganda activities occurring in each phase by element.
    - (4) Describe activity sequences in each phase, keyed to phase initiation and supported operational events, and identify the time-phased guidance for accomplishing actions implementing counterpropaganda at the tactical level.
  - b. Tasks to subordinate units.
    - (1) Ensure tasks clearly fix responsibilities and provide feedback on effectiveness of PSYOP activities.
    - (2) Identify the command element responsible for coordinating counterpropaganda actions.
    - (3) Identify the counterpropaganda tasks assigned to each subordinate unit (to include identification of vulnerabilities).
  - c. Coordinating instructions.
    - (1) Identify neutral actions/behaviors that favor mission accomplishment.
    - (2) Identify activities and resources available to these favorable neutral intentions.
    - (3) Identify the characteristics of decision makers and their key advisors, major staff planners, staff factions (to include particularly influential individuals), and intelligence system analysts.
    - (4) Identify groups that can influence plans, decisions, and operational effectiveness in task accomplishment.

- (5) Identify how susceptible these groups are to PSYOP.
  - (6) Identify the apparent goals, motivations, and characteristics of each group.
  - (7) Identify the leaders able to cause these groups to behave in various ways.
  - (8) Identify approved Psychological Operations objectives (POs), themes to stress, and themes to avoid.
  - (9) Identify target audiences in the AO, to include key communicators.
  - (10) Identify relevant background information on target audience perspectives, vulnerabilities, effectiveness, and susceptibility to friendly and enemy PSYOP.
  - (11) Identify military activities and actions conducted by subordinate units that support or facilitate PSYOP efforts.
  - (12) Provide operation security (OPSEC) guidance on PSYOP sensitivity and employment.
  - (13) State classification authority for PSYOP tasks.
  - (14) Address mechanisms for coordinating PSYOP with attached PSYOP support elements and assigned PSYOP staff.
  - (15) State procedures for coordinating fixed-wing, rotary-wing, unmanned aerial system (UAS), and field artillery delivery of PSYOP products.
  - (16) State PSYOP-specific current intelligence requirements (or refer to the intelligence annex).
  - (17) State how intelligence, multidiscipline counterintelligence (CI), security monitoring, and operational feedback will be provided.
  - (18) Identify coordination required with adjacent commands and civilian agencies.
  - (19) Identify the detailed requirements for coordinating among elements involved in counterpropaganda.
  - (20) Identify, if any, the special security or handling requirements for counterpropaganda.
  - (21) State procedures for providing appropriate situational awareness updates to public affairs personnel.
  - (22) Identify, if any, the operational reporting requirements necessary for effective monitoring of counterpropaganda tasks.
2. Write the service support paragraph.
    - a. Identify resources required to conduct (plan, prepare, execute, and assess) PSYOP actions.
    - b. Identify logistic requirements. Include preparation, distribution, and stocking of PSYOP materials; transport of PSYOP material and personnel to operational areas, and their basing and support while conducting PSYOP; provisions for the supply and maintenance of United States (U.S.) and host-nation PSYOP material; and fiscal and personnel matters.
    - c. Identify the provisions for control and maintenance of host-nation equipment and materials.
    - d. Identify the fiscal matters relating to special funds.
    - e. Identify the personnel matters relating to host-nation personnel.
  3. Write the command and signal paragraph.
    - a. Command.
      - (1) Identify how control will be affected and implementation centrally coordinated.
      - (2) Explain command relationships between attached PSYOP forces, the Psychological Operations task force (POTF) elements operating in the AO, the unit, and the supporting POTF.
      - (3) Identify recognition and identification instructions.
      - (4) Identify the headquarters locations and movements.
      - (5) Identified the location of the headquarters (HQ) element and planned movements.
    - b. Signal.
      - (1) State the PSYOP approval and dissemination authority that has been delegated or retained by higher headquarters.
      - (2) State the PSYOP approval authority the commander has delegated or specifically retained to subordinate commanders for the development of proposed PSYOP products, actions, and programs.
      - (3) State the PSYOP dissemination authority the commander has delegated to subordinate commanders, or retained, for releasing and disseminating approved PSYOP products in their respective AO.

- (4) Identify the information system that will be used to control, coordinate, and supervise execution of the approved operation.
- (5) Identify and define PSYOP-related acronyms and abbreviations.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Wrote the situation paragraph to include: <ul style="list-style-type: none"> <li>a. Enemy.</li> <li>b. Friendly.</li> <li>c. Attachments and detachments.</li> </ul>	—	—
2. Wrote the mission paragraph to describe the PSYOP concept of support (who, what, where, when, why).	—	—
3. Wrote the execution paragraph to include: <ul style="list-style-type: none"> <li>a. Scheme of support.</li> <li>b. Tasks to subordinate units.</li> <li>c. Coordinating instructions.</li> </ul>	—	—
4. Wrote the service support paragraph to include: <ul style="list-style-type: none"> <li>a. Identified resources required to conduct (plan, prepare, execute, and assess) PSYOP actions.</li> <li>b. Identified logistic requirements to include preparation, distribution, and stocking of PSYOP materials; transport of PSYOP material and personnel to operational areas, and their basing and support while conducting PSYOP; provisions for the supply and maintenance of U.S. and host-nation PSYOP material; and fiscal and personnel matters.</li> <li>c. Identified the provisions for control and maintenance of host-nation equipment and materials.</li> <li>d. Identify the fiscal matters relating to special funds.</li> <li>e. Identified any personnel matters relating to host-nation personnel.</li> </ul>	—	—
5. Wrote the command and signal paragraph to include: <ul style="list-style-type: none"> <li>a. Command.</li> <li>b. Signal.</li> </ul>	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 2-0  
FM 3-05.30  
FM 5-0  
JP 2-0

## Employ a Tactical Psychological Operations Detachment

### 331-37A-0341

**Conditions:** Given the requirement to employ a tactical Psychological Operations detachment (TPD) in support of military operations, and next-higher headquarters Psychological Operations (PSYOP) appendix/tab to the operation plan (OPLAN)/operation order (OPORD).

**Standards:** Employ TPD in support of the supported unit commander's mission.

#### Performance Steps

1. Integrate with the supported unit.
  - a. Report to the G-3/S-3 and the supported unit's PSYOP officer/noncommissioned officer (NCO).
  - b. Obtain a copy of the supported unit's standing operating procedures (SOPs), including their battle drills.
  - c. Brief capabilities and limitations to the supported unit commander and staff.
2. Conduct military decision making procedures (MDMP) as part of the supported unit's staff.
  - a. Develop a PSYOP intelligence collection plan.
  - b. Produce a PSYOP appendix to the Information Operations (IO) annex to the supported unit's OPORD.
3. Conduct support coordination.
  - a. Logistical support.
    - (1) Maintenance.
    - (2) Interpreters.
    - (3) Special operations forces (SOF) specific (if applicable) (for example, loudspeaker, Multiband Intra-Team Radio [MBITR], and so on).
    - (4) Army common (for example, vehicle parts, batteries, intravenous [IV] bags, and so on).
  - b. Communication support.
  - c. Intelligence support.
4. Integrate interpreters into detachment.
5. Ensure tactical Psychological Operations teams (TPTs) conduct team drills in accordance with (IAW) the unit tactical standing operating procedures (TACSOP).
6. Attach TPTs to maneuver units IAW PSYOP appendix task organization paragraph.
7. Participate in unit rehearsals.
8. Monitor TPTs actions and report to the supported unit and higher-PSYOP units.
9. Produce changes to appendix as needed.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

#### Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Integrated with the supported unit.	—	—
a. Reported to G-3/S-3 and the supported unit's PSYOP officer/NCO.		
b. Obtained copies of the supported unit's SOPs and battle drills.		
c. Conducted PSYOP capabilities brief.		
2. Conducted MDMP.	—	—
a. Developed PSYOP intelligence collection plan.		
b. Produced PSYOP appendix.		
3. Coordinated for logistical, communication, and intelligence support.	—	—

- |  |       |       |
|--|-------|-------|
| 4. Integrated interpreters.  | _____ | _____ |
| 5. Ensured TPTs conducted team drills IAW unit TACSOP.                       | _____ | _____ |
| 6. Deployed TPTs IAW PSYOP appendix task organization paragraph.             | _____ | _____ |
| 7. Participated in unit rehearsals.  | _____ | _____ |
| 8. Monitored TPTs actions and submitted reports to appropriate headquarters. | _____ | _____ |
| 9. Produced changes to appendix as needed.                                   | _____ | _____ |

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-0  
FM 3-05.302  
FM 7-8

## Employ a Tactical Psychological Operations Development Detachment

**331-37A-0342**

**Conditions:** Given the requirement to employ a tactical Psychological Operations development detachment (TPDD) in support of PSYOP company operations, and appropriate PSYOP appendixes, tabs, and internal operation order (OPORD).

**Standards:** Direct the development, production, distribution, dissemination, and assessment of a PSYOP series in support of the PSYOP company.

### Performance Steps

1. Receive the mission and issue a warning order (WARNORD).
  - a. Issue the time of the mission analysis meeting.
  - b. Update the current status of each section's responsibilities.
  - c. Include situation, mission, and general and special instructions.
2. Supervise planning (Phase I of the PSYOP process).
3. Supervise target audience analysis (Phase II of the PSYOP process).
4. Supervise series development (Phase III of the PSYOP process).
5. Supervise product development and design (Phase IV of the PSYOP process).
6. Obtain plan/series approval (Phase V of the PSYOP process).
7. Direct the production, distribution, and dissemination of PSYOP products (Phase VI of the PSYOP process).
8. Evaluate supporting PSYOP programs (Phase VII of the PSYOP process).
9. Produce changes to the plan as needed.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Received the mission and issued WARNORD.	—	—
a. Issued time of mission analysis meeting.		
b. Updated current status of each sections responsibilities.		
c. Included situation, mission, general, and special instructions.		
2. Supervised planning (Phase I of the PSYOP process).	—	—
3. Supervised target audience analysis (Phase II of the PSYOP process).	—	—
4. Supervised series development (Phase III of the PSYOP process).	—	—
5. Supervised product development and design (Phase IV of the PSYOP process).	—	—
6. Obtained plan/series approval (Phase V of the PSYOP process).	—	—
7. Directed the production, distribution, and dissemination of PSYOP products (Phase VI of the PSYOP process).	—	—
8. Evaluated supporting PSYOP programs (Phase VII of the PSYOP process).	—	—
9. Produced changes to the plan as needed.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05.302

## Employ a Psychological Operations Support Element

### 331-37A-0343

**Conditions:** Given the requirement to provide PSYOP support to the United States (U.S.) Embassy or military unit, with a tailored element, the theater security cooperation plan, mission performance plan, references, and a theater command approved program and mission; and having already conducted a predeployment site survey (PDSS).

**Standards:** Employ a Psychological Operations support element (PSE) in support of the supported agency's mission.

#### Performance Steps

1. Integrate with supported unit or government agency staff.
  - a. For military units.
    - (1) Report to the S-3 and the supported unit's PSYOP officer/noncommissioned officer (NCO).
    - (2) Obtain a copy of the supported unit's standing operating procedures (SOPs), including their battle drills.
    - (3) Brief capabilities and limitations to the supported unit commander and staff.
  - b. For embassy staffs.
    - (1) Report to the U.S. military group (MILGRP) commander, Office of Defense Cooperation, senior military officer, or designated representative.
    - (2) Receive a threat brief from the regional security officer.
    - (3) Brief capabilities and limitations to the Defense Attaché or ambassador.
    - (4) Determine product approval authority.
2. Conduct the military decision making process (MDMP) as part of the supported unit's staff or independently (Phase I of the PSYOP process).
  - a. Develop a PSYOP intelligence collection plan.
  - b. Produce a PSYOP appendix to the Information Operations (IO) annex to the supported unit's operation order (OPORD). **<OR>** Produce a PSYOP plan using the PSYOP tab format to support the government agency's mission and U.S. objectives.
  - c. Obtain approval for the PSYOP plan.
3. Conduct support coordination.
  - a. Logistical support.
    - (1) Maintenance.
    - (2) Interpreters.
    - (3) Special operations forces (SOF) specific (for example, loudspeaker, Multiband Intra-Team Radio [MBITR], and so on).
    - (4) Army common (for example, vehicle parts, batteries, intravenous [IV] bags, and so on).
    - (5) Identify sources of funding for PSYOP activities.
  - b. Communication support.
  - c. Intelligence support.
4. Integrate interpreters into a PSE.
5. Conduct target audience analysis (Phase II of the PSYOP process).
6. Conduct series development (Phase III of the PSYOP process).
7. Conduct product development and design (Phase IV of the PSYOP process).
8. Obtain plan/series approval (Phase V of the PSYOP process).
9. Direct the production, distribution, and dissemination of PSYOP products (Phase VI of the PSYOP process).
10. Evaluate supporting PSYOP programs (Phase VII of the PSYOP process).
11. Produce changes to the plan as needed.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET

Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Integrated with the supported unit or government agency staff.	—	—
2. Conducted the MDMP		
a. Developed a PSYOP intelligence collection plan.	—	—
b. Produced a PSYOP appendix to the Information Operations (IO) annex to the supported unit's OPORD. <b>&lt;OR&gt;</b> Produced a PSYOP plan using the PSYOP tab format to support the government agencies mission and U.S. objectives.		
c. Obtained approval for the PSYOP plan.		
3. Conducted support coordination.	—	—
a. Logistical support.		
b. Communication support.		
c. Intelligence support.		
4. Integrated interpreters into a PSE.	—	—
5. Conducted target audience analysis.	—	—
6. Conducted series development.	—	—
7. Conducted product development and design.	—	—
8. Obtained plan/series approval.	—	—
9. Directed the production, distribution, and dissemination of PSYOP products.	—	—
10. Evaluated supporting PSYOP programs.	—	—
11. Produced changes to the plan as needed.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.30

**Related**  
FM 3-05.301  
JP 3-53  
Special Psychological Operations (PSYOP) Assessment  
Special Psychological Operations (PSYOP) Study  
Military Capabilities Study  
Theater Security Cooperation Plan

## Integrate Psychological Operations into the Supported Unit's Military Decision Making Process

**331-37A-0350**

**Conditions:** Given the requirement to plan PSYOP in support of a maneuver unit and given the higher-headquarters (HQ) order, access to classified and unclassified digital information systems, and area studies.

**Standards:** Produce the PSYOP tab/appendix to the supported unit's order in the five paragraph format. Identify Psychological Operations objectives (POs), supporting Psychological Operations objectives (SPOs), potential target audience list (PTAL), initial assessment criteria, and themes to stress and themes to avoid.

### Performance Steps

1. Conduct Step 1 of the military decision making process (MDMP): Receipt of Mission.
  - a. Commander/staff initial assessment.
    - (1) Conduct initial assessment of PSYOP by reviewing national-level guidance and higher-HQ order.
    - (2) Assign responsibilities to PSYOP planners.
  - b. Receive commander's initial guidance (if available).
  - c. Prepare and coordinate input into the initial warning order (WARNORD).
    - (1) Provide input into the unit's draft mission statement.
    - (2) Provide tasks to subordinate PSYOP units or staff sections for early initiation.
2. Conduct Step 2 of the MDMP: Mission Analysis.
  - a. Analyze the higher-HQ order.
    - (1) Analyze the commander's intent and the concept of operation for the unit and PSYOP.
    - (2) Read the entire higher-HQ order, to include all tabs and appendices.
  - b. Provide PSYOP support to intelligence preparation of the battlefield (IPB).
    - (1) Define the battlefield environment.
      - (a) Identify characteristics of the battlefield that will influence friendly and threat operations.
      - (b) Identify the limits of the area of interest.
      - (c) Analyze weather and terrain as it pertains to PSYOP dissemination.
      - (d) Analyze media infrastructure.
      - (e) Identify potential target audience (PTA) locations (key target sets).
      - (f) Produce graphic overlays to portray significant characteristics of the battlefield (to include weather and terrain, media infrastructure, and PTAL overlays).
      - (g) Identify potential intelligence sources and agencies.
      - (h) Begin development of the PSYOP estimate.
    - (2) Describe the battlefield effects. Information from this step is written into paragraph 2 (Situation and Consideration) of the PSYOP estimate, sections a (Characteristics of the AO) and b (Key Target Sets).
      - (a) Describe the weather effects that will influence friendly PSYOP and adversarial propaganda.
      - (b) Analyze the political/military characteristics of the battlefield and potential target audiences (PTA).
      - (c) Determine limitations that the infrastructure places on friendly PSYOP and adversarial propaganda.
    - (3) Evaluate the threat.
      - (a) Conduct propaganda analysis and counterpropaganda planning.
      - (b) Develop graphic threat templates to portray threat propaganda capabilities, requirements, and vulnerabilities.
    - (4) Determine threat COAs. Identify where (location of propaganda assets), when (prediction of when in the operation propaganda assets will be employed), and why (likely propaganda concept and objectives) the threat will employ propaganda.

- c. Determine specified (specifically assigned), implied (not stated but must be accomplished), and essential (must be executed to accomplish the mission) tasks.
    - (1) Derive specified tasks from the higher-headquarters' order.
    - (2) Analyze specified tasks to derive implied tasks.
  - d. Begin development of POs, SPOs, and PTAL.
  - e. Review available assets (for example, PSYOP unit, supported unit, other PSYOP assets, and host-nation assets) and compare assets to mission requirements. Submit requests for additional PSYOP forces as needed (for example, combat mission needs statement [CMNS], statement of requirements [SORs]). Information from this step is applied to section c (Friendly Forces) of the PSYOP estimate.
  - f. Determine PSYOP constraints (for example, resources required to do something and prohibited actions such as themes to avoid), both supported unit and higher PSYOP unit imposed.
  - g. Identify critical facts and assumptions: target audiences (TAs), PSYOP force vulnerabilities, PSYOP force capabilities, and other PSYOP-specific information.
  - h. Conduct risk assessment.
    - (1) Identify risk associated with the environment and military operations.
    - (2) Identify inherent risks associated with the mission type (PSYOP actions and arguments).
  - i. Determine information requirements (IRs) and initial priority intelligence requirements (PIRs) for PSYOP and provide input to the unit's friendly forces information requirements (FFIRs) and commander's critical information requirements (CCIR).
    - (1) Identify intelligence gaps important to PSYOP mission accomplishment and develop IRs to address these shortcomings.
    - (2) Identify friendly force assessment (for example, operation summaries [OPSUMs], SPOT reports, and subordinate assessments), threat force assessment (for example, intelligence summaries [INTSUMs], tactical human intelligence [HUMINT] team reports, and J-2/G-2/S-2 assessments), and third-party assessment (for example, polling, civil affairs assessments, tactical PSYOP team reports, and subordinate assessments) to support PSYOP assessment.
  - j. Provide PSYOP input into the unit's initial reconnaissance annex based on previously identified IRs, that include PSYOP initial assessment criteria developed concurrently with POs and SPOs.
  - k. Plan use of available time.
    - (1) Determine the predeployment timeline of the unit.
    - (2) Determine long lead-time tasks such as psychological actions (PSYACT) and product development and approval. Provide PSYOP input into the unit's timeline.
  - l. Write the PSYOP restated mission.
    - (1) Who, what, when, where, why.
    - (2) POs and SPOs.
  - m. Conduct/take part in the mission analysis briefing in accordance with the supported unit standing operating procedure (SOP). Provide early mission analysis input to the J-3/G-3/S-3.
  - n. Obtain supported commander's approval for the PSYOP mission.
  - o. Assist in the development of the supported commander's initial intent.
    - (1) Incorporate into the commander's initial intent what PSYOP must do (key tasks) to support the unit.
    - (2) Provide input into the commander's intent in the base order.
  - p. Receive the commander's guidance for PSYOP.
    - (1) Issue the WARNORD to subordinate units.
    - (2) Mission.
    - (3) Situation.
    - (4) General instructions.
    - (5) Special instructions.
    - (6) Review facts and assumptions for PSYOP.
3. Conduct Step 3 of MDMP: COA Development.
- a. Analyze relative combat power.
    - (1) Determine where and what PSYOP to conduct in order to achieve the mission objectives.
    - (2) Determine where and what PSYOP to conduct in order to counter enemy propaganda actions.

- (3) Analyze psychological impact of proposed supported unit actions on multiple TA in the area of operations (AO).
    - b. Generate options. Determine how to employ PSYOP to support the COA.
    - c. Array initial forces. Determine PSYOP forces for each task, other units tasked with PSYOP actions, and security for PSYOP units.
    - d. Develop scheme of maneuver. Determine how arrayed forces will accomplish the commander's intent for PSYOP.
    - e. Task organize PSYOP forces (assign headquarters) to properly support the COA.
    - f. Prepare COA statements and graphic sketches to articulate the commander's intent for PSYOP, mission, and end state.
  4. Conduct Step 4 of the MDMP: COA Analysis. Information from this step of the MDMP is applied to section 3 (Analysis of COAs) of the PSYOP estimate.
    - a. Synchronize PSYOP with the supported unit plan and war game PSYOP concept of support against how the enemy will conduct propaganda operations.
    - b. Gather the tools (IPB products to include; key target sets overlay, weather impact overlay, terrain impact overlay, media infrastructure overlay).
    - c. List all friendly forces.
    - d. List assumptions.
    - e. List known critical events and decision points.
    - f. Determine evaluation criteria for COA comparison (example, Psychological impact and risk).
    - g. Select war game method.
    - h. War game the battle and assess results.
  5. Conduct Step 5 of the MDMP: COA Comparison. Information from this step of the MDMP is applied to section 4 (Comparison of COAs) of the PSYOP estimate.
    - a. Analyze advantages and disadvantages of each COA from a PSYOP perspective.
    - b. Construct a matrix to compare each COA based upon the evaluation criteria.
    - c. Weight each of the evaluation criteria by degree of importance to PSYOP.
    - d. Determine which COA PSYOP can best support, achieves POs, poses the minimum risk to Soldiers and equipment, best positions the unit for future operations, and provides the best flexibility to meet unexpected events during execution. Information from this step of the MDMP is applied to section 5 (Recommendations and Conclusions) of the PSYOP estimate.
  6. Conduct Step 6 of the MDMP: COA Approval.
    - a. Finalize PSYOP support, POs, SPOs, PTAL, and PSYOP execution and synchronization matrixes.
    - b. Receive any additional guidance from the commander.
- Note.** Upon completion of Step 6 of the MDMP the PSYOP estimate is complete.
7. Conduct Step 7 of the MDMP: Operations Order Production.
    - a. Refine PSYOP support to the COA.
    - b. Produce PSYOP appendix/tab derived from COA.
    - c. Commander reviews and approves PSYOP appendix/tab.
    - d. PSYOP appendix/tab issued as part of the unit OPORD.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Compiled and reviewed all necessary background information and policy guidance regarding PSYOP in the area of responsibility.	—	—
2. Applied PSYOP perspective to the higher-HQ order and determined assigned PSYOP related tasks.	—	—
3. Produced the media infrastructure, and key target sets (PTAs), and terrain overlays.	—	—
4. Listed weather and terrain factors that affect PSYOP dissemination.	—	—
5. Initiated PSYOP estimate.	—	—
6. Listed specified, implied, and essential tasks.	—	—
7. Produced a CMNS or SOR.	—	—
8. Identified the PSYOP-specific constraints.	—	—
9. Submitted a list of PSYOP IRs.	—	—
10. Included the PSYOP peculiar risks into the commander's risk assessment.	—	—
11. Submitted PSYOP IRs to the intelligence officer for consideration as CCIR.	—	—
12. Verified PSYOP IRs are included in the reconnaissance annex.	—	—
13. Established a timeline for critical events.	—	—
14. Wrote the restated PSYOP mission.	—	—
15. Validated the PSYOP estimate with the J-2/G-2/S-2.	—	—
16. Briefed the restated PSYOP mission statement.	—	—
17. Briefed specific PSYOP key tasks for recommendation into the commander's intent.	—	—
18. Ensured the PSYOP plan supports the commander's recommended COA.	—	—
19. Published the WARNORD tasking subordinate PSYOP units.	—	—
20. Requested use of collection assets capable of reporting relevant impact indicators.	—	—
21. Wrote the initial PSYOP mission statement.	—	—
22. Developed a PSYOP COA for each supported unit COA.	—	—
23. Developed PSYOP specific evaluation criteria for each supported unit COA.	—	—
24. Analyzed enemy propaganda and counterpropaganda threats.	—	—
25. Applied PSYOP COA matrix and determined the best COA from a PSYOP perspective.	—	—
26. Review and refine POs, SPOs, and PTAL based upon the approved COA.	—	—
27. Produced the PSYOP campaign control sheet.	—	—
28. Published the PSYOP tab/appendix.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05.30  
FM 3-05.302  
FM 5-0  
JP 3-53  
Country Plan  
Joint Strategic Capabilities Plan, 18 July 2003

National Security Strategy, September 2002  
National Military Strategy, 1997  
Special Psychological Operations (PSYOP) Assessments  
Special Psychological Operations (PSYOP) Study  
Theater Security Cooperation Plan

**Develop Psychological Operations Targeting Objectives**

**331-37A-0351**

**Conditions:** Given the requirement to integrate with a supported unit’s targeting element, series execution matrix (SEM), series dissemination work sheet (SDW), supported unit’s operation order (OPORD) with all annexes, access to a secure internet protocol (SIPR), and having conducted staff integration, military decision making process (MDMP), and Phases I through III of the PSYOP process.

**Standards:** Write a Psychological Operations targeting objective (PTO) to enable series execution by articulating the what, where, when, and why (desired effect).

**Performance Steps**

1. Select the first product requiring external execution support from the SEM.
2. Determine the **what** and include the quantity (for example, deliver 1.3 million leaflets).
3. Determine the **where** in terms of the grid coordinates or target name.
4. Determine the **when** in terms of the date-time group or D-plus or -minus (for example, D+7 or H-2).
5. Determine the **why** (for example, in order to persuade by disrupting radio station operations or in order to disrupt repair of previously destroyed targets).
6. Write the PTO including the what, where, when, and why.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Selected the first product requiring external execution support from the SEM.	_____	_____
2. Determined the <b>what</b> and included the quantity.	_____	_____
3. Determined the <b>where</b> in terms of the grid coordinates or target name.	_____	_____
4. Determined the <b>when</b> in terms of the date-time group or D-plus or -minus.	_____	_____
5. Determined the <b>why</b> .	_____	_____
6. Wrote the PTO including the what, where, when, and why.	_____	_____

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05.30  
FM 5-0  
FM 6-20-10

## Integrate Intelligence Preparation of the Battlefield into Psychological Operations

**331-37A-0353**

**Conditions:** Given a supported unit's mission and the requirement to plan for supporting PSYOP, the higher-headquarters operation plan (OPLAN), a computer with access to digital information systems, and an area study.

**Standards:** Integrate intelligence preparation of the battlefield (IPB) into PSYOP in accordance with (IAW) the four step IPB process.

### Performance Steps

1. Define the battlefield environment.
  - a. Identify characteristics of the battlefield that will influence friendly and threat operations.
  - b. Establish the limits of the area of interest.
  - c. Analyze weather and terrain as it pertains to PSYOP dissemination.
  - d. Analyze friendly/enemy media infrastructure.
  - e. Identify potential target audience (PTA) locations.
  - f. Identify potential open source and classified intelligence and relevant agencies.
2. Describe the battlefield effects.
  - a. Describe the weather effects that will influence PSYOP and adversarial propaganda.
  - b. Discuss the characteristics of the 14 political-military (POLMIL) factors and their effects on PSYOP and adversarial propaganda.
  - c. Discuss the limitations that infrastructure places on PSYOP and adversarial propaganda.
  - d. Determine the vulnerabilities, arguments, susceptibilities, accessibilities, and effectiveness of each target audience (TA) listed on the potential target audience list (PTAL).
3. Evaluate the threat.
  - a. Conduct propaganda analysis.
  - b. Conduct counterpropaganda planning.
4. Determine the threat courses of action (COAs).

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

### Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Defined the battlefield environment.	—	—
a. Identified characteristics of the battlefield that will influence friendly and threat operations.		
b. Established the limits of the area of interest.		
c. Analyzed weather and terrain as it pertains to PSYOP dissemination.		
d. Analyzed friendly/enemy media infrastructure.		
e. Identified PTA locations.		
f. Identified potential open source and classified intelligence and relevant agencies.		
2. Described the battlefield effects.	—	—
a. Described the weather effects that will influence PSYOP and adversarial propaganda.		

- b. Discussed the characteristics of the 14 POLMIL factors and their effects on PSYOP and adversarial propaganda.
- c. Discussed the limitations that infrastructure places on PSYOP and adversarial propaganda.
- d. Determined the vulnerabilities, arguments, susceptibilities, accessibilities, and effectiveness of each TA listed on the PTAL.
- 3. Evaluated the threat. \_\_\_\_\_ \_\_\_\_\_
  - a. Conducted propaganda analysis.
  - b. Conducted counterpropaganda planning.
- 4. Determined the threat COAs. \_\_\_\_\_ \_\_\_\_\_

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 2-0  
FM 34-130  
FM 3-05.102  
FM 3-05.30  
JP 2-01.3

## Plan Psychological Operations Actions

**331-37A-0344**

**Conditions:** Given a supporting PSYOP plan, completed target audience analysis work sheets (TAAWs), series concept work sheet (SCW), series dissemination work sheet (SDW), series execution matrix (SEM), plans and program detachment or team, and the supported units operation order (OPORD).

**Standards:** Produce psychological actions (PSYACT) concept on product action work sheet (PAW) and submit for approval.

### Performance Steps

1. Select a PSYACT from a series to refine.
2. Enter target audience (TA), Psychological Operations objective (POs), supporting Psychological Operations objective (SPOs), product number, media type, arguments/symbols, related products, and suspense date on the PAW from SCW and SDW.
3. Enter the PSYACT concept on the PAW.
  - a. Write a detailed description of the PSYACT to include:
    - (1) Type and size of unit/agent of action.
    - (2) Type of action (for example, medical civil action project [MEDCAP], show of force, or direct action).
    - (3) Location.
    - (4) Execution timeframe.
    - (5) Effect (the desired behavior).
    - (6) Duration of effect.
    - (7) Intent of action (commander's intent for the operation).
    - (8) Describe how PSYACT relates to the arguments and has a synergistic effect when executed with the rest of the series to elicit the desired effect.
4. List aspects of execution that have primary or secondary psychological effects on the TA that are detractors or enablers (for example, dos and don'ts of the operation; security posture, and wearing of camouflage).
5. List potential unintended consequences of PSYACT.
6. Enter any related product/action concepts from the series.
7. Submit the PAW along with the SCW, SEM, and SDW to the company commander for review and approval.
8. Brief the supported unit's S-3 on the PSYACT concept.
9. Obtain the supported unit commander's approval for the PSYACT.

**Note.** If PSYACT is disapproved, adjust series accordingly.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

### Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Selected a PSYACT from a series to refine.	—	—
2. Entered TA, POs, SPOs, product number, media type, arguments/symbols, related products, and suspense date on the PAW from the SCW and SDW.	—	—
3. Entered the PSYACT concept on the PAW.	—	—
a. Type and size of unit/agent of action.		
b. Type of action (for example, MEDCAP, show of force, or direct action).		

- c. Location.
  - d. Execution timeframe.
  - e. Effect (the desired behavior).
  - f. Duration of effect.
  - g. Intent of action (commander's intent for the operation).
  - h. Described how PSYACT relates to the arguments and has a synergistic effect when executed with the rest of the series to elicit the desired effect.
4. Listed aspects of execution that have primary or secondary psychological effects on the TA that are detractors or enablers. \_\_\_\_\_ \_\_\_\_\_
  5. Listed potential unintended consequences of PSYACT. \_\_\_\_\_ \_\_\_\_\_
  6. Entered any related product/action concepts from the series. \_\_\_\_\_ \_\_\_\_\_
  7. Submitted the PAW along with the SCW, SEM, and SDW to the company commander for review and approval. \_\_\_\_\_ \_\_\_\_\_
  8. Briefed the supported unit's S-3 on the PSYACT concept. \_\_\_\_\_ \_\_\_\_\_
  9. Obtained supported unit commander's approval for the PSYACT. \_\_\_\_\_ \_\_\_\_\_

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05.302

## Coordinate Approved Psychological Operations Actions

**331-37A-0354**

**Conditions:** Given a supporting PSYOP plan, completed target audience analysis work sheets (TAAWs), series concept work sheet (SCW), series dissemination work sheet (SDW), series execution matrix (SEM), approved psychological actions (PSYACT) with product action work sheet (PAW), plans and program detachment or team, and the supported units operations order (OPORD).

**Standards:** Participate in mission analysis to support PSYACT and provide input for fragmentary order (FRAGO) to be issued to the executing unit.

### Performance Steps

1. Participate in mission analysis.
  - a. Ensure timing of action and activity location from PAW are included in mission statement.
  - b. Convey intent as described on PAW for inclusion into the supported unit commander's intent.
  - c. Ensure PSYOP enabling actions or activities (for example, Soldier's posture and the use of individual camouflage) are included in the execution paragraph.
  - d. Include PAW, SEM, SCW, SDW as appendixes to OPORD.
2. Ensure the tactical Psychological Operations team (TPT) supporting the executing unit receives a copy of the FRAGO.

**Note.** If possible observe unit rehearsals.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

### Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Ensured timing of action and activity location from PAW are included in mission statement.	—	—
2. Conveyed intent as described on PAW for inclusion into supported unit commander's intent.	—	—
3. Ensured PSYOP enabling actions or activities.	—	—
4. Included PAW, SEM, SCW, SDW as appendixes to order.	—	—
5. Ensured the TPT supporting the executing unit receives a copy of the FRAGO.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

### References

**Required**  
FM 3-05.301

**Related**  
FM 3-05.302

## Subject Area 2: Psychological Operations

### Supervise Target Audience Analysis

331-37A-0472

**Conditions:** Given Psychological Operations objectives (PO), supporting Psychological Operations objectives (SPO), a potential target audience list (PTAL), access to PSYOP-relevant information, and target audience analysis work sheets (TAAWs).

**Standards:** Analyze individual target audiences (TAs) and record the analysis on the TAAW, including the effectiveness, conditions, vulnerabilities, susceptibility, accessibility, arguments, recommended psychological actions (PSYACT), and refined assessment criteria.

#### Performance Steps

1. Conduct initial research for target audience analysis (TAA).
  - a. Integrate strategic studies detachment (SSD) analysts (if available).
  - b. Review SSD produced analyses and products.
    - (1) PSYOP appendix to the military capabilities study (MCS).
    - (2) Special Psychological Operations (PSYOP) study (SPS).
    - (3) Special Psychological Operations (PSYOP) assessment (SPA).
    - (4) Assessments of the PSYOP environment.
    - (5) PSYOP audience analyses.
    - (6) PSYOP issue analyses.
2. Identify and refine TAs. (Step 1 of the TAA model).
  - a. Identify TAs in relation to a specific SPO by answering the following three questions.
    - (1) What TAs are engaging/likely to engage in the targeted behavior (SPO)?
    - (2) What TAs are directly or indirectly influencing the behavior of the primary actors?
    - (3) What are the subcategories among the primary and secondary actors (specific individuals, organizations, and demographic sets)?
  - b. Select a TA for further analysis.
3. Determine effectiveness. (Step 2 of the TAA model).
  - a. Define the desired behavior for the TA.
  - b. Analyze the effectiveness by answering the following three questions.
    - (1) What degree of power, control, or authority does the TA have in regard to the desired behavior?
    - (2) What restrictions affect the TA in regards to the desired behavior?
    - (3) If the TA takes the desired action, what is the overall effect on the SPO?
  - c. Assign an overall rating of 1 to 5.
4. Identify the conditions that affect the TA (Step 3 of the TAA model).
  - a. Analyze causes and effects (C/E) of current behavior on C/E chart.
    - (1) Fill in header data.
    - (2) Define the current behavior for the TA.
    - (3) Identify the *causes* of the current behavior.
    - (4) Identify the *effects* of the current behavior.
5. Identify vulnerabilities (Step 4 of the TAA model).
  - a. Determine vulnerabilities from conditions identified on the C/E chart.
    - (1) Answer the following questions.
      - (a) What conditions can be modified to achieve behavior change?
      - (b) Identify primary and secondary motives.
      - (c) Why/how do the conditions influence behavior?
      - (d) How can United States (U.S.)/friendly forces use the vulnerability to modify the TA's current behavior?
  - b. Determine vulnerabilities from careful study of the TA's society and culture.
    - (1) Determine psychographics (psychological characteristics) that affect the TA's behavior.
    - (2) Identify demographic characteristics that affect the TA's behavior.
    - (3) Derive additional motives from psychographics/demographics.

- (4) Identify symbols that provoke an emotional response.
- 6. Determine susceptibility (Step 5 of the TAA model).
  - a. Determine the risks/rewards of behavior change.
    - (1) Determine TA's perceived risks for engaging in desired behavior.
    - (2) Determine TA's perceived rewards for engaging in desired behavior.
    - (3) Determine how consistent the desired behavior is with the values and beliefs of the TA.
  - b. Determine susceptibility rating from 1 to 5.
  - c. Based upon the susceptibility rating, make a recommendation on how to structure the PSYOP series in order to achieve the SPO.
- 7. Determine accessibility (Step 6 of the TAA model).
  - a. Determine how the TA currently receives their information.
  - b. Determine their current media patterns by assessing the reach and frequency.
  - c. Determine how the TA uses the medium.
  - d. Determine how involved the TA is in the process.
  - e. Evaluate whether the TA accesses the media individually or with others.
  - f. Determine what new media can be used to access the TA.
  - g. List each medium on the TAAW (each rating must be explained on the TAAW).
    - (1) List medium.
    - (2) Describe format.
    - (3) List advantages and disadvantages.
    - (4) Rate media on a scale from 1 to 5.
  - h. Articulate the technical aspect of each media type.
- 8. Develop the arguments and recommend PSYACTs (Step 7 of the TAA model).
  - a. Articulate a main argument.
  - b. Determine the appeal to deliver the main argument.
  - c. Develop supporting arguments by analyzing TA's vulnerabilities/conditions.
  - d. Determine which persuasion techniques have the greatest possibility of success.
  - e. Recommend PSYACTs.
    - (1) Consider friendly actions that will induce the desired behavior change by exploiting vulnerabilities.
    - (2) Identify types of units that can execute the activity.
    - (3) Identify by phase when the activity or action should occur.
- 9. Refine assessment criteria (Step 8 of the TAA model).
  - a. Review the current and desired behavior definitions.
  - b. Determine what specific, measurable, observable data regarding the TA's behavior is required.
- 10. Review TAAW for accuracy and completeness.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Conducted initial research for TAA.	—	—
2. Identified and refined TAs.	—	—
3. Determined effectiveness.	—	—
4. Identified the conditions that affect the TA.	—	—
5. Identified vulnerabilities.	—	—
a. Determined vulnerabilities from conditions identified on the C/E chart.		
b. Determined additional vulnerabilities from careful study of the TA society and culture.		

- 
- |   |       |       |
|---|-------|-------|
| 6. Determined susceptibility.   | _____ | _____ |
| 7. Determined accessibility.  | _____ | _____ |
| 8. Refined assessment criteria.   | _____ | _____ |
| a. Reviewed the current and desired behavior definitions.   |       |       |
| b. Determined what specific, measurable, observable data regarding the TA's behavior is required. |       |       |
| 9. Reviewed TAAW for accuracy and completeness.   | _____ | _____ |

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05.302

## Develop Psychological Operations Objectives

**331-37A-0445**

**Conditions:** Given national policy/objectives, higher-headquarters' operation plan (OPLAN), updated staff estimates, supported commander's guidance, supported unit mission and objectives, PSYOP-relevant information, and the military decision making process (MDMP).

**Standards:** Develop Psychological Operations objectives (POs) during MDMP for inclusion in the tab or appendix for an OPLAN, commander's estimate, supporting plans, or operation order (OPORD).

### Performance Steps

1. Integrate with staff and participate in the MDMP.
2. Determine the supporting unit's implied, specified, and essential tasks during Step 2, Mission Analysis, to develop POs.
  - a. Review and analyze national policies/objectives.
  - b. Review commander's intent and supported unit's specified, implied, and essential tasks.
  - c. Review supporting campaign plans and OPLANS/OPORDS/PSYOP annexes, appendixes, or tabs.
  - d. Analyze supported unit's mission by phase.
3. List POs for inclusion in the PSYOP tab or appendix.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Integrated with staff and participated in the MDMP.	—	—
2. Determined supporting unit's implied, specified, and essential tasks to develop POs.	—	—
3. Wrote POs.	—	—
a. Used active voice.		
b. Ensured a verb began the sentence.		
c. Ensured the verb indicated a direction of behavior change.		
4. Listed POs for inclusion in the PSYOP tab or appendix.	—	—
5. Developed POs that support all phases of the operation.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

### REFERENCES

**Required**  
FM 3-05.301

**Related**  
FM 5-0

**Develop Supporting Psychological Operations Objectives**

**331-37A-0446**

**Conditions:** Given the requirement to provide PSYOP support, national policy/objectives, higher-headquarters' operation plan (OPLAN), updated staff estimates, supported commander's guidance, supported unit's mission and objectives, PSYOP-relevant information, the military decision making process (MDMP), and Psychological Operations objectives (PO).

**Standards:** Develop supporting Psychological Operations objectives (SPOs) during MDMP for inclusion in the tab or appendix for an OPLAN, commander's estimate, supporting plans, or operations order (OPORD).

**Performance Steps**

1. Integrate with staff and participate in the MDMP.
2. Determine specific behavioral responses needed to achieve the POs in support of the approved courses of action (COAs).
3. Develop at least two SPOs for each PO.
4. List SPOs for inclusion in the PSYOP tab or appendix.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Integrated with staff and participated in the MDMP.	—	—
2. Wrote SPO.	—	—
a. Used active voice.		
b. Ensured noun (target audience [TA]) started the sentence.		
c. Ensured verb indicated a direction of behavior change.		
d. Ensured behavior was definable, measurable, and observable.		
e. Ensured verb was not written in absolutes.		
3. Developed at least two SPOs for each PO.	—	—
4. Listed SPOs for inclusion in the PSYOP tab or appendix.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 5-0

**Submit a Psychological Operations Program for Approval**

**331-37A-0447**

**Conditions:** Given the requirement to obtain approval for a Psychological Operations program in support of emerging operations, national objectives, applicable other government agency (OGA) objectives, supported unit or agency having initiated the military decision making process (MDMP) and Phases I and II of the PSYOP process; secure internet protocol (SIPR) and message traffic software (automated message handling system [AMHS], defense message system [DMS], general text [GENTEXT] software).

**Standards:** Write a request for program approval to the Joint Staff in Department of Defense (DOD) message traffic format and include program name/title, objective, strategy, themes, arguments, target audiences, symbols, media analysis and strategy, potential secondary consequences, and recommend PSYOP approval chain.

**Performance Steps**

1. Determine the message security classification.
2. Prepare routing of the message to include to, from, and info copy addressees.
  - a. Route the message to immediate-higher headquarters.
  - b. Copy the information to all headquarters/agencies in the staffing process and any unit/agency that will support the program.
3. Organize the message body.
  - a. State the purpose of message.
  - b. List the program name/title.
  - c. List the PSYOP program objective.
  - d. Describe the PSYOP execution strategy.
  - e. List each target audience in separate paragraphs and include the following:
    - (1) Supporting Psychological Operations objective (SPO).
    - (2) Arguments.
    - (3) Themes.
    - (4) Symbols.
  - f. Describe the findings from media analysis.
  - g. Describe the strategy to use media.
  - h. Discuss the potential secondary consequences and responses of belligerent, neutral, and friendly groups.
  - i. Recommend the PSYOP product approval and execution chain.
4. Obtain the message release authority.
5. Verify the message was released and obtain date time group of release.
6. Inform "to addressee" via normal staff communication channel of date-time group of message release.
7. Verify the message was received by "to addressee."
8. Observe the message progress through the approval chain.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

**Performance Measures**

	<u>GO</u>	<u>NO-GO</u>
1. Determined the message security classification.	—	—
2. Prepared routing of the message.	—	—

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| 3. Organized the message body in accordance with (IAW) performance steps.     | _____ | _____ |
| 4. Obtained the message release authority.                                    | _____ | _____ |
| 5. Verified the message was released and obtained date time group of release. | _____ | _____ |
| 6. Informed the "to addressee" of date-time group of message release.         | _____ | _____ |
| 7. Verified the message was received by "to addressee."                       | _____ | _____ |
| 8. Observed the message progress through the approval chain.                  | _____ | _____ |

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

FM 3-05.301

**Related**

## Supervise Psychological Operations Series Development

**331-37A-0449**

**Conditions:** Given a supporting PSYOP plan, completed target audience analysis work sheet (TAAW), plans and program detachment or team, and the supported unit's operation order (OPORD).

**Standards:** Participate in series development by developing the series concept work sheet (SCW), series dissemination work sheet (SDW), series execution matrix (SEM), and conducting an internal series review board.

### Performance Steps

1. Complete the SCW.
  - a. Assign a series number using the PSYOP numbering and filing system.
  - b. Select an argument from the TAAW.
  - c. Determine the media types to be employed.
  - d. Determine the number of each media type.
  - e. Determine the arguments that will be used in each product or action.
  - f. Determine how the series is to be staged.
2. Complete the SDW.
  - a. Determine the location and time for each product to be disseminated.
    - (1) Consider the duration.
    - (2) Consider the timing.
    - (3) Determine the frequency.
    - (4) Select the locations.
    - (5) Determine the placement.
    - (6) Determine the quantity.
  - b. Review the SDW for accuracy and completeness.
3. Complete the SEM.
4. Conduct the internal series review board.
  - a. Disseminate the time and location to all members of the plans and programs detachment or plans and programs team, outside experts (company commander, first sergeant), and strategic studies detachment (SSD) analysts to attend the review board.
  - b. Use the following criteria to evaluate the series.
    - (1) Ensure the duration of the series is long enough to achieve the desired behavioral response.
    - (2) Ensure that the types and numbers of products and actions determined are sufficient.
    - (3) Ensure that the sequencing of each product and action enhances the overall series.
    - (4) Ensure that all portions of the argument are sufficiently addressed.
    - (5) Resolve any conflicts in the execution of the series.
    - (6) Ensure that the resources necessary to execute the series are available.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

### Performance Measures

1. Completed the SCW using the TAAW as a base document.
  - a. Determined the path the TA must be led down to arrive at the desired behavior change.
  - b. Developed a persuasive argument from information found in the TAAW.

GO

NO-GO

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- c. Selected the types of media to use.
- d. Determined the types of products and actions necessary to change the targeted behavior of the TA.
- e. Determined any specific phrases or symbols to be repeated for all or most of the products in the series.
- f. Included input from media personnel and SSD analysts.
- g. Determined the number of each media type.
- h. Determined how the series is to be staged.
- i. Assigned a series number.
- j. Reviewed the SCW for accuracy and completeness.
- 2. Completed the SDW using the SCW as a base. \_\_\_\_\_ \_\_\_\_\_
  - a. Determined location and time for each product to be disseminated.
  - b. Reviewed SDW for accuracy and completeness.
- 3. Completed the SEM using the SDW as a base. \_\_\_\_\_ \_\_\_\_\_
- 4. Conducted the internal series review board. \_\_\_\_\_ \_\_\_\_\_

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05.302

**Supervise the Development and Design of Products and Actions  
for a Psychological Operations Series**

**331-37A-0476**

**Conditions:** Given the requirement to develop products and actions for a PSYOP series, national security strategy, national military strategy, Joint Strategic Capabilities Plan, theater security cooperation plan, country plan, special Psychological Operations (PSYOP) assessments (SPAs), special Psychological Operations (PSYOP) studies (SPSs), the supported unit's mission, the results of the military decision making process (MDMP), a completed target audience analysis work sheet (TAAW), a series concept work sheet (SCW), a series dissemination work sheet (SDW), and a series execution matrix (SEM).

**Standards:** Approve product/action work sheets (PAWs) as the framework for product design in a PSYOP series, approve product prototypes for pretesting, and submit the series product prototypes to the internal review board.

**Performance Steps**

1. Review the documents produced during Phase III, Series Development.
  - a. Review the SCW.
    - (1) Arguments.
    - (2) Media types to be employed.
    - (3) Number of each media type.
    - (4) Arguments used in each product.
    - (5) Staging of the series.
  - b. Review the SDW.
    - (1) Duration of each product dissemination.
    - (2) Timing of each product and action.
    - (3) Frequency of each product and action.
    - (4) Location of each product and action.
    - (5) Placement of each product and action.
    - (6) Quantity of each product and action.
  - c. Review the SEM.
    - (1) Confirm product and action coordination and synchronization.
    - (2) Deconflict execution of multiple series.
    - (3) Suspense dates for prototypes.
    - (4) Confirm timeline for product development .
    - (5) Confirm series stages and decision points for stage execution.
2. Assign PAW development tasks in accordance with (IAW) the timeline established on the SEM.
3. Ensure one PAW is completed for each product and action on the SDW.
  - a. Ensure that the PAWs are completed IAW the SCW.
  - b. Ensure that the PAW format contains the following information:
    - (1) Product number. (Number will be assigned by Plans and Programs Detachment officer in charge.)
    - (2) Psychological Operations objective (PO).
    - (3) Supporting Psychological Operations objective (SPO).
    - (4) Series number/related products.
    - (5) Target audience (TA).
    - (6) Arguments/symbols.
    - (7) Media type.
    - (8) Product suspense.
    - (9) Product concept.
  - c. Verified the product concept supports the appropriate supporting arguments and is based upon guidance from the TAAW.
4. Approve PAWs for product prototype development.
5. Supervise the development of PSYOP product prototypes.
  - a. Ensure the product prototype reflects the proper style and format for the TA.

- b. Determine if the prototype is within the production capabilities of the supported Psychological Operations task force (POTF) or Psychological Operations support element (PSE).
- 6. Submit recommended psychological actions (PSYACT) to the supported unit for coordination, planning, and execution.
- 7. Submit for pretesting and make necessary changes.
- 8. Submit final series prototypes to product approval authority.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Reviewed the documents produced during Phase III, Series Development.	—	—
a. SCW.		
b. SDW.		
c. SEM.		
2. Assigned PAW development tasks IAW the timeline established on the SEM.	—	—
3. Ensured one PAW was completed for each product and action on the SDW.	—	—
a. Ensured that the PAWs are completed in accordance with the SCW.		
b. Ensured that the PAW format contains the appropriate information.		
c. Verify the product concept supports the appropriate supporting arguments and is based upon guidance from the TAAW.		
4. Approved PAWs for product prototype development.	—	—
5. Supervised the development of PSYOP product prototypes.	—	—
a. Ensured the product prototype reflects the proper style and format for the TA.		
b. Determined if the prototype is within the production capabilities of the supported POTF or PSE.		
6. Submitted recommended PSYACT to the supported unit for coordination, planning, and execution.	—	—
7. Submitted for pretesting and make necessary changes.	—	—
8. Submitted final series prototypes to product approval authority.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05.302

## Submit a Psychological Operations Series for Approval

**331-37A-0477**

**Conditions:** Given the requirement to obtain approval for a PSYOP series in support of ongoing operations, a completed series concept work sheet (SCW), series dissemination work sheet (SDW), series execution matrix (SEM), product/action work sheet (PAW) index, target audience analysis work sheet (TAAW), Psychological Operations transmission matrix (PTM), the supported unit's operation order (OPORD), the PSYOP tab or appendix, and access to digital information systems.

**Standards:** Write an executive summary for the series and staff the PSYOP series through the series approval chain.

### Performance Steps

1. Write an executive summary for the series. This summary describes the series concept for the supported commander. The executive summary should, at a minimum, contain the—
  - a. Psychological Operation objective (PO).
  - b. Target audience (TA).
  - c. Behavior to be changed (supporting Psychological Operations objective [SPO]).
  - d. Media to be used.
  - e. Military units to be involved.
  - f. Timeline schedule (stages and decision points [DPs]) for the series in general terms.
  - g. Geographic locations where the series will be executed.
  - h. Following enclosures:
    - (1) Enclosure 1 – Executive summary for the series.
    - (2) Enclosure 2 – SEM.
    - (3) Enclosure 3 – PAW index.
    - (4) Enclosure 4 – TAAW.
    - (5) Enclosure 5 – SCW.
    - (6) Enclosure 6 – SDW.
    - (7) Enclosure 7 – PTM.
2. Staff the completed series approval package through the PSYOP approval chain. Include the executive summary for the series.
3. Brief the approval authority/supported unit commander on proposed PSYOP series.
4. Obtain written authorization to execute PSYOP series.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

### Performance Measures

1. Wrote an executive summary for the series that contains the—
  - a. PO.
  - b. TA.
  - c. Behavior to be changed (SPO).
  - d. Media to be used.
  - e. Military units to be involved.
  - f. Timeline schedule.
  - g. Geographic locations where the series will be executed.
  - h. Seven enclosures.

GO

NO-GO

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|--|-------|-------|
| 2. Staffed the completed series approval package through the PSYOP approval chain. | _____ | _____ |
| 3. Briefed approval authority/supported unit commander on proposed PSYOP series.   | _____ | _____ |
| 4. Obtained written authorization to execute PSYOP series.                         | _____ | _____ |

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**

## Evaluate the Effectiveness of a PSYOP Series

**331-37A-0490**

**Conditions:** Given the requirement to evaluate the effectiveness of a PSYOP series by measuring behavior change in a target audience (TA), the results of series post-testing, a series execution matrix, and a completed PSYOP assessment matrix.

**Standards:** Complete the PSYOP evaluation report/summary to include the header, summary of results, PSYOP supporting program/series information, behavior trends, relevant spontaneous events, review of post-testing, conclusion, and suggested actions.

### Performance Steps

1. Fill out the header information.
  - a. PSYOP objective (PO).
  - b. Supporting PSYOP objective (SPO).
  - c. TA.
  - d. PSYOP series.
  - e. Period of evaluation.
  - f. Date of report.
2. Write a statement summarizing evaluation results.
3. Summarize details of PSYOP series execution.
  - a. Execution timeline.
  - b. TA.
  - c. Media types.
  - d. Dissemination area.
4. Document behavior trends for the targeted behavior.
  - a. Review impact indicators.
  - b. Calculate change from periodic time sets (week, month, quarter).
  - c. Calculate overall behavior change during assessment period.
5. List relevant spontaneous events affecting behavior from the PSYOP assessment matrix.
6. Summarize the results of series post-testing.
  - a. Exposure.
  - b. Understanding.
  - c. Acceptance.
7. Write conclusions.
  - a. Progress towards the SPO.
  - b. Estimate impact of the PSYOP series on TA behavior.
  - c. Explain how spontaneous events influenced the TA behavior.
  - d. Recommendations.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resources. If computers are used for the evaluation, ensure they have connectivity to the Internet and that target websites are up. If SECRET Internet Protocol Router Network (SIPRNET) access is notional for an evaluation, provide a hard copy product clearly marked to show that it is actually UNCLASSIFIED, for example, CLASSIFIED FOR TRAINING ONLY, UNCLASSIFIED SAMPLE, or CLASSIFICATION MARKINGS FOR TRAINING PURPOSES ONLY. If classified sources are used, ensure SIPRNET connectivity and a secure training site.

### Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Filled out header information	_____	_____
a. PO.		
b. SPO.		
c. TA.		
d. PSYOP series.		

- e. Period of evaluation.
- f. Date of report.
- 2. Wrote statement summarizing evaluation results.                    \_\_\_\_\_                    \_\_\_\_\_
- 3. Summarized details of PSYOP series execution.                    \_\_\_\_\_                    \_\_\_\_\_
  - a. Execution timeline.
  - b. TA.
  - c. Media types.
  - d. Dissemination area.
- 4. Documented behavior trends for the targeted behavior                    \_\_\_\_\_                    \_\_\_\_\_
  - a. Reviewed impact indicators.
  - b. Calculated change from periodic time sets.
  - c. Calculated overall behavior change during assessment period.
- 5. Listed relevant spontaneous events affecting behavior from the PSYOP assessment matrix.                    \_\_\_\_\_                    \_\_\_\_\_
- 6. Summarized the results of series post-testing.                    \_\_\_\_\_                    \_\_\_\_\_
  - a. Exposure.
  - b. Understanding.
  - c. Acceptance.
- 7. Wrote conclusions.                    \_\_\_\_\_                    \_\_\_\_\_
  - a. Progressed towards the SPO.
  - b. Estimated impact of the PSYOP series on TA behavior.
  - c. Explained how spontaneous events influenced the TA behavior.
  - d. Made recommendations.

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 3-05.301

**Related**  
FM 3-05.302

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# APPENDIX A

## Specific Job Summaries and Resources

1. **General.** Psychological Operations (PSYOP) officers should complete normal education and training requirements to advance and develop themselves professionally and personally. Professional development for captains involves the typical duty positions listed below:

a. **PSYOP Captain.**

- (1) PSYOP Officer.
- (2) PSYOP Staff Officer.
- (3) Detachment Commander.
- (4) PSYOP Support Element (PSE) officer in charge (OIC).
- (5) PSYOP Company Executive Officer (XO).
- (6) PSYOP Instructor.
- (7) Battalion Assistant S-3.
- (8) Brigade Combat Team (BCT) Information Operations (IO) Officer/S-7.

b. **PSYOP Major.**

- (1) Regional Support Company Commander.
- (2) Tactical PSYOP Company Commander.
- (3) Psychological Operations Development Detachment Commander.
- (4) Battalion XO.
- (5) Battalion S-3.
- (6) Group S-3.
- (7) Group XO.
- (8) Special Forces Group: PSYOP Staff Officer.
- (9) Ranger Regiment: PSYOP Staff Officer.
- (10) Division: Division PSYOP Officer.
- (11) Group/Ranger Regiment/Division G-7/IO Officer
- (12) Corps: Deputy Corps PSYOP Officer.
- (13) Corps G-7/IO Officer
- (14) Army: Army PSYOP Staff Officer.
- (15) Combatant Commands (command authority) (COCOMs), Theater Special Operations Commands (TSOCs), North Atlantic Treaty Organization (NATO), Joint Information Operation Center (JIOC): Joint PSYOP Officer.
- (16) Human Resources Command (HRC): PSYOP Career Manager.
- (17) 1st IO Command: PSYOP Officer.
- (18) USAJFKSWCS PSYOP Instructor.
- (19) USAJFKSWCS PSYOP Chief of Training (Training/Doctrine Writer).
- (20) USAJFKSWCS PSYOP Chief of Doctrine (Training/Doctrine Writer).
- (21) USAJFKSWCS Officer Training Company Commander.
- (22) Special Operations Recruiting Battalion Operations Officer.
- (23) Joint Special Operations Command PSYOP Officer
- (24) Other Agencies of the U.S. Government.

c. **PSYOP Lieutenant Colonel.**

- (1) PSYOP Battalion Commander.
- (2) PSYOP Group Deputy Commanding Officer (DCO).
- (3) PSYOP Group XO.
- (4) Corps PSYOP Staff Officer.
- (5) Army PSYOP Staff Officer.
- (6) PSYOP Branch Chief, Directorate of Special Operations Proponency.
- (7) Joint: Joint Chiefs of Staff (JCS), Office of the Secretary of Defense (OSD), NATO, JIOC, Department of State.
- (8) Chief, PSYOP Training and Doctrine Division.
- (9) USASOC.

- (10) USSOCOM.
- (11) USARC.
- (12) Combatant Commands.
- d. **PSYOP Colonel.**
  - (1) PSYOP Group Commander.
  - (2) Joint: JCS, OSD, Department of State.
  - (3) Commander, Joint PSYOP Support Element (JPSE).
  - (4) Director, USASOC G-39.
  - (5) U.S. Army War College.
  - (6) USACPOC G-3.
  - (7) USACAPOC Chief of Staff.
  - (8) USSOCOM J39.
  - (9) Army Service Component Command: PSYOP Staff Officer
  - (10) Unified Combatant Command: PSYOP Staff Officer
  - (11) Corps G-7/IO Officer

**2. Resources.** PSYOP officers should use the references and resources normally available within the unit and those used for resident and nonresident schooling. The non-inclusive list of reference publications in this manual provides a ready source of information for further study and professional development.

# APPENDIX B

## Branch Reading List

The branch reading list is provided for the convenience of the individual officer and his commander. When commanders develop their unit reading programs, they should choose books or other reading material that will support their critical METL, unit-training programs, and the professional development of their officers. The intention of the branch reading list is to give the commander a starting point from which to proceed with the development of a unit or individual reading program. This reading list is only a part of his continuing professional education and development. The list is not all-inclusive, and officers are free to choose other material that better fits their individual programs.

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# GLOSSARY

## Section I Acronyms & Abbreviations

<b>AMHS</b>	automated message handling system
<b>AN</b>	annually
<b>ANCOC</b>	advanced noncommissioned officer course
<b>AO</b>	area of operations
<b>AR</b>	Army regulation
<b>ARSOF</b>	Army Special Operations Forces
<b>BA</b>	biannually
<b>BNCOC</b>	basic noncommissioned officer course
<b>BPS</b>	basic Psychological Operations study
<b>BW</b>	biweekly
<b>C/E</b>	cause and effect
<b>CCIR</b>	commander's critical information requirements
<b>CI</b>	counterintelligence
<b>CMNS</b>	combat mission needs statement
<b>COA</b>	course of action
<b>COCOM</b>	combatant command (command authority)
<b>DA</b>	Department of the Army; direct action
<b>DA Form</b>	Department of the Army Form
<b>DC</b>	dislocated civilian; displaced civilian
<b>DCO</b>	deputy commanding officer
<b>DD Form</b>	Department of the Defense Form
<b>DMS</b>	defense message system
<b>DOD</b>	Department of Defense
<b>DP</b>	decision point

<b>EPW</b>	enemy prisoner of war
<b>FDO</b>	flexible deterrent option
<b>FFIR</b>	friendly forces information requirement
<b>FM</b>	field manual; frequency modulation
<b>FOLS</b>	family of loudspeakers
<b>FRAGO</b>	fragmentary order
<b>HRC</b>	human resources command
<b>G-1</b>	Deputy Chief of Staff for Personnel
<b>G-2</b>	Deputy Chief of Staff for Intelligence
<b>G-3</b>	Deputy Chief of Staff for Operations and Plans
<b>G-4</b>	Deputy Chief of Staff for Logistics
<b>G-6</b>	Chief Information Officer/Director, Information Systems for Command, Control, Communications, and Computers
<b>G-7</b>	Deputy Chief of Staff for Information Operations
<b>GENTEXT</b>	general text
<b>HN</b>	host nation
<b>HQ</b>	headquarters
<b>HUMINT</b>	human intelligence
<b>IAW</b>	in accordance with
<b>ICC</b>	information coordinating committee
<b>IIP</b>	International Information Program
<b>INTSUM</b>	intelligence summary
<b>IO</b>	information operations
<b>IPB</b>	intelligence preparation of the battlespace; intelligence preparation of the battlefield
<b>IR</b>	information requirement
<b>J-1</b>	Manpower and Personnel Directorate
<b>J-2</b>	Intelligence Directorate
<b>J-3</b>	Operations Directorate

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<b>J-4</b>	Logistics Directorate
<b>J-5</b>	Plans Directorate of a joint staff
<b>J-6</b>	Command, Control, Communications, and Computer Systems Directorate
<b>J-7</b>	Operational Plans and Joint Force Development Directorate of a joint staff
<b>JCS</b>	Joint Chiefs of Staff
<b>JFC</b>	joint force commander
<b>JIOC</b>	joint information operation center
<b>JTF</b>	joint task force
<b>MBITR</b>	Multiband Intra-Team Radio
<b>MDMP</b>	military decision making process
<b>MEDCAP</b>	medical civil action project
<b>METL</b>	mission-essential task list
<b>MILGRP</b>	military group
<b>MO</b>	movement order; monthly
<b>MOS</b>	military occupational specialty
<b>MOSC</b>	military occupational specialty code
<b>MTP</b>	MOS training plan
<b>NATO</b>	North Atlantic Treaty Organization
<b>NCO</b>	noncommissioned officer
<b>NLT</b>	not later than
<b>OFS</b>	officer foundation standards
<b>OGA</b>	other government agency
<b>OIC</b>	officer in charge
<b>OPLAN</b>	operation plan
<b>OPORD</b>	operation order
<b>OPSEC</b>	operations security
<b>OPSUM</b>	operations summary
<b>OSD</b>	Office of the Secretary of Defense

<b>PAW</b>	product/action work sheet
<b>PDSS</b>	predeployment site survey
<b>PIR</b>	priority intelligence requirement
<b>PLL</b>	prescribed load list
<b>PO</b>	Psychological Operations objective
<b>POLMIL</b>	political-military
<b>POQC</b>	PSYOP Officers Qualification Course
<b>POTF</b>	Psychological Operations task force
<b>PSE</b>	Psychological Operations support element
<b>PSYACT</b>	psychological actions
<b>PSYOP</b>	Psychological Operations
<b>PTA</b>	potential target audience
<b>PTAL</b>	potential target audience list
<b>PTM</b>	Psychological Operations transmission matrix
<b>PTO</b>	Psychological Operations targeting objective
<b>QT</b>	quarterly
<b>S-1</b>	personnel staff officer
<b>S-2</b>	intelligence staff officer
<b>S-3</b>	operations staff officer
<b>S-4</b>	logistics staff officer
<b>S-5</b>	plans staff officer
<b>S-6</b>	command, control, communications, and computer operations officer
<b>S-7</b>	information operations officer
<b>S-8</b>	financial management officer
<b>S-9</b>	civil-military operations officer
<b>SA</b>	security assistance; semiannually
<b>SAT</b>	systems approach to training
<b>SCW</b>	series concept work sheet

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<b>SDW</b>	series dissemination work sheet
<b>SEM</b>	series execution matrix
<b>SIPR</b>	secure internet protocol
<b>SIPRNET</b>	SECRET Internet Protocol Router Network
<b>SM</b>	Soldier's manual
<b>SMCT</b>	Soldier's Manual of Common Tasks
<b>SOF</b>	special operations forces
<b>SOP</b>	standing operating procedure
<b>SOR</b>	statement of requirement; statement of operational requirements
<b>SPA</b>	special Psychological Operations (PSYOP) assessment
<b>SPO</b>	supporting Psychological Operations objective
<b>SPOTREP</b>	SPOT report
<b>STP</b>	Soldier training publication
<b>SPS</b>	special Psychological Operations (PSYOP) study
<b>SSD</b>	strategic studies detachment
<b>TA</b>	theater Army; target area; target audience
<b>TAA</b>	tactical assembly area; target audience analysis
<b>TAAD</b>	target audience analysis detachment
<b>TAAW</b>	target audience analysis work sheet
<b>TACSOP</b>	tactical standing operating procedures
<b>TM</b>	technical manual; tympanic membrane
<b>TPD</b>	tactical Psychological Operations detachment
<b>TPDD</b>	tactical Psychological Operations development detachment
<b>TPT</b>	tactical Psychological Operations team
<b>TSOC</b>	theater special operations command
<b>TV</b>	television
<b>U.S</b>	United States
<b>UAS</b>	unmanned aerial system

<b>USAJFKSWC</b>	United States Army John F. Kennedy Special Warfare Center
<b>WARNORD</b>	warning order
<b>wk</b>	weekly

## **Section II**

### **Terms**

#### **accessibility**

The availability of an audience for targeting by Psychological Operations.

#### **agents of action**

Persons and organizations who carry out or conduct programs of psychological actions. Discretionary—Persons or organizations whose activities are planned primarily for their psychological impact. Incidental—Persons or organizations whose activities generate a psychological impact secondary to the military operation.

#### **basic Psychological Operations study**

A document that describes succinctly the characteristics of a country, geographical area, or region which are most pertinent to psychological operations, and which can serve as an immediate reference for the planning and conduct of psychological operations. (JP 1-02) Also called BPS.

#### **Civil Affairs**

Designated Active Army and Reserve Component forces that are organized, equipped, and trained to carry out missions that specifically include the conduct or support to Civil Affairs activities.

#### **combatant command**

A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (JP 1-02)

#### **conditions**

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.

#### **cause-and-effect analysis**

Identifies the motivations and consequences of the target audiences (TA) current behavior and often, those that impede or restrict the TA from engaging in the desired behavior.

#### **critical information**

Specific facts about friendly intentions, capabilities, and activities vitally needed by adversaries for them to plan and act effectively so as to guarantee failure or unacceptable consequences for friendly mission accomplishment.

#### **deception**

Those measures designed to mislead the enemy by manipulation, distortion, or falsification of evidence to induce the enemy to react in a manner prejudicial to the enemy's interests. (JP 1-02)

#### **effectiveness**

The actual ability of a target audience to carry out the desired behavioral or attitudinal change.

**joint doctrine**

Fundamental principles that guide the employment of forces of two or more military departments in coordinated action toward a common objective. It is authoritative; as such, joint doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. It will be promulgated by or for the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands and Services. (JP 1-02)

**joint force**

A general term applied to a force composed of significant elements, assigned or attached, of two or more military departments operating under a single joint force commander. (JP 1-02)

**joint operations**

A general term to describe military actions conducted by joint forces or by Service forces in relationships (e.g., support, coordinating authority) which, of themselves, do not create joint forces. (JP 1-02)

**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 operation 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. (JP 1-02) Also called JPOTF.

**joint task force**

A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. (JP 1-02) Also called JTF

**national objectives**

The aims, derived from national goals and interests, toward which a national policy or strategy is directed and efforts and resources of the nation are applied. (JP 1-02)

**nongovernmental organization**

Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief). "Nongovernmental organizations" is a term normally used by non-United States organizations. (JP 1-02) Also called NGO.

**medium**

Singular form of media.

**potential target audience list**

List of target audiences the planner initially thinks have the ability to accomplish the SPOs. Also called PTAL.

**psychological actions**

Activities conducted for their psychological impact.

**Psychological Operations**

(1) 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. (JP 1-02)  
(2) (DOD) Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign government, 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.

(3) (NATO) Planned psychological activities in peace and war directed to enemy, friendly, and neutral audiences in order to influence attitudes and behavior affecting the achievement of political and military objectives. They include strategic psychological activities, psychological consolidation activities, and battlefield psychological activities.

### **Psychological Operations action**

Action or activity planned primarily for its psychological impact. Also called PSYACT.

### **Psychological Operations argument**

The overall argument and approach used to obtain a desired behavior or attitude from the target audience. Main argument- reason(s) that the TA should engage in the desired behavior. Supporting argument- used to provide factual evidence, address causes, effects, and exploit vulnerabilities. They increase a TA's motivation to accept the main argument.

### **Psychological Operations assessment criteria**

These are the objective measures used to monitor and assess changes in target audience behavior over time. These behavioral trends are then analyzed in relation to PSYOP series execution. 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 behavior(s) that PSYOP wants to influence. When answered, the assessment criteria describe trends in behavior change. Over time, these behavior trends will help determine the degree of success in achieving the SPO.

### **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.

### **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.

### **Psychological Operations series**

All actions and products 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 non-Psychological 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.

**special Psychological Operations assessment**

A Psychological Operations intelligence document which focuses on any of a variety of different subjects pertinent to Psychological Operations, such as a particular target group, significant social institution, or media analysis. It can serve as an immediate reference for the planning and conduct of Psychological Operations. Also called SPA.

**spontaneous events**

This includes any events or 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 supporting PSYOP program. Spontaneous events must be considered along with the impact indicators when determining to what degree PSYOP is influencing the TA's behavior.

**SPOT report**

A concise narrative report of essential information covering events or conditions that may have an immediate and significant effect on current planning and operations that is afforded the most expeditious means of transmission consistent with requisite security. Also called SPOTREP. (**Note.** In reconnaissance and surveillance usage, spot report is not to be used.) See Joint Tactical Air Reconnaissance/Surveillance Mission Report.

**supported commander**

The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. (JP 1-02)

**supporting commander**

A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. This includes the designated combatant commands and Department of Defense agencies as appropriate. (JP 1-02)

**supporting Psychological Operations objective**

The specific behavioral or attitudinal response desired from the target audience as a result of PSYOP. The supporting Psychological Operations objective is what PSYOP will do to get the target audiences to achieve Psychological Operations objectives. Also called SPO.

**susceptibility**

Susceptibility is the likelihood the target audience will be open to persuasion.

**symbol**

A visual (graphic or short textual), audio, or audiovisual means used to convey, reinforce, or enhance an argument.

**target audience**

An individual or group selected for influence or attack by means of Psychological Operations. Also called TA.

**vulnerability**

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 situation and events, and attitudes, values, and beliefs of the TA.

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Required publications are sources that users must read in order to understand or to comply with this publication.

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AR 350-1

*Army Training and Leader Development*, 13 January 2006

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## Related Publications

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**2 July 2007**

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