

CHAPTER 3

PSYOP Cycle and Planning Procedures



As with any operation, detailed PSYOP planning upon receipt of mission is essential. PSYOP must be fully integrated into the operation plan (OPLAN) or operation order (OPORD). The PSYOP cycle relies on specific external and internal planning procedures.

PSYOP Cycle

PSYOP planning follows a deliberate cycle that examines external and internal planning requirements. It is designed to carry the mission from conception through execution and follow-up assessment. The PSYOP cycle has three basic phases—assessing, planning, and executing. (See Figure 1-3, page 1-4.)

Assessing

During this phase, the PSYOP commander identifies and assesses several factors: his own situation, the environmental influences, and the target audience. He gathers and collates the information relative to these factors and includes it in the PSYOP commander's estimate.

Planning

The planning phase involves the complete analysis of the mission and the comparison of COAs. Based on the recommendations by his staff, the PSYOP commander selects the COAs and tailors his assets to ensure successful execution of the mission. The planning phase produces an OPLAN or OPORD.

Executing

During the executing phase, the PSYOP commander issues orders to supporting units. The PSYOP products are pretested and posttested and the feedback is evaluated. The final assessment of these factors may lead to reassessing the situation and further PSYOP planning.

PSYOP Processes

The PSYOP cycle aids in converting the mission into programs of support. During the cycle, the PSYOP personnel apply the following processes:

Intelligence Gathering

PSYOP personnel use intelligence products in a dual approach. The first approach is the analytical approach. During this approach, PSYOP personnel use extensive background data to assemble a “picture” of the target. The second approach is the target approach. In this approach, the PSYOP personnel search for a target audience that has the power to channel its behavior to produce the desired results. PSYOP personnel continuously use the dual approach when planning and implementing PSYOP.

Target Audience Analysis

After PSYOP planners analyze the target audiences, they classify them into two groups—intermediate and ultimate. The group classification is determined by the target audience’s likely effectiveness in generating a desired behavior. When selecting a target audience, the PSYOP planner adheres to the purpose of group classification. The function of the intermediate audience is to send a message. Examples of intermediate audiences are foreign key communicator and media. The function of the ultimate audience is to act on a message.

Product Development

The product development process is normally the responsibility of the product development center (PDC). The product development process involves —

- Coordinating the PSYOP mission.
- Analyzing the target audience.
- Determining the capability of PSYOP planners and regional experts to produce draft models of PSYOP products and actions.

Media Selection

During product development and agents of action selection, the PDC selects the appropriate media. This selection is based on the accessibility and susceptibility of the target audience. The PDC finishes and disseminates the products and actions consistent with program production and dissemination capabilities, agent abilities, and campaign design.

Media Production

After the objective, target audience, theme, and media have been selected, the PDC begins developing a package or prototype for the production facility. PSYOP units pretest these prototype products to determine their effectiveness.

Dissemination

PSYOP personnel determine the best means to disseminate PSYOP products to selected target audiences. Then they assess the impact these products have on the target audience.

External Planning Procedures

External planning support includes the deliberate planning process and time-sensitive planning process for contingency operations. This support also includes the duties the PSYOP staff officer performs.

Deliberate Planning Process

During this planning, the PSYOP staff officer develops the PSYOP estimate and annex or appendix and integrates them into the rest of the plan. The level of the OPLAN or OPORD dictates whether the PSYOP staff officer develops a PSYOP annex or appendix. Generally, if the operations portion of an OPLAN is written as an annex to the basic plan, the PSYOP staff officer prepares a PSYOP appendix to the operations annex for the OPLAN. Volume I of Joint Operations Planning and Execution System (JOPES) covers the deliberate mission planning process.

PSYOP Estimate. The first step in planning PSYOP support for an OPLAN or OPORD is to produce the PSYOP estimate. See Appendix B for the correct PSYOP estimate format. The PSYOP staff officer prepares the PSYOP estimate.

The basic purpose of the PSYOP estimate is to evaluate the commander's proposed COAs from a PSYOP viewpoint. The PSYOP staff officer evaluates, prioritizes, and suggests COAs that PSYOP can best support, considering both opponent and friendly capabilities. He must work closely with intelligence officers (S2/G2/J2) to obtain the information and intelligence he needs to evaluate the PSYOP situation properly. Since target audiences are both inside the area of operations (AO) as well as outside, the PSYOP staff officer must tailor his information and intelligence requests to reflect both areas. Besides listing target audiences, the PSYOP staff officer must ask the questions, "Who has the power (to help me accomplish my mission)?" and "Are they accessible (via PSYOP dissemination means)?" If potential target audiences are inaccessible by organic PSYOP dissemination means, the PSYOP staff officer must request dissemination help from other agencies.

Once the PSYOP staff officer and the other staff officers have completed their estimates, the commander selects a COA. He then outlines it to the staff. He may select one of the proposed COAs, a combination of two or more, or a completely new one.

PSYOP Annex or Appendix. The staff officers then write their portions of the OPLAN or OPORD based on the COA the commander selects and his modified mission statement. At corps level and below, the PSYOP portion of an OPLAN or OPORD is normally Annex D. At theater level, it is normally Appendix 4 to Annex C (Operations) of the OPLAN. See Appendix C for the correct PSYOP annex format. The PSYOP annex at corps level and below outlines the situation and the PSYOP mission and describes the concept of the operation. It also provides information and guidance PSYOP personnel need to conduct successful PSYOP in support of the operation.

Time-Sensitive Planning

Time-sensitive planning is an organized, systematic approach to planning for a crisis situation. It is used when the circumstances do not allow adequate time for the normal deliberate planning sequence to take place.

Under conditions requiring time-sensitive planning, the PSYOP staff officer must quickly analyze and provide input on the PSYOP situation for the operational reporting of an event or incident of national interest (operational report [OPREP]-3 PINNACLE/CINC assessment). PSYOP input is then prepared from the OPREP-1 containing the commander's estimate. Following further evaluation of the completed product and all available information, intelligence, and reference material, the PSYOP staff officer prepares the PSYOP input for the OPREP-1 operations order. All these steps are normally performed in less than 24 hours in a time-sensitive situation for which no previous plan exists. Formats and requirements for time-sensitive planning are found in the JOPES.

PSYOP Staff Officer Duties

The PSYOP staff officer has four major duties as shown in Figure 3-1. Under each category is a list of his responsibilities.

Planning

- Participates in long-range PSYOP planning in support of military missions within the theater.
- Assists in crisis-action planning.
- Assists in contingency planning.
- Assists in exercise planning.

Coordinating

- Obtains the CINC's approval for theater PSYOP policy.
- Exercises the necessary staff supervision to ensure the CINC's directives, intentions, and orders are properly executed.
- Coordinates PSYOP in support of UW, other PSYOP programs or components, joint task forces, and allied PSYOP.

Advising

- Advises the commander, staff, and subordinate units on PSYOP activities and programs.
- Advises the public affairs office on the effect of hostile PSYOP for use in troop information and command information programs.
- Advises on requirements of the command for trained PSYOP personnel, units, equipment, supplies, and research.
- Provides technical advice and assistance in the reorientation of defectors and EPWs.
- Provides input to new organizations, equipment, techniques, requirements, and capabilities.

Training

- Prepares the PSYOP portion of training plans.
- Exercises special staff supervision over PSYOP training throughout the command.
- Assists in foreign military PSYOP training.

Figure 3-1. PSYOP staff officer duties.

Internal Planning Procedures

Internal planning includes those factors that the PSYOP unit commander controls by virtue of his position. He looks at the mission, taskings, and other requirements his headquarter gives him and determines where, when, and how much effort to devote to these factors to ensure the best possible PSYOP support.

Product Development Center

The PSYOP commander has direct influence over his PDC. The PDC, which has the mission of developing PSYOP materials, is the hub of PSYOP activity within a PSYOP unit. It normally has personnel from several elements within the PSYOP unit, as well as indigenous personnel when operating in a foreign environment. Generally, a PDC has four functional sections:

- Plans and programs section (PPS).
- Target audience analysis section (TAAS).
- Testing and evaluation section (TES).
- Product development section (PDS).

All PDC sections work closely in mutually supportive coordination with each other. See Figure 3-2, page 3-7, for the functions of each section.

Readiness

Readiness is a critical requirement for PSYOP units. Constant effort is required to keep trained linguists proficient and to train PSYOP soldiers lacking skills in a foreign language. PSYOP soldiers must be well trained in both common skills and PSYOP-unique skills in spite of ongoing operations and deployments. They must also stay up-to-date on current events in their unit's area(s) of responsibility.

PSYOP units should conduct frequent preparation for overseas movement to ensure all members are administratively prepared for immediate worldwide deployment. Administrative matters include shots, wills, powers-of-attorney, personal data, and allotments. Units must keep airborne-qualified soldiers current in airborne operations to support contingency or SO. Commanders must ensure units follow testing programs. They use the following programs to evaluate the ability of the unit to support its real-world missions successfully and to determine any possible training shortfalls:

- ARTEP mission training plans (MTPs).
- Locally devised tests or series of tests.

Commanders ensure their units maintain adequate stocks of prepacked visual, audio, and audiovisual products for their primary areas of responsibility. Commanders must check the time-phased force deployment data list. They use this list to verify that their units (or elements of their units) are in the transportation flow of the supported unit early enough to provide effective PSYOP support from the beginning of an operation. Load plans and deployment rosters must be kept up to date to minimize problems when a unit receives a mission without prior

notification. Commanders also rehearse or, at the very least, talk through deployment procedures with their units to uncover potential problem areas and ensure a smooth operation.

Task Organization

PSYOP units are task organized to enhance their ability to conduct specific missions. PSYOP commanders may support the following missions and operations:

- Peace enforcement.
- Counterinsurgency operations.
- Counterdrug (CD) operations.
- Contingency operations short of war.
 - Disaster relief.
 - Shows of force.
 - Noncombatant evacuation operations (NEO).
 - Recovery.
 - Attacks and raids.
 - Freedom of navigation and protection of shipping.
- Demonstrations.
- Deception operations.
- Consolidation operations.
- Enemy prisoner of war/civilian internee (EPW/CI) operations.
- Other activities specified by the National Command Authorities (NCA).

A psychological operations task force (POTF) may be organized using the regional battalion command and control (C²) element, one or more regional support companies, assets from the tactical support battalion, and elements of the PSYOP dissemination battalion (PDB). A PSYOP task group (POTG) may be formed along similar lines using elements of regional support battalions, tactical support battalions, PDB, and EPW battalion. Other organizations may be tailored to fit the specific contingency.

Summary

External planning procedures (external from the PSYOP unit) include deliberate and time-sensitive planning, preparation of the PSYOP estimate and annex, and the duties of the PSYOP staff officer. Internal planning procedures include the organization and composition of the PDC, unit readiness and what it consists of, mission tailoring of PSYOP units for various contingencies, and possible missions PSYOP may support.

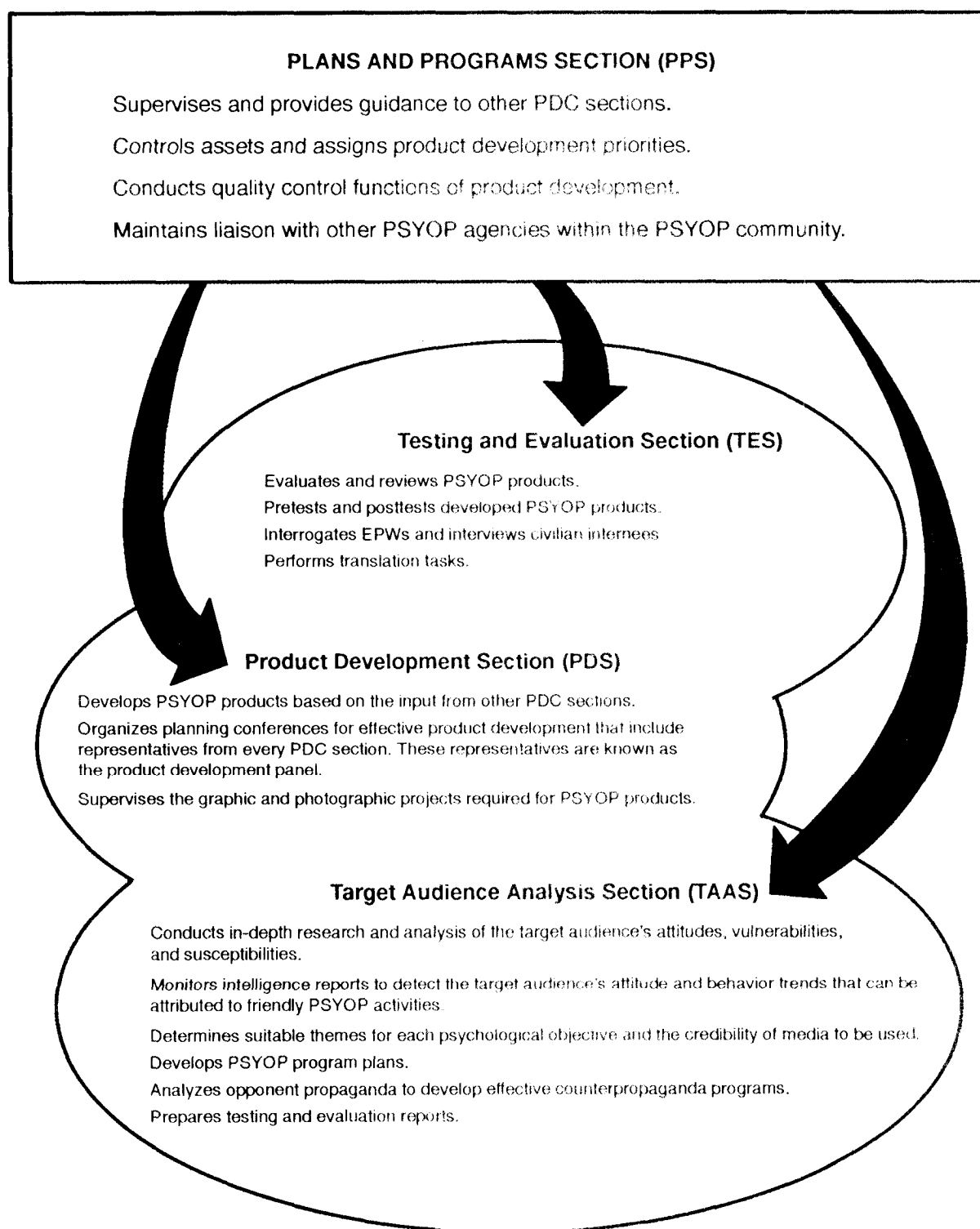


Figure 3-2. Functions of the PDC.