

## **Appendix B**

### **P S Y O P i n t h e O p e r a t i o n a l C o n t i n u u m**

Psychological operations support military operations across the operational continuum. This appendix cites examples of PSYOP support in the tactical, operational, and strategic levels during war. Examples are also provided for PSYOP support of peacekeeping, FID, contingency operations, and combatting terrorism operations. See Figures B-1 and B-2.

Peacekeeping Operations	Foreign Internal Defense Operations	Contingency Operations	Combatting Terrorism Operations
<ul style="list-style-type: none"> <li>• Develop PSYOP products designed to maintain the consent of the local populace and belligerents concerning the presence of a peacekeeping force.</li> <li>• Project neutral image of the force as an uncommitted, nonaligned third party between hostile parties.</li> <li>• Develop, coordinate, and conduct—             <ul style="list-style-type: none"> <li>- Information and education programs.</li> <li>- Peacekeeping operations training for the forces of other nations involved in the mission.</li> <li>- Allied points of contact between all parties involved.</li> <li>- Area assessments to identify key leaders, key groups, and local sensitivities and susceptibilities.</li> </ul> </li> </ul>	<p style="text-align: center;"><b>FID</b></p> <ul style="list-style-type: none"> <li>• Integrate PSYOP into all aspects of the foreign assistance programs, including internal development, humanitarian aid, and security assistance.</li> <li>• Develop campaigns to inform international community of U.S. intent and goodwill.</li> </ul> <p style="text-align: center;"><b>COUNTERINSURGENCY</b></p> <ul style="list-style-type: none"> <li>• Assist the HN government in gaining the support of its people.</li> <li>• Assist the HN government in defeating the insurgents by shifting the loyalty of opposing forces and their supporters to friendly control.</li> <li>• Project a favorable U.S. image in the HN.</li> <li>• Develop products to influence neutral groups and the world community favorably.</li> <li>• Assist the HN in establishing defector rehabilitation programs.</li> <li>• Provide close and continuous PSYOP support to maximize the effect of civil-military operations.</li> <li>• Establish HN command support of positive population control and protection from insurgent activities.</li> <li>• Provide area assessment.</li> </ul> <p style="text-align: center;"><b>INSURGENCY</b></p> <ul style="list-style-type: none"> <li>• Provide area assessment.</li> <li>• Create popular support for the resistance movement.</li> <li>• Develop passive support of the populace to allow insurgents to avoid detection and move freely.</li> <li>• Develop programs to gain converts and recruits for the resistance's political, military, and intelligence infrastructure.</li> <li>• Develop PSYOP products to popularize the anticipated reforms and programs to benefit the audience once the hostile government is overthrown.</li> <li>• Develop programs to inform world community of U.S. intent and goodwill.</li> </ul>	<ul style="list-style-type: none"> <li>• Explain the purpose of the U.S. contingency action to counter disinformation.</li> <li>• Assist in establishing control of noncombatants, neutrals, and other groups in the area of operations to help minimize casualties and to prevent interference with friendly operations.</li> <li>• Prevent or deter interference by hostile forces or other nations in the contingency operation.</li> <li>• Provide continuing analyses of political and cultural factors to help maximize political and psychological effects of the operation.</li> <li>• Provide PSYOP support to noncombatant evacuation operations.</li> <li>• Minimize interference of indigenous populations.</li> <li>• Exploit withdrawal of U.S. forces while creating positive perceptions of U.S. intent and goodwill.</li> </ul>	<ul style="list-style-type: none"> <li>• Counter the adverse effects of a terrorist act.</li> <li>• Inform the target audience of the terrorists' goals, leaders, and infrastructure.</li> <li>• Provide incentives to local populace to inform on terrorist groups.</li> <li>• Develop programs targeted at terrorist groups to persuade them that they cannot achieve their aims through terrorist activities, that they are at great personal risk, and that responsible governments will not negotiate with them under terrorist conditions.</li> <li>• Divide and undermine terrorists' support structure.</li> </ul>

Figure B-1. PSYOP in support of low intensity conflict operations and in peace.

Strategic Level	Operational Level	Tactical Level
<ul style="list-style-type: none"> <li>● Project a favorable image of the United States.</li> <li>● Support allies and other U.S. agencies in efforts to prevent war and assist in the resolution of a crisis without resorting to war.</li> <li>● Assess opponent propaganda directed against U.S. targets, measure its effectiveness, and develop counterpropaganda.</li> <li>● Prepare target population for introduction of U.S. forces into its country.</li> <li>● Design PSYOP programs to explain U.S. policies to friendly and neutral audiences and to gain their acceptance of U.S. policies.</li> <li>● Design PSYOP efforts to minimize friendly, neutral, or hostile civilian population interference with U.S. deployment operations.</li> <li>● Convince the target the U.S. can fulfill its aspirations.</li> <li>● Publicize and exploit opponent racial, ethnic, and religious prejudices and intolerances.</li> <li>● Exploit opponent support of terrorist groups and activities.</li> </ul>	<p style="text-align: center;"><b>DEEP OPERATIONS</b></p> <ul style="list-style-type: none"> <li>● Publicize and exploit harsh opponent population control measures and racial, ethnic, and religious practices.</li> <li>● Encourage disaffection of opposing force civilian population.</li> <li>● Build or create political and military alliance unity or disunity.</li> <li>● Stimulate support of opposition elements within the opposing forces or government.</li> <li>● Undermine confidence in opponent leadership and war aims.</li> <li>● Create concern about the futility of war.</li> <li>● Support resistance activities.</li> <li>● Advertise program successes to friendly, neutral, and hostile audiences.</li> <li>● Encourage disaffection of opposing troops.</li> <li>● Provide support to deception operations.</li> <li>● Support linkup with unconventional warfare element.</li> </ul> <p style="text-align: center;"><b>CLOSE OPERATIONS</b></p> <ul style="list-style-type: none"> <li>● Integrate PSYOP with battlefield maneuver plans.</li> <li>● Provide area assessment; assess psychological effect of friendly operations.</li> <li>● Explain U.S. policies to friendly and neutral audiences to gain their acceptance of U.S. policies or intended action.</li> <li>● Conduct counterpropaganda programs.</li> <li>● Capitalize on defeats.</li> <li>● Encourage disaffection of troops.</li> <li>● Conduct surrender appeals, synchronized with battle successes.</li> <li>● Assist in battlefield control of displaced persons and refugees.</li> <li>● Interrogate prisoners of war.</li> <li>● Provide support to tactical deception operations.</li> </ul> <p style="text-align: center;"><b>REAR OPERATIONS</b></p> <ul style="list-style-type: none"> <li>● Assist MPPWCOM in prisoner-of-war camps.</li> <li>● Develop HN contacts for language specialists and equipment usage.</li> <li>● Conduct PSYOP to counter effects of hostile terrorist, sabotage, or special purpose force activities.</li> <li>● Assist in control of displaced persons and refugees.</li> <li>● Conduct counterpropaganda programs.</li> <li>● Support civil-military operations.</li> </ul>	<ul style="list-style-type: none"> <li>● Create a favorable image of U.S. and allied soldiers' good treatment of EPWs.</li> <li>● Discourage and disrupt opponent operations by spreading doubt, discontent, and distrust among opponent personnel in the targeted area.</li> <li>● Support strategic PSYOP by furnishing detailed and timely information of local susceptibilities up the chain of command.</li> <li>● Assist in tactical cover and deceptions operations.</li> <li>● Induce surrender.</li> <li>● Produce "Free Pass" leaflets and coordinate with friendly commands to ensure leaflets are honored.</li> <li>● Design programs of psychological actions that are amplified by psychological products.</li> </ul> <p style="text-align: center;"><b>DEEP OPERATIONS</b></p> <ul style="list-style-type: none"> <li>● Assist in tactical cover and deception operations.</li> <li>● Help control civilians in the combat area.</li> <li>● Give information and directions to isolated friendly elements operating in the combat zone.</li> <li>● Discourage and disrupt operations by spreading doubt, discontent, and distrust among opponent personnel.</li> <li>● Lower enemy morale and efficiency by emphasizing friendly successes and the futility of dying.</li> <li>● Emphasize danger to opponent of working in NBC environment.</li> <li>● Provide "Free Pass" leaflets.</li> <li>● Facilitate the occupation of opponent towns by delivering ultimatums and giving directions for ceasing hostilities.</li> <li>● Publicize civilian control measures by using broadcasts and printed information.</li> </ul> <p style="text-align: center;"><b>REAR OPERATIONS</b></p> <ul style="list-style-type: none"> <li>● Provide area assessment to identify key leaders and local sensitivities.</li> <li>● Create a favorable image of U.S. and allied soldiers and leaders to local populace.</li> <li>● Counter hostile propaganda by initiating a well-planned, aggressive, and effective PSYOP program.</li> <li>● Publicize civilian control measures by using broadcasts and printed information.</li> <li>● Help control enemy and civilians in the combat area.</li> <li>● Use local nationals and interpreters to establish effective communications nets and intelligence sources within rear area.</li> </ul>

Figure B-2. PSYOP in conflict and war.