

details potential uses for PSYOP in the operational continuum.

PSYOP derive their chief effectiveness from being a part of a total operation. They are not a substitute for combat power. They may, however, be employed when the use of combat forces is inappropriate such as during peacetime. When skillfully and

closely integrated with military and political actions, they act as a catalyst and can often make the difference between mission success and failure.

In this chapter, the word “opponent” applies to individuals or groups in a conflict—military, political, or otherwise—with the United States, whether or not war has been formally declared.

ROLE AND RESPONSIBILITIES

Army PSYOP units usually operate as support units, not as stand-alone forces. Their primary role is to support other military units or U.S. Government agencies in reaching U.S. national objectives. Their primary responsibilities are to—

- Assess the psychological impact of military operations.

- Advise the military commander or the Department of Defense (DOD) mission director on psychological action programs.
- Develop and conduct PSYOP programs supporting military operations.
- Counter hostile propaganda.

OTHER USES OF PSYOP ASSETS

PSYOP units may support other military units in a variety of ways.

PSYOP assets may support a commander’s information and awareness program or other mission-oriented activities, such as disaster relief. In such cases, the commander must clearly distinguish that PSYOP assets are being used in a dissemination role only, not to project a PSYOP message.

PSYOP assets may support a commander’s deception plan or the covert activities of the military or other government agencies.

PSYOP assets can provide target audience intelligence and regional and language expertise. PSYOP assets can also disseminate command information and products that explain the intent of military operations to target audiences. A commander may use PSYOP assets to let his opponents or enemies know that it is honorable, as well as sensible, for individual soldiers or entire units to cease hostilities in the face of overwhelming odds and be treated humanely. A commander may also use PSYOP assets to inform civilians it is in their interest to stay in their homes or off main supply routes.

CONSIDERATIONS IN USING PSYOP ASSETS-

When commanders consider using PSYOP in military operations, they must keep in mind

the various capabilities and limitations of PSYOP and their potential impact.

PSYOP Capabilities

Some PSYOP capabilities include—

- Amplifying the effects of military operations.
- Informing audiences in denied areas.
- Overcoming censorship, illiteracy, or interrupted communications systems.
- Giving guidance or reassurance to isolated or disorganized audiences.
- Targeting opponent audiences to diminish morale or to reduce the will to resist.
- Sustaining the morale of resistance fighters.
- Exploiting ethnic, cultural, religious, or economic differences.
- Giving opponent audiences alternatives to continued conflict.
- Influencing local support for insurgents.
- Supporting deception operations.
- Projecting a favorable image of U.S. actions.
- Using face-to-face communications, key communicators, and mass media to engage every practical avenue to channel the target audience's behavior.

PSYOP Limitations

The next paragraphs identify limitations of PSYOP.

Time and Planning Considerations

PSYOP units need timely predeployment notification to assemble experts and relevant materials. PSYOP assets also need to be included early in the operation's planning process. To ensure effective support, operations officers and PSYOP liaison personnel must maintain a sustained, ongoing dialogue. Without this dialogue, PSYOP must take a shotgun approach to supporting the commander's mission.

Opponent Countermeasures

The opponent's ability to use all available means and media in effective countermeasures limits PSYOP effectiveness.

Incomplete Information

Intelligence agencies often do not include in their collection plans the factors that influence the target audience. The lack of accurate and complete data restricts the number of exploitable vulnerabilities.

Evaluation

Restrictions on news, public discussion, and travel limit the information available to evaluate PSYOP effectiveness.

Coordination

Failure to coordinate between military PSYOP units and civilian information agencies may give opponents opportunities for effective counterpropaganda. Failure to coordinate may also limit a PSYOP campaign's or message's effectiveness and possibly even have a negative effect.

Qualified Personnel

Effective PSYOP require imaginative personnel who know the target audience's language. These personnel must also understand its political, economic, cultural, social, and ideological conditions. Shortages of these personnel or the failure to employ them properly will significantly detract from a successful PSYOP campaign.

Laws of War

Various laws of war constrain the actions of the United States in conflict. FM 27-10 sets forth the laws of war contained in the Hague Conventions, Hague Regulations, Geneva Convention for the protection of War Victims, and other sources. U.S. military personnel must observe these prohibitions.

Accessibility of Potential Target Audiences

Target audiences may be beyond the limits of military PSYOP targeting methods due to physical or policy restrictions. In such cases, military PSYOP planners refer these targets to higher government targeting agencies.

Peacetime

Peacetime is a nonhostile state during which political, economic, psychological, and military measures are used to reach national goals. The measures taken do not involve U.S. combat operations or active support to warring parties.

Strategic peacetime objectives include keeping foreign groups and countries from starting hostilities against the United States. When U.S. and allied interests are jeopardized, strategic peacetime objectives enhance potential U.S. military capabilities by projecting a favorable image of the United States and supporting U.S. public diplomacy. The OP3 that authorizes and implements peacetime PSYOP may further these goals. PSYOP in peacetime require U.S. Government interagency coordination and integration at the national and country team level.

Conflict

Conflict encompasses all spheres of national security: political, military, economic, social, and cultural. The combat power of military forces is a significant factor of conflict. Noncombat activities can be as decisive in conflict as combat operations are in conventional warfare. Failure to engage properly on the noncombat fronts can mean defeat, regardless of the outcome of military operations. Conflict is frequently a protracted politico-military struggle between political systems and ideologies. All military, economic, psychological, and social activities are effective only insofar as they support the political goal. PSYOP serve as a weapon system in this struggle by—

- Building and sustaining support for U.S. or allied political systems, including ideology, infrastructure, and political programs.
- Attacking the legitimacy and credibility of a competitor's political system.
- Mobilizing popular support for political, social, and economic programs consistent with U.S. goals.

- Publicizing planned reforms and programs that benefit the populace after a competitor's defeat.
- Shifting the loyalty of hostile forces and their supporters to a friendly power.

In conflicts short of war, the commitment of general purpose combat forces may be premature, inappropriate, or infeasible. It may also increase the risk of further escalating the conflict to an unacceptable level. In these situations, PSYOP offer the NCA options for engagement without general purpose combat forces. (See Figure 1-2.)

During Operation Just Cause in Panama, PSYOP planners designed consolidation programs to encourage support for U.S. goals. PSYOP also involve foreign internal defense (FID) missions to enhance the military capabilities of U.S. allies in the region. In the aftermath of war or conflict, consolidation PSYOP help in returning an area to normalcy. Consolidation PSYOP help military operations by reducing interference from non-combatants and by gaining the populace's cooperation.

War

The NCA may direct a unified command CINC to conduct PSYOP. In war, PSYOP support tasks at the strategic, operational, and tactical level may influence any part of the battlefield areas.

The strategic supporting role of PSYOP during war focuses on the hostile power's long-term capacity to continue fighting. For example, PSYOP actions may help U.S. strategic foreign policy in achieving stability in the Middle East by projecting an ongoing presence there.

At the operational level, theater PSYOP actions aided the unified commander's theater campaign plan during operations Desert Shield and Desert Storm. This aid included, among other things, support of the operational deception.

STABILIZATION

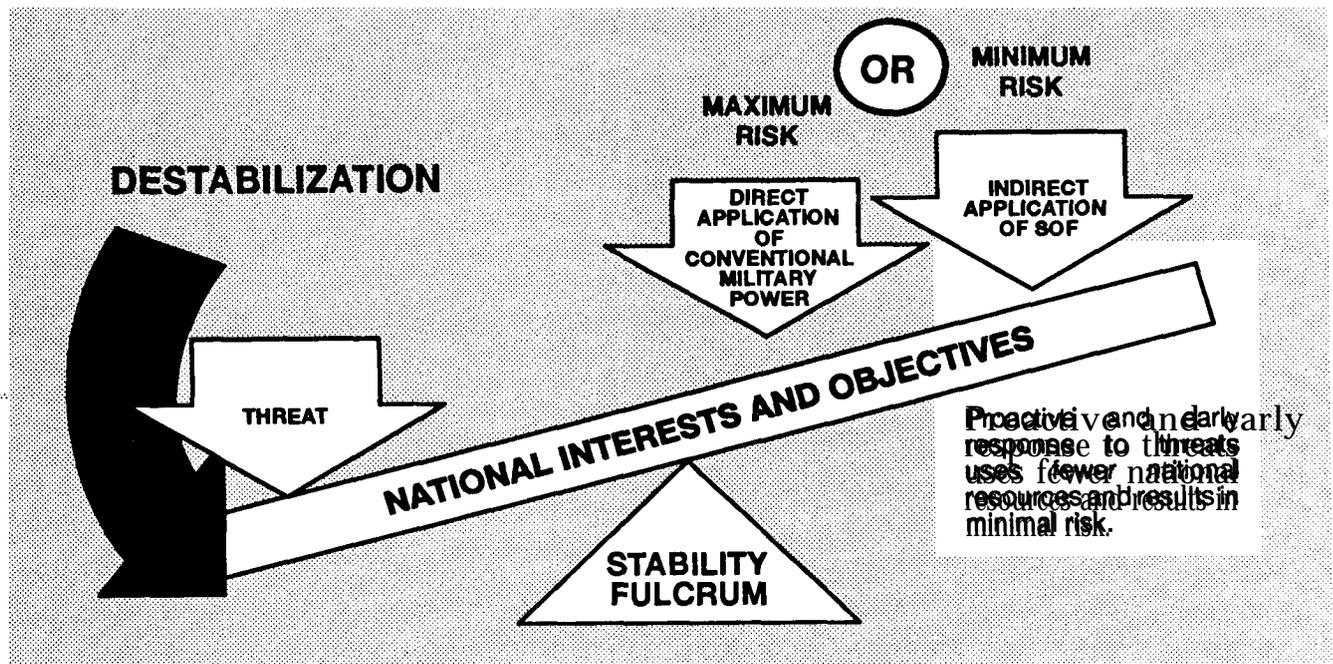


Figure 1-2. National response.

Tactical PSYOP actions during operations Desert Shield and Desert Storm included safe conduct passes and surrender appeals

dropped as leaflets from aircraft on Iraqi forces facing the coalition forces.

BLUEPRINT OF THE BATTLEFIELD

The Army has adopted a blueprint of the battlefield for the tactical, operational, and strategic levels of war (see TRADOC Pam 11-9). This blueprint depicts military operations by functional areas and describes three operating systems: battlefield operating systems (BOS), theater operating systems

(TOS), and global operating systems (GOS). Appendix D describes these systems further. Figure 1-3 portrays the BOS in which PSYOP are considered a form of fire support. The blueprint provides a tool for mission analysis and the definition of requirements in the battlefield development plan.

THE PRINCIPLES OF WAR

PSYOP commanders, coordinators, and planners apply the principles of war to support joint, combined, interagency, and special operations (SO). Before they apply these principles, however, they must consider the operational environment and force capabilities. PSYOP are more sensitive to nonmilitary factors than are conventional operations.

PSYOP units offer unique capabilities such as language-qualified personnel, personnel familiar with the target audience, and personnel who can operate media equipment. PSYOP apply the nine principles of war—

- *Objective.* Direct every military operation toward a clearly defined, decisive, and attainable goal.

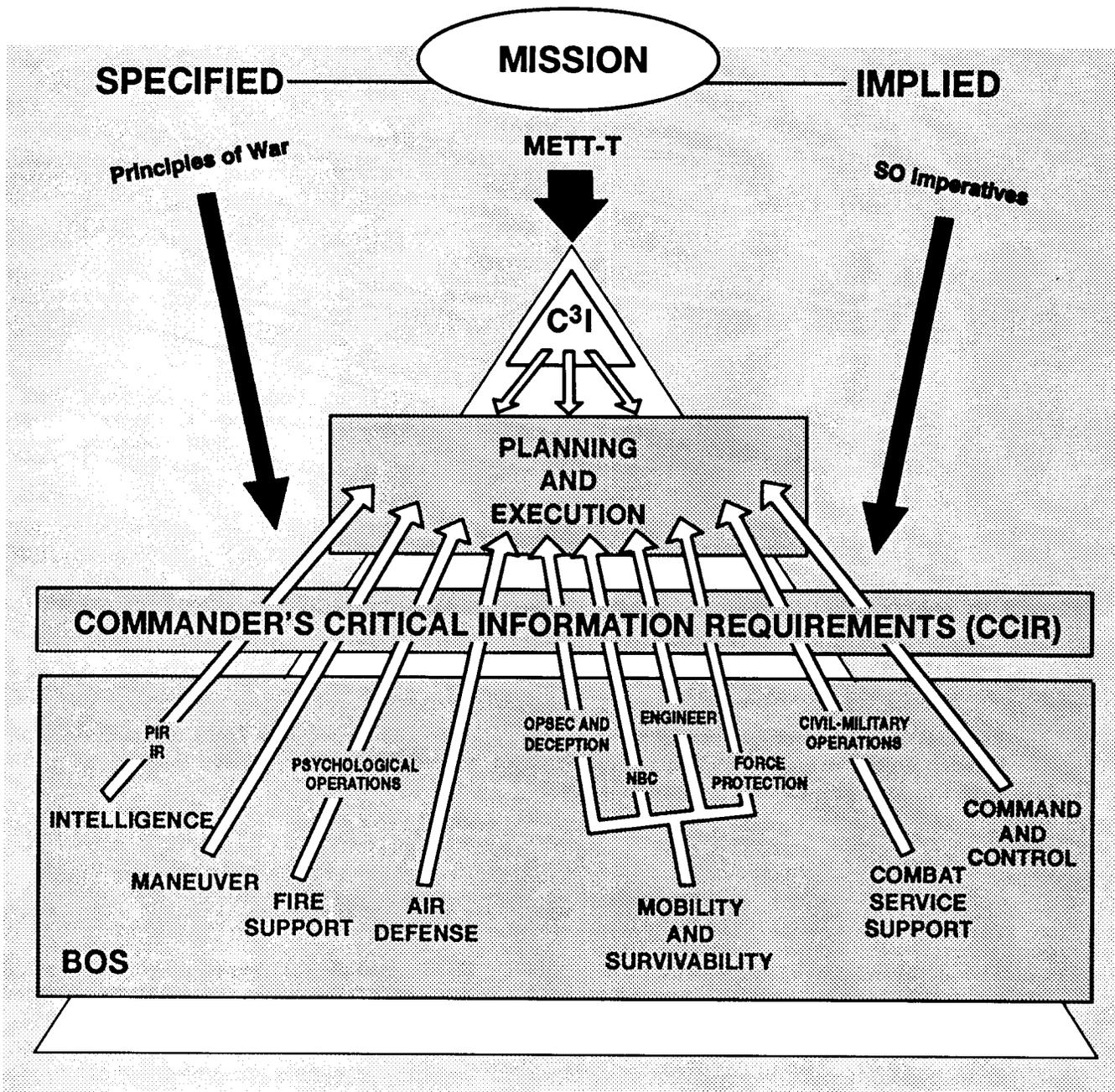


Figure 1-3. Battlefield operating systems.

- *Offensive.* Seize, retain, and exploit the initiative.
- *Mass.* Concentrate combat power at the decisive place and time.
- *Economy of Force.* Allocate minimum essential combat power to secondary efforts.
- *Maneuver.* Place the opponent in a position of disadvantage through the flexible application of combat power.
- *Unity of Command.* For every objective, ensure unity of effort under one responsible commander.
- *Security.* Never let the opponent get an unexpected advantage.
- *Surprise.* Strike the opponent at a time or place or in a manner for which he is unprepared.
- *Simplicity.* Prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding.

Objective

In war, PSYOP goals usually focus on hostile military vulnerabilities. In conflict, they may focus on economic or political objectives, as well as military vulnerabilities. In peacetime, they may lead directly to accomplishing theater objectives. However, PSYOP objectives must always support national goals.

Offensive

The supported commander must include PSYOP in the planning stages of offensive operations. The use of PSYOP as an afterthought often yields an ineffective PSYOP program. PSYOP personnel must work closely with the supported unit's operations and training officer (S3) to make sure the operations include battlefield psychological activities (BPA). The type of offensive operation influences the type of combat support from PSYOP forces.

Mass

PSYOP usually support the principle of mass during conventional operations rather than during SO. For example, loudspeakers may broadcast the sounds of maneuvering tanks to portray a force larger than the actual force. PSYOP forces do not mass together to bring overwhelming combat power against a target. Instead, the synergistic effect of combat formations and psychological actions acts as a combat multiplier. Additionally, a supported commander may concentrate PSYOP sections or teams to increase the potency of PSYOP actions.

Economy of Force

When PSYOP are part of military operations, they increase the chances of a successful mission. The supported commander can reach his objectives by using PSYOP as a force multiplier with other BOS. PSYOP, as a nonlethal fire support element, can help reduce the number of noncombatants and decrease armed resistance to U.S. operations.

Maneuver

PSYOP units do not maneuver against an opponent in the classic sense. Once committed, PSYOP units often lack the opposing force's tactical mobility and reinforcement capability. A PSYOP commander may use various PSYOP actions to aid his supported commander in maneuvering his forces. One way is to use loudspeakers to clear civilians from main supply and advance routes.

Unity of Command

The Psychological Operations Task Force (POTF) or the Psychological Operations Task Group (POTG) in the senior supported command's headquarters designs and orchestrates the overall PSYOP campaign and supporting PSYOP programs to achieve unity of command. See Chapter 5 for more details on organization. PSYOP units often work with other government agencies to plan operations. PSYOP commanders must synchronize their activities with nonmilitary members of the country team, for example.

Security

At the tactical level, security is essential in protecting and managing combat power. All PSYOP personnel must know security measures outlined in the standing operating procedures (SOPS) of their units and supported units. Supported units' SOPS often take precedence. PSYOP units develop PSYOP awareness programs (PAPs) for supported units to help reduce susceptibility to hostile propaganda. PSYOP support to deception enhances security.

Surprise

The United States can achieve a degree of psychological surprise with its strategic deployment capability. Rapid deployment of U.S. combat forces into a crisis area may forestall or upset the opponent's plans and preparations. This capability can give the United States a physical and psychological

advantage by denying the opponent the initiative. PSYOP that support deception plans can enhance the principle of surprise by giving credence to feints and ruses. PSYOP can achieve surprise when the enemy has a weak or nonexistent PAP. When target audiences are not preconditioned to avoid or distrust our messages, the impact of those messages is magnified.

Simplicity

PSYOP plans and procedures must be simple and direct. The stress and confusion of changing situations can disrupt complex, rigid plans. Clear, concise operation plans (OPLANs), operation orders (OPORDS), and appendixes reduce misunderstanding and confusion.

PSYOP PROGRAMS

A PSYOP program includes products, actions, or a series of both, designed to produce a desired behavior in a specific target audience. A series of PSYOP programs form the PSYOP campaign that supports the senior commander's overall goals. A PSYOP program's purpose is to channel a target audience's behavior toward the support of U.S. goals. In practice, national goals determine the use of PSYOP programs. These goals may be political, economic, military, social, ideological, or religious. They are a means by which the United States seeks to maintain or redistribute power. Projection of power requires a series of management decisions from the NCA on strategic policy to tactical-level techniques by PSYOP personnel. From policy to technique, the basic planning considerations are the same. The PSYOP program supporting national goals must be reasonable, timely, and achievable. PSYOP programs include action programs, product programs, or product and action programs.

Action Programs

These programs are sequential, coordinated activities that may include military operations conducted for their psychological impact. Examples of action programs range from a civil affairs (CA) unit drilling a well for humanitarian assistance to an aircraft carrier sailing off the coast for a show of force. Only the supported unit's limitations in performing the action and the PSYOP planner's imagination restrict the variety of psychological actions. All psychological ac-

tions require close coordination with other Services and agencies to ensure proper timing, coherence, and economy of force. Units conducting action programs provide an extra dimension to the overall psychological program. Properly planned, coordinated, and integrated psychological actions help PSYOP personnel capitalize on the success of the actions. They then use that success to influence the target audience's behavior. Commanders and planners must remember that all actions have a psychological impact, even those not intended to be a part of action programs.

Product Programs

Product programs are sequential, coordinated presentations of visual, audio, and audiovisual products designed to enhance the effects of psychological actions. A product must attract the audience's attention and convey the intended meaning. The product must also lead the target audience in a direction that accomplishes the psychological objective and the PSYOP mission. Whatever form it takes, the product must accomplish its tasks independently.

Product and Action Programs

These programs are sequential, coordinated actions and product presentations that synchronize their respective effects to produce a desired behavior in a specific target audience. The produced behavior or attitude must support the supported commander's overall objectives.

Appendix A

PSYOP Capabilities, Assets, and Target Audiences in Military Operations

PSYOP support a wide variety of military operations across the operational spectrum. This appendix provides samples of PSYOP support and the lead time required for different military operations.

MISSION	PSYOP CAPABILITY															ASSET										TARGET										
	Intelligence	Language	Face-to-Face Comm	Leaflet: Contingency	Leaflet: Prepack	Handout, Poster	Audio: Live	Audio: Pre-recorded	Audiovisual: Live	Audiovisual: Pre-recorded	Command and Information	Awareness Programs	Counterpropaganda	Training	Mill Ops Effects Analysis	Liaison	Research and Analysis	Interpreters, Region, Exp.	Print: Mobile	Print: Fixed	Radio: Mobile	Radio: Fixed	Loudspeaker	Television/Movie	Mobile Training Team	Oposing Combatant	Opponent Rear Echelon	Opponent's Ally	Other Belligerents	Nonbelligerents	Friendly Civilian	Hostile Civilian	Key Communicators	Special Interest Groups		
	x	x	x	p*	p*	x	p	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p	
Offense																																				
Close	x	x	x	p*	p*	x	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p		
Deep	x	x	x	p*	p*	p	p	p	p*	p*				x	x	x	x	p*	p*	p	p		p*	p*												
Rear	x	x	x	p	p	x	p	p	p	p	x	p	p	x	x	x	x	p	p	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p		
Defense																																				
Close	x	x	x	p*	p*	x	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p	p	
Deep	x	x	x	p*	p*	p	p	p	p*	p*				x	x	x	x	p*	p*	p	p		p*	p*												
Rear	x	x	x	p	p	x	p	p	p	p	x	p	p	x	x	x	x	p	p	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p	p	
Retrograde*																																				
Close	x	x	x	p*	p*	x	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p	p	
Deep	x	x	x	p*	p*	p	p	p	p*	p*				x	x	x	x	p*	p*	p	p		p*	p*												
Rear	x	x	x	p	p	x	p	p	p	p	x	p	p	x	x	x	x	p	p	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p	p	
Strike	x	x	x	p*	p*	p	p	p	p*	p*				x	x	x	x	p*	p*	p	p		p*	p*												
Rescue	x	x	x	p*	p*	p	p	p	p	p				x	x	x	x	p*	p*	p	p		p*	p*												
NEO	x	x	x	p*	p*	p	p	p	p	p				x	x	x	x	p*	p*	p	p		p*	p*												
Shows of Force	x	x	x	p*	p*	p	p	p	p*	p*				x	x	x	x	p*	p*	p	p		p*	p*												
FID/IDAD	x	x	x	p	p	p	p	p	p	p	p	p	p	x	x	x	x	p	p	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p	p	
Insurgency	x	x	x	p	p	p	p	p	p	p	p	p	p	x	x	x	x	p	p	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p	p	
Counterinsurgency	x	x	x	p	p	p	p	p	p	p	p	p	p	x	x	x	x	p	p	p	p	x	p	p	p	p	p	p	p	p	p	p	p	p	p	
Counterterrorism	x	x	x	p*	p*	p	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p		p*	p*												
Counterdrug	x	x	x	p*	p*	p	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p		p*	p*												
Peacemaking	x	x	x	p*	p*	p	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p		p*	p*												
Peacekeeping	x	x	x	p*	p*	p	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p		p*	p*												
Disaster Relief	x	x	x	p*	p*	p	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p		p*	p*												
Refugee	x	x	x	p*	p*	p	p	p	p	p	p	p	p	x	x	x	x	p*	p*	p	p		p*	p*												
EPW/GI	x	x	x	p	p	p	p	p	p	p	p	p	p	x	x	x	x	p	p	p	p		p	p	p	p	p	p	p	p	p	p	p	p	p	
Demonstrations	x	x	x	p	p	p	p	p	p	p	p	p	p	x	x	x	x	p	p	p	p		p	p	p	p	p	p	p	p	p	p	p	p	p	
Occupation	x	x	x	p	p	p	p	p	p	p	p	p	p	x	x	x	x	p	p	p	p		p	p	p	p	p	p	p	p	p	p	p	p	p	
Deception	x	x	x	p	p	p	p	p	p	p	p	p	p	x	x	x	x	p	p	p	p		p	p	p	p	p	p	p	p	p	p	p	p	p	
Covert**																																				

* PSYOP in the retrograde will not be as effective. ** Classified mission tailoring required.

Figure A-1. PSYOP capabilities, assets, and target audiences in military operations.

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"> ● Develop PSYOP products designed to maintain the consent of the local populace and belligerents concerning the presence of a peacekeeping force. ● Project neutral image of the force as an uncommitted, nonaligned third party between hostile parties. ● Develop, coordinate, and conduct— <ul style="list-style-type: none"> - Information and education programs. - Peacekeeping operations training for the forces of other nations involved in the mission. - Allied points of contact between all parties involved. - Area assessments to identify key leaders, key groups, and local sensitivities and susceptibilities. 	<p style="text-align: center;">FID</p> <ul style="list-style-type: none"> ● Integrate PSYOP into all aspects of the foreign assistance programs, including internal development, humanitarian aid, and security assistance. ● Develop campaigns to inform international community of U.S. intent and goodwill. <p style="text-align: center;">COUNTERINSURGENCY</p> <ul style="list-style-type: none"> ● Assist the HN government in gaining the support of its people. ● Assist the HN government in defeating the insurgents by shifting the loyalty of opposing forces and their supporters to friendly control. ● Project a favorable U.S. image in the HN. ● Develop products to influence neutral groups and the world community favorably. ● Assist the HN in establishing defector rehabilitation programs. ● Provide close and continuous PSYOP support to maximize the effect of civil-military operations. ● Establish HN command support of positive population control and protection from insurgent activities. ● Provide area assessment. <p style="text-align: center;">INSURGENCY</p> <ul style="list-style-type: none"> ● Provide area assessment. ● Create popular support for the resistance movement. ● Develop passive support of the populace to allow insurgents to avoid detection and move freely. ● Develop programs to gain converts and recruits for the resistance's political, military, and intelligence infrastructure. ● Develop PSYOP products to popularize the anticipated reforms and programs to benefit the audience once the hostile government is overthrown. ● Develop programs to inform world community of U.S. intent and goodwill. 	<ul style="list-style-type: none"> ● Explain the purpose of the U.S. contingency action to counter disinformation. ● 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. ● Prevent or deter interference by hostile forces or other nations in the contingency operation. ● Provide continuing analyses of political and cultural factors to help maximize political and psychological effects of the operation. ● Provide PSYOP support to noncombatant evacuation operations. ● Minimize interference of indigenous populations. ● Exploit withdrawal of U.S. forces while creating positive perceptions of U.S. intent and goodwill. 	<ul style="list-style-type: none"> ● Counter the adverse effects of a terrorist act. ● Inform the target audience of the terrorists' goals, leaders, and infrastructure. ● Provide incentives to local populace to inform on terrorist groups. ● 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. ● Divide and undermine terrorists' support structure.

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

Figure B-2. PSYOP in conflict and war.