

Joint Doctrine Manual

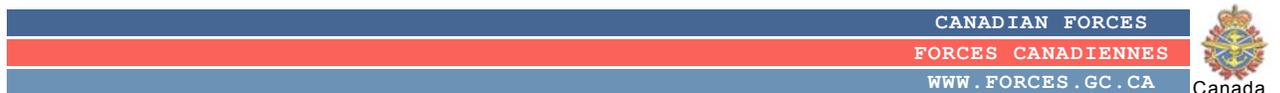
PSYCHOLOGICAL OPERATIONS

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Page No.	Change No.	Page No.	Change No.
Title	0	B2-1 to B2-2	0
A.....	0	B3-1 to B3-2	0
i to ii	0	C-1 to C-4.....	0
iii to vi.....	0	D-1 to D-4.....	0
1-1 to 1-6	0	E-1 to E-4	0
2-1 to 2-6	0	E1-1 to E1-6	0
3-1 to 3-6	0	E2-1 to E2-22	0
4-1 to 4-4	0	F-1 to F-12.....	0
5-1 to 5-8	0	GL-1 to GL-2	0
A-1 to A-12.....	0	LA-1 to LA-4	0
B-1 to B-2.....	0	REF-1 to REF-2.....	0
B1-1 to B1-2.....	0	INDEX-1 to INDEX-2.....	0

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PREFACE

1. This manual, Joint Psychological Operations (PSYOPS), B-GJ-005-313/FP-001, was prepared to detail CF procedures and processes to plan and conduct CF Psychological Operations.
2. The fact that Canada had no doctrinal base PSYOPS has been frequently considered as a shortfall in recent operations. The stated reason for the lack of doctrine development was the moral dilemma presented by PSYOPS concerning public deception. Indeed, this rationale may be more apparent than real. Consequently, the lack of PSYOPS doctrine and training potentially made Canadian commanders less effective than ideal. In addition, it often made it difficult to assess potential tasks that require PSYOPS capabilities. Canadian commanders frequently note that they lack the necessary expertise and equipment to perform the PSYOPS aspect of their mission. The CF joint psychological operations doctrine will help to significantly reduce the CF shortfall in personnel expertise.
3. Psychological Operations (PSYOPS) is an important element of Information Operations (IO). IO is an integrating strategy which seeks to protect one's own information and influence an adversary's military and civilian decision makers through the use of information or by affecting their information base. These decision-makers will most likely be the target audience for CF PSYOPS. The CF concept for IO is that it is a coordinating strategy that will be applied at all levels of command from the Minister of National Defence downwards. PSYOPS is particularly capable to influence decision-makers by means of communication ("non-lethal weapon"), targeting leaders directly and/or indirectly by addressing the public or military forces of an adversary. PSYOPS messages must be closely coordinated with other information activities. PSYOPS will support IO objectives. PSYOPS staff will contribute to all phases of the operational process beginning with research and analysis, the estimate process through to the execution phase.
4. Prior to launching military operations, concurrent PSYOPS can be planned, conducted, executed and coordinated at Strategic, Operational and Tactical levels simultaneously, within directives and limitations issued by the CDS. Coherence between the political and military messages is paramount to achieving the mission. Any information or intelligence gathering in support of domestic and international operations involving PSYOPS may only be conducted within the constraints of Canadian laws and policy.
5. This manual is intended to guide the Canadian Force's conduct of PSYOPS. This Joint Doctrine will be consistent with IO Policy, once approved, and amended as appropriate when necessary. As doctrine, this manual is authoritative but requires judgement in application.

FOREWORD

1. The aim and function of this document is to outline CF Psychological Operations (PSYOPS) doctrine, to highlight its role as a force multiplier in support of the commander across the spectrum of conflict, and to describe its place in supporting the achievement of Canadian Forces goals and objectives. It is designed for use by the following:

- a. Commanders and their staffs at the strategic and operational levels;
- b. The Joint Staff (J Staff) at NDHQ;
- c. Task forces commander and their staff, as well as all formations and agencies supporting such operations; and
- d. Command and staff colleges and other teaching institutions within the framework for officer professional development.

2. This manual is presented in five chapters. Chapter 1 - describes the fundamental concepts of PSYOPS. Chapter 2 - outlines the roles and responsibilities of PSYOPS organisations. Chapter 3 – outlines operational planning consideration. Chapter 4 – lays out PSYOPS capabilities while Chapter 5 briefly describes the PSYOPS Analysis Process.

3. This doctrine is based on the historical experience of the CF. Lessons learned from recent operations have been incorporated where appropriate. This document should clarify for CF members engaged in psychological operations their role when deployed overseas. This manual has essentially been based on CF, NATO and US PSYOPS Doctrine and other relevant publications. Considering that no official Tactics, Techniques and Procedures (TTPs) for PSYOPS is currently available in any CF documents, some PSYOPS TTPs to CF members are provided in some annexes and appendixes.

4. This manual is to be used in conjunction with the *CF Operations Manual*, B-GG-005-300/AF-000 and other CF manuals.

5. Comments and recommendations for changes should be forward to the custodian: J7 Doctrine 6.

6. The Canadian Forces Doctrine Board is the ratification authority for this doctrine.

TABLE OF CONTENTS

List of Effective Pages B

Preface i

Foreword ii

Table of Contents iii

CHAPTER 1 - AN OVERVIEW OF PSYCHOLOGICAL OPERATIONS 1-1

 101. General 1-1

 102. Scope of PSYOPS 1-1

 103. Categories of PSYOPS 1-2

 104. Principles of PSYOPS 1-3

 105. Factors Affecting PSYOPS 1-4

 106. Counter Psychological Operations 1-5

 107. PSYOPS Relationships with Other Military Activities 1-5

CHAPTER 2 - COMMAND AND CONTROL 2-1

 201. General 2-1

 202. Responsibilities 2-1

 203. The PSYOPS Cell 2-2

 204. Battlefield Framework 2-3

 205. PSYOPS Group Structure 2-4

 207. The Navy 2-6

 208. The Air Force 2-6

CHAPTER 3 - PSYCHOLOGICAL OPERATIONS PLANNING 3-1

 301. General 3-1

 302. Planning Concept 3-1

 303. Psyops in the CF Operational Planning Process 3-2

 304. OPP Stages 3-3

 305. PSYOPS Planning Process and Outputs 3-5

CHAPTER 4 - PSYCHOLOGICAL OPERATIONS CAPABILITIES 4-1

 401. General 4-1

 402. Military Operations Other Than War (MOOTW) 4-1

 403. PSYOPS in Support of Warfighting 4-1

 404. PSYOPS in Support of Joint Operations 4-2

 405. PSYOPS Limitations 4-3

 406. PSYOPS Training 4-4

CHAPTER 5 - THE PSYCHOLOGICAL OPERATIONS ANALYSIS PROCESS 5-1

 501. General 5-1

 502. The Process 5-1

503.	The Relationship Between Psyops and Intelligence	5-2
504.	Sources and Agencies.....	5-3
505.	PSYOPS Studies.....	5-4
506.	Target Audience	5-5
507.	Issues and Themes	5-6
508.	Effectiveness of the Target Audience.....	5-7
509.	Product Development.....	5-7
510.	Means of Dissemination	5-7
511.	The Evaluation of Product Effectiveness.....	5-8
ANNEX A - PROPAGANDA ANALYSIS AND COUNTER-PSYOPS.....		A-1
ANNEX B - FORMAT FOR PSYOPS DOCUMENTS.....		B-1
ANNEX B – APPENDIX 1 - THE PSYOPS ESTIMATE.....		B1-1
ANNEX B – APPENDIX 2 - THE PSYOPS ANNEX		B2-1
ANNEX B – APPENDIX 3 - THE PSYOPS SUPPORTING PLAN (SUPLAN)		B3-1
ANNEX C - TARGET AUDIENCE ANALYSIS.....		C-1
ANNEX D - THEMES AND SYMBOLS		D-1
ANNEX E - PRODUCT DEVELOPMENT.....		E-1
ANNEX E – APPENDIX 1 - MEDIA SELECTION		E1-1
ANNEX E – APPENDIX 2 - MEDIA PRODUCTION AND PRODUCT PRETESTING.....		E2-1
ANNEX F - DISSEMINATION, IMPACT ASSESSMENT, POST-TESTING.....		F-1
GLOSSARY		GL-1
LIST OF ABBREVIATIONS.....		LA-1
REFERENCES.....		INDEX-1
INDEX		1

LIST OF FIGURES

Figure 2-1	Typical PSYOPS UNIT Structure	2-5
Figure 3-1	Relationship of PSYOPS Planning to the OPP	3-3
Figure 3-2	PSYOPS Planning Process and Outputs	3-5
Figure 5-1	PSYOPS Analysis Process	5-2

CHAPTER 1

AN OVERVIEW OF PSYCHOLOGICAL OPERATIONS

101. GENERAL

1. PSYOPS is a joint function, most effective when an element of an Information Operations (IO) campaign, and a valuable force multiplier ideally suited for all services in small to large deployments. The initiation and modification of active offensive IO those counter measures which the respective IO action elements and support components bring) will be achieved through specific ROE for which the CDS is the approval authority. Otherwise, PSYOPS shall not be conducted in peace, crisis or war unless approved by the MND/CDS. PSYOPS shall only be authorized within the approved AO, to include the area of interest to a JTFC or a TFC.
2. PSYOPS can be used throughout the entire spectrum of CF operations. CF commanders are permitted when authorized, to execute Offensive IO such as PSYOPS that negate, alter, impair or destroy information or the information infrastructure of Canada's opponent in an international military crisis or war emergency. However, CF PSYOPS Policy underline that CF will not engage PSYOPS in domestic operations except at the direct request/approval of Cabinet. Use of PSYOPS domestically must be in accordance with applicable Canadian law and Canadian doctrine. This limitation will still provide the GoC options in a time of crisis.
3. **Doctrine.** Military doctrine is defined by NATO as "fundamental principles by which military forces guide their actions in support of objectives. It is authoritative, but requires judgement in application" (AAP-6). Thus doctrine is not a set of rules that can be applied without thought; rather it is an agreed framework of principles, practices and procedures, the understanding of which provides a basis for the employment of military force.
4. **Definition of PSYOPS.** In accordance with MC 402/1 - NATO PSYOPS Policy, PSYOPS is defined as: "Planned psychological activities using methods of communications and other means directed to approved audiences in order to influence perceptions, attitudes and behaviour, affecting the achievement of political and military objectives." NATO military authorities identify three categories of PSYOPS: Strategic Psychological Operations (SPO), Crisis Response Psychological Operations (CRPO) and Combat Psychological Operations (CPO)

102. SCOPE OF PSYOPS

1. The scope of PSYOPS is all encompassing with regard to the spectrum of conflict, operations and audience.
 - a. The psychological dimension of conflict is as important as the physical. Conflict is a struggle of wills, which takes place in peoples' minds as well as on the battlefield. Conflict is a struggle for power. The power may be political (ideological), military or economical (material). There is hardly a more merciless conflict as that based on ideology. The attitudes and behaviour of people (friend, foe and the undecided or uncommitted) may ultimately determine the outcome of conflict. Therefore it is necessary to understand the motivation of their leaders, forces and populations in order to shape their perceptions, affect their will to continue the conflict and to persuade them to accept the desired outcome. The employment of any element of power projection, particularly the military element, has always had a psychological dimension. PSYOPS are a vital part of the broad range of CF diplomatic, military, economic, and informational activities. PSYOPS is an integral component of Information Operation (IO) and should rarely be prosecuted independently from one or more of the other components of IO, although there may be occasions when this may be appropriate such as in mine awareness programmes.
 - b. PSYOPS are enhanced by the expansion of mass communication capabilities. The CF may multiply the effects of its military capabilities by communicating directly to its intended targets. The

effectiveness of this communication depends on the perception of the communicator's credibility and capability to carry out promises or threatened actions in a manner that will be significant to the individuals targeted. The employment of any military element has a psychological dimension. Perceptions of CF/coalition capabilities are fundamental to strategic deterrence. The effectiveness of deterrence and other strategic concepts hinges on the ability to influence the perceptions of others. It is important not to confuse psychological impact of military operations with planned psychological operations.

- c. Military PSYOPS constitute a planned process of conveying messages to selected groups, known as target audiences, to promote particular themes that result in desired attitudes and behaviour which affect the achievement of political and military objectives. A target audience is defined as "*an individual or group selected for influence or attack by means of psychological operations*" (AAP-6). Given the potential benefit of PSYOPS as an effective force multiplier, commanders at all levels should always consider its use in support of their military aims and objectives. The three basic aims of PSYOPS are to:
 - (1) Weaken the will of the enemy or adversary by lowering morale and reducing the efficiency of his force through the creation of doubt, dissidence and disaffection within the ranks.
 - (2) Reinforce the feelings of friendly target audiences.
 - (3) Gain the support and cooperation of uncommitted or undecided audiences.
2. PSYOPS is conducted as an integral part of the overall effort throughout the theatre in support of combined or joint operations.

103. CATEGORIES OF PSYOPS

1. **General.** PSYOPS Policy is divided into three categories for the conduct of planned psychological activity: strategic; Crisis Response Operation (CRO) and, Combat Operations. These three categories have been established primarily to facilitate division of responsibility between National Authorities, Host Nations (HNs), the Alliance and Coalition members. Useful as they are in this respect, it should be kept in mind that PSYOPS do not lend themselves to easy compartmentalization. To prevent loss of credibility, coherent planning is required among all levels of command, including civilian agencies. In practice, there is much essential overlap between the categories of activities.
 - a. **Strategic Psychological Operations (SPO).** Defined as "Planned psychological operations that pursue objectives to gain the support and co-operation of supportive and neutral audiences and to reduce the will and the capacity of hostile or potentially hostile audience to commit aggressive action, and contribute to crisis management and deterrence in support of diplomatic actions. SPO are high level (that is, national government level) PSYOPS directed toward supportive, hostile, potentially hostile or neutral audiences. Normally the objectives of SPO are long term and political in nature. They aim to undermine an adversary's, or a potential adversary's, readiness for conflict, will to fight and to reduce his war-making capability while gaining the support and cooperation of neutral and friendly audience. Conduct of SPO is a national responsibility.
 - b. **Crisis Response Psychological Operations (CRPO).** This definition is uniquely used for NATO led missions and Canadian contingency ops in a MOOTW environment. Then it is defined as "Planned psychological operations conducted as an integral part of Crisis Response Operations, designed to create a supportive atmosphere and a willingness to co-operate among the parties in conflict and civilian population in the Joint Operation Area (JOA), in order to assist in the achievement of mission objectives and protect the forces. CRPO are conducted at the operational and tactical level and are the responsibility of the DCDS for operational level and the Task Force Commander for tactical level. CPRO are an integral part of military operations, being in consonance with National and Coalition strategic objectives. They must be closely co-ordinated with Public Affairs (PA), Civil-Military Co-operation (CIMIC) and all other aspects of an operation. CPRO are conducted in the JOA and directed at the approved target audiences with the aim of creating a

supportive environment for the Canadian Forces and encourage co-operation by these audiences. The objectives are to assist in the achievement of the mission and protect the force. CRPO are conducted in accordance with the principles outlined in B-GJ-005-307/FP-030 Peace Support Operations and are based on adherence to true and factual information. The term “population” shall be interpreted in a broader sense to include all elements of civilians present, including refugees and others.

- c. **Combat Psychological Operations (CPO).** Defined as “Planned psychological operations conducted against approved target audiences in support of the commander as an integral part of combat operations and designed to defeat the enemy by reducing or eliminating the will to continue aggression in the Joint Operations Area (JOA), as well as to support the operational freedom of the commander. CPO is conducted at the operational and tactical level. They are the responsibility of the respective Canadian commander and are planned and executed in consonance with National and Coalition strategic objectives. They must be fully co-ordinated with all other aspects of an operation. CPO are directed at enemy military forces and civilians in the JOA with the aim of reducing the adversary’s combat power by eliminating the enemy’s will to continue aggression and support the operational freedom of the commander. They must be fully coordinated with all other aspects of an operation (C2W and IO in particular).
2. CRPO and CPO conducted by Joint Force Commander and sub component commanders, and/or their subordinate commands, will not target the international press, the Canadian press, friendly nations, allied and coalition forces, or civilian audiences outside the area of operations. Nevertheless, the impact of PSYOPS on these unintended audiences must be taken into account. This policy does not preclude employment of PSYOPS units to provide support and technical assistance to non-PSYOPS activities such as Troop Information or which have responsibility for addressing these audiences. However, PSYOPS will not be given responsibility for addressing those audiences and care must be taken to ensure that non-PSYOPS activities are only conducted at the expense of PSYOPS activities after consideration by the Commander. PSYOPS is an integral part of Information Operations (IO) and it should rarely be prosecuted independently from one or more of the other components, although there may be occasions when this may be appropriate.

104. PRINCIPLES OF PSYOPS

1. **General.** PSYOPS may be both long or short term and the principles of developing a PSYOPS campaign apply across the range of military operations. Although the complexity of the methodology varies with the target audiences, basic considerations for development of all PSYOPS actions are the same:
 - a. **Mission.** The most important principle is that the PSYOPS mission must be clearly defined in terms that correspond to the supported commander’s vision of how the campaign or operation will proceed. Furthermore, it must be consistent with political and military aims of both the Canadian Government and Coalition Partners.
 - b. **Research and Evaluation.** PSYOPS themes, activities and symbols should be based upon thorough research and analysis of target audience in consultation with J2 Staff, and of friendly and adversary PSYOPS capabilities. It should be taken into consideration that conflicts will mostly take the form of a prolonged period of post-hostilities, unrest, guerrilla warfare, terrorist warfare, and upsets, changing in intensity. The impact of PSYOPS should be evaluated continuously for relevance and effectiveness to the mission and to allied goals, with adjustments made to PSYOPS activities when necessary.
 - c. **Empathy.** Fundamental to the effect of PSYOPS is the ability of PSYOPS practitioners to empathize with target audiences. Sound analysis of all available information on the target audience(s), including country studies, can promote empathy and is an essential part of pre-deployment training and assessment for PSYOPS. The media or medium selected as the means of transmission should be reliable and readily accessible by, and credible to, the target audience(s).

- d. **Coordination.** The message of PSYOPS activities must be integrated and coordinated with the overall concept of operations to ensure that they support the Commander's mission and contribute to a positive perception of the force.
- d. **Timeliness.** Rapid exploitation of PSYOPS themes is often critical, thus quick planning, pre-testing and approval procedures must be developed to ensure fleeting opportunities can be exploited. Product approval and release ability should be delegated to the lowest level appropriate to allow this to happen.
- e. **Acknowledgment of the source.** During PSYOPS, CF are only allowed to conduct White Propaganda, not Grey or Black (Definitions of these terms are contained in the Glossary).
- f. **Credibility.** The credibility of the source and the message is fundamental to the success of all PSYOPS missions. It should be noted that although information may be truthful, this may not give it credibility in the eyes of a target audience. Therefore, the impact of PSYOPS should be evaluated continually to ensure credibility has not been compromised nor degraded.

105. FACTORS AFFECTING PSYOPS

- 1. The following factors must be taken into consideration when planning a PSYOPS campaign:
 - a. **Selection of a Suitable Target Audience.** The primary targets of PSYOPS are various adversarial military groups and factions. The scarcity of PSYOPS resources will require careful prioritization of target audiences be addressed early in the campaign. The following should be considered:
 - (1) Policy and legal framework of the intended action against the target audience.
 - (2) The vulnerability of a particular audience to a psychological approach. Can the audience be persuaded or influenced?
 - (3) The ability of that audience to produce a desired response either by themselves or in other groups, and
 - (4) The accessibility of that audience to the various forms of the media available.
 - b. **Selection and Development of Credible Themes.** Once a target audience is selected, care must be taken to select corresponding themes that will produce the desired response. Themes must be believable, support the mission and PSYOPS objectives. Themes must urge the target audience to adopt attitudes and behaviours which are realistic and acceptable to the target audience.
 - c. **Coordination of Operations.** The PSYOPS theme will be perceived by the target audience as an expression of national or coalition policy. Any inconsistencies between themes used by coalition forces and civil agencies or by different levels of command may discredit the mission. Careful coordination of PSYOPS among all organizations and agencies authorized to conduct such operations is paramount.
 - d. **Timeliness.** Psychological activities conducted at the correct moment can significantly enhance or minimize the impact of operations on the day-to-day activities of the population. The PSYOPS staff must be able to analyze the enemy's psychological situation, identify suitable target audiences, select themes, plan coordinate and execute operations as the situation develops. However, it must be kept in mind that PSYOPS, unlike other forms of operations, seldom produces immediate results. It may be necessary to allow time for ideas to mature, or to erode the morale of the enemy, or to foster cooperation among former warring factions. PSYOPS must be initiated at the earliest possible time.

106. COUNTER PSYCHOLOGICAL OPERATIONS

1. The aim of Counter PSYOPS is to safeguard audiences from hostile messages or lessen their impact. Counter PSYOPS uses assets to analyze an adversary's psychological activity and its effect on friendly populations and friendly forces. Analysis of the adversary's psychological activities is done using subjective and/or objective methods. Themes are identified and techniques are employed to counter the effect of his psychological activities. Themes selected for this purpose aim to reduce the adversary's real or potential prestige, counter the effects of adversary psychological activities and inform audiences about the CF's intentions and measures. CF PSYOPS forces and assets may be used to provide the Commander with an analysis of the adversary's psychological activities; however they will not have the responsibility for directly addressing friendly forces. Direction by the Commander and subsequent close co-ordination is required between PSYOPS and Troop Information activities in the employment of Counter PSYOPS techniques. Public Affairs (PA) correct erroneous and wrong information that may be carried by all sources during an operation including an enemy's PSYOPS activities, which supplements CF PSYOPS forces Counter PSYOPS techniques. See Annex A for Counter PSYOPS techniques and procedures.
2. Counter PSYOPS uses capabilities to analyse an enemy or adversary's propaganda and its effect on friendly populations and forces. Analysis of propaganda sources content, intended audience, media selection and effectiveness are done using subjective and objective methods:
 - a. Subjective methods are based on the background, experience and judgement of the analyst or specialist, and
 - b. Objective methods employ classification systems and statistical databases over a period of time. Staffs must therefore streamline and coordinate their data collection and data processing activities in order to prevent duplication of effort.
3. Proactive counter PSYOPS methods in peace, emergencies, crisis and war rely on the critical collection of information pertaining to an adversary or enemy's intentions. The identification of these intentions should be included as part of the commander's Priority Intelligence Requirements (PIR). Themes are then identified and techniques are employed to counter the effect of propaganda. Themes selected for this purpose aim to reduce the enemy or adversary's real or potential prestige and status, counter the effects of his propaganda and inform audiences about the formation's intentions and measures, so as to prevent or minimize civilian interference with the orderly conduct of military operations. The commander's direction and close coordination of PSYOPS and information passed on to the formation remain critical to the employment of effective counter PSYOPS techniques. In the course of their daily activities, CF members and liaison officers should expect questions by civil authorities and the populace on the formation mission and mission objectives.

107. PSYOPS RELATIONSHIPS WITH OTHER MILITARY ACTIVITIES

1. **Related Strategies.** The effectiveness of PSYOPS lines of operation may be enhanced if they support and are supported by other lines of operation, particularly those in the Information Operations (IO) domain.
2. **The Relationship with IO as a Strategy.** IO is an integrating strategy which seeks to protect one's own information and influence an adversary's military and civilian decision makers through the use of information or by affecting their information base. This has already been further defined in the preface.
3. **Information Protection.** PSYOPS staff may assist in the protection of friendly Information and Information Systems by analyzing an adversary's psychological activities.
4. **Relationship with C2W.** PSYOPS is a capability available to the commander for the discharge of C2W at the Strategic, Operational and Tactical level. In this strategy, PSYOPS is a key force multiplier to combat effectiveness and may be employed as a supportive capability to Military Deception.

5. **Relationship with CIMIC.** CIMIC staff will require support through the use of PSYOPS capabilities to communicate with mass civil audiences as a part of the commander's plan. Additionally, PSYOPS and CIMIC can provide mutual support by exchanging information in order to develop plans and assess the impact of operations. CIMIC actions can back-up PSYOPS activities while PSYOPS can use CIMIC operations as examples to reinforce messages.

6. **Related Processes, Capabilities and Functional Area.**

- a. **Strategic Processes.** There are a number of related processes and areas which the CDS, MND may consider to be appropriate to coordinate with other Government Departments (OGD) so as to gain maximum operational effect, or in order to ensure a coordinated approach that represents the goals of the Canadian Government. PSYOPS, through IO, therefore requires high level political guidance.
- b. **Intelligence.** Intelligence doctrine is outlined in B-GJ-005-200/FP-000 the CF Joint Intelligence Doctrine Manual. PSYOPS staff will be key customers of the Intelligence process. They will be continually engaged with Intelligence staffs, setting requirements, seeking analysis of complex situations and requesting objective analysis on the Measures of Effectiveness of the PSYOPS lines of operation as a part of the campaign.
- c. **Operational Planning.** Operational Planning is outlined in B-GJ-005-500/FP-000 the CF Operational Planning Process (OPP) and B-GG-005-004/AF-000 the CF Operations manuals. The integration of PSYOPS into operational planning from the early stage will help to identify Centres of Gravity and Decisive Points, and will allow for the allocation of appropriate resources to address these in the subsequent planning, force generation and operational processes.

7. **Public Affairs (PA).** PA differ from PSYOPS in that PA convey their messages through uncontrolled public media whereas PSYOPS uses media controlled by own forces. J5 PA will direct the manner in which PA are conducted during Joint operations. The commanders at all levels should ensure that these themes and messages portrayed at all levels are coherent with each other, and that the integrity of both direct and indirect communications on behalf of the CF remains intact. However, there is always a clear division between PSYOPS and PA activities.

CHAPTER 2

COMMAND AND CONTROL

201. GENERAL

1. In Peace Support Operations (PSO), Operations Other Than War (OOTW) and Combat Operations, several PSYOPS command and control options exist, dependent upon the actual mission, operational concept, overall task organization, national capacity and concerns. The CF have adopted principles of command control to plan, direct, conduct, control and monitor military operations, regardless of operational environments. More details on command and control are provided in *B-GG-005-004/AF-000 Canadian Forces Operations*. The principles of command which must always be considered are as follows:

- a. Unity of command;
- b. Span of control;
- c. Chain of command;
- d. Delegation of authority;
- e. Freedom of action; and
- f. Continuity of command.

2. For the C2 of CF Operations, the CF has two permanent joint HQs, one static (NDHQ) and one deployable (JHQ). The JHQ is intended primarily for employment on international or domestic contingency operations. When the JHQ, or any portion thereof, is tasked to deploy, it is referred to as the JTFHQ. For C2 of domestic contingency operations, the CF has established eight formation based HQs. These HQs might not be permanently established with appropriate, deployable C2 organizational structures. Should a domestic operation require deployable C2 capabilities that are beyond their capacity, the JHQ will normally be tasked to meet this requirement.

202. RESPONSIBILITIES

1. **Deputy Chief of the Defence Staff - (DCDS)**, as senior advisor for operations to the CDS/DM, shall:
 - a. oversee centralized planning and coordination and decentralized execution of PSYOPS matters, including broad strategy, operations and exercises, program and budget review, security guidance, and education and training;
 - b. assist Commanders with the development of plans and programs that fully integrate PSYOPS support requirements including command and control architecture;
 - c. determine and implement PSYOPS training requirements;
 - d. coordinate CF PSYOPS plans and actions with other agencies when and where appropriate; and
 - e. develop CF PSYOPS policy in conjunction with the Assistant Deputy Minister (Pol) – ADM (Pol).
2. **Environmental Chiefs of Staffs – (ECSs) shall:**
 - a. ensure that PSYOPS becomes an integral strategy synergistically utilizing all DND/CF military capabilities; and
 - b. plan, coordinate, and execute PSYOPS within their respective environments and during exercises and operations.

3. **Task Force Commander (TFC)** shall:
 - a. include PSYOPS in contingency plans;
 - b. where required designate staff officer with specific staff responsibility for PSYOPS and ensure they are trained;
 - c. develop training standards to exercise PSYOPS during operational training;
 - d. integrate PSYOPS into all plans and orders to support all operations;
 - e. supervise and co-ordinate Crisis Response Psychological Operations (CRPO). and Combat Psychological Operations (CPO) of subordinate HQ's;
 - f. conduct PSYOPS analysis and planning within own Area of Responsibility (AOR), and contribute to strategic PSYOPS assessments;
 - g. accept and support national PSYOPS forces to support their operations, when Transfer of Command Authority (TOA) is effected; and
 - h. exercise approval authority, when delegated, for PSYOPS programmes and products developed by supporting PSYOPS force on theatre level, and coordinate tactical PSYOPS support to ensure consistency of theatre PSYOPS.

203. THE PSYOPS CELL

1. When the CF must conduct PSYOPS to support a military operation, the CDS will authorize the policy and guidance for use by the TFC. The CDS may also assign PSYOPS specialists to the TFC as required.
2. At the operational level, the TFHQ staff is responsible to the TFC for integrating PSYOPS into the IO activities of their operations. The implementation of CRPO and CPO are the responsibility of the TFC. The TFC may also be involved in the implementation of SPO. The J3 staff would supervise PSYOPS, in close coordination with J2, J5 PA and J9 CIMIC, through the TFHQ Information Operations Coordination Cell (IOCC). At the TF level, the PSYOPS cell will be a Tactical PSYOPS Detachment (TPD) HQ which may be reinforced with a Tactical PSYOPS Team (TPT). The organization of these cells are described in section 206 below.
3. The Targeting Cell should be used for integrating PSYOPS and other offensive IO activities into operations plan during combat operations. Targeting is the process of selecting targets and matching to them, the appropriate response. The Targeting Cell includes, as a minimum, members from the J3, J2 and specialists staff officers including PA, PSYOPS and CIMIC officers. The targeting process is described in detail in B-GG-005-004/AF-005 (on TITAN System) of the Use of Force Manual and Chapter 25 of B-GG-005-004/AF-000 of the CF Operations Manual.
4. PSYOPS analysis contributes as an integral part to operational targeting, and supports Current Situation Assessment (CSA), Battle Damage Assessment/Compliance Assessment (BDA/CA) and the assessment of Key Task Accomplishment (KTA). In return, the results of these processes will provide guidance for the PSYOPS line of operation.
5. A PSYOPS cell at the formation and unit levels could also be instituted as part of the J3 Ops cell, to support CMO and other CIMIC activities. This PSYOPS cell would be responsible for the planning, execution, control, monitoring and evaluation of PSYOPS activities in a theatre or AO. The PSYOPS cell would be deployable to a mission and come under OPCOM /OPCON of the TFC. The PSYOPS cell would be responsive to the requirements of both the CIMIC and PA cells for the coordination and synchronization of activities, and for the consistent use of messages. CIMIC, PSYOPS and PA must be well coordinated and are in fact elements of the TFC's overall information operations plan. The PSYOPS campaign can rely on

all members of the IOCC, as well as the local and international media to disseminate a true and credible PSYOPS message. In this entire process, it is important for the TFC and his staff, to maintain and protect the integrity, credibility and reliability of the PA campaign, and foster media trust and confidence in the military operation and the civil phase.

204. BATTLEFIELD FRAMEWORK

1. At the tactical level, PSYOPS units or teams will conduct PSYOPS activities as authorized by the chain of command, within the CDS guidelines.
2. Tactical PSYOPS are those psychological activities associated with "face-to-face" operations in support of manoeuvre units within the theatre. These elements enable the tactical manoeuvre commanders to communicate directly with opponent and foreign civilians. Tactical PSYOPS elements disseminate products normally developed by strategic and operational level assets.
3. Tactical-level PSYOPS support can be divided into the component of the framework of the battlefield: rear, close, and deep operations. In supporting the tactical commander, the PSYOPS element is limited only by its own creativity and ingenuity.
4. In **rear operations**, PSYOPS units can assist the commander by
 - a. Providing a PSYOPS area assessment
 - b. Creating a favourable image of Canadian and friendly forces in the local populace.
 - c. Countering hostile propaganda.
 - d. Publicizing civilian control measures.
 - e. Assisting In the control of opponent and friendly civilians.
5. In **close operations**, PSYOPS can
 - a. Facilitate ground operations by communicating surrender instructions or other messages designed to lower enemy morale and efficiency.
 - b. Discourage and/or disrupt opponent operations.
 - c. Assist in control of civilians or opponent personnel.
 - d. Assist in cover and deception operations.
6. In **deep operations**, PSYOPS units can:
 - a. Help shape the belief of the hostile soldier and population.
 - b. Assist in inducing the opponent to surrender in deep strikes.
 - c. Support strategic/theatre PSYOPS.
 - d. Discourage and disrupt opponent operations.
 - e. Create a favourable image in the civilian populace to allied forces.
 - f. Assist in deception operations.
7. Tactical PSYOPS personnel can be layered throughout the tactical command structure. However, to be effective, they must be incorporated early in the planning process. Early planning permits well designed

and coordinated PSYOPS campaigns, deployment with the supported unit, and immediate operations upon arrival. When PSYOPS are incorporated early and operations are coordinated at all levels, tactical PSYOPS provide an effective tool for the manoeuvre commander.

205. PSYOPS GROUP STRUCTURE

1. The generic PSYOPS unit may include personnel from each military environment. Considering civilian expertise already available within their organization, the reservists may provide the backbone of such a unit. The typical PSYOPS Group is composed of:

- a. **PSYOPS Group HQ.** This element includes the unit commander and his staff. They should normally carry out their operations at the National level. In order to craft the best message, they interact with Academics in many areas of knowledge such as Psychology, Communication, Political Science, Language, Culture, Sociology, Economics, Country Specialties, History, Philosophy. Their primary task is to ensure that PSYOPS is fully integrated into the CF OPP and to develop the formation PSYOPS plan in concert with the higher formation plan and national policy and orders. The Group HQ will include, at least, the following sections:
 - (1) Operation (Operations, Plans, Training, Intelligence and Information)
 - (2) Personnel (Admin and Medical); and
 - (3) Logistic (Supply, Transportation, Maintenance and Finance).
 - (4) Special Staff is also identified to assist the Commander such as a Deputy Commander, Sergeant-Major, Drivers, Guards, Linguists (when required), and Chaplain.
- b. **Tactical PSYOPS Company (TPC).** This element normally includes the Company Commander, his Staff and three Tactical PSYOPS Detachment (TPD). The TPC HQ normally carry out their operations at the Division level into the N3, G3 or A3 section.
- c. **Tactical PSYOPS Detachment (TPD).** This element normally includes the Detachment Commander, his Staff and three Tactical PSYOPS Team (TPT). TPD HQ is normally joined to a TF HQ. Its role is to provide PSYOPS support and planning for IO, to command the TPT, the assigned loudspeaker team (if applicable) and to control product dissemination. This element may also maintain liaison with allied and Host Nation PSYOPS units in order to ensure that the formation actions are in concert with the overall campaign plan. This group may also include Language Support, Dissemination elements and a Media Section that provides Development and limited production capabilities for print, audio, audio-visual, website and other media products.
- d. **Tactical PSYOPS Teams (TPT).** This element normally includes a Team leader, his assistant and a PSYOPS specialist. The primary purpose of the TPT is to enable the tactical commander to directly communicate with target audiences within his AOR. TPTs can work for TPD or directly for unit commanders. The TPT conducts loudspeaker operations using approved themes and scripts. TPTs may modify scripts to fit a specific situation, but they must ensure the modifications remain within the guidelines provided by the parent unit. In addition to loudspeaker operations, the TPT conduct other types of PSYOPS; they can disseminate approved printed material, conduct face-to-face communication, gather and assess information on the target audience(s) and the effectiveness of friendly PSYOPS and hostile psychological activities or acquire other PSYOPS-relevant information from local sources.
- e. **Tactical Product Development Detachment (TPDD).** This sub-unit normally works at the Division/Area level in the G3 section. TPDD includes a Plans and Programs Team, a Target Audience Analysis Team and a Product Development Team. This section develops and produces print, audio, audio-visual and other media products for Theatre dissemination to support PSYOPS campaign objectives, and may produce material for supported commands if requested. It develops only products that have immediate tactical application in the supported unit's AOR. Considering the

specific needs required to develop products, this section will have to allow the civilian industry to carry a large part of the load for the technical aspect of PSYOPS delivery mechanisms. In fact, this section could need specialists with civilian expertise such as Radio and Television Programming, Station management, Casting, Directing and Editing, Graphic Arts. Advertising Persuasion, Computer Programming/Design, Music Scoring, Photography and Image, Audio/video and Printing.

- f. **PSYOPS Support Company.** This element normally includes the Company Commander, his Staff, a Log section, a Transportation section and other assets such as, camera crews, sound crews, security, linguist, photographers, Key Communicators, etc. It will be located close to the PSYOPS Group HQ.
 - g. **Reach back capability.** Considering CF limitation, a reach back capability may be established in order to provide Video, Radio and Internet capabilities to TFC in theatre.
2. Figure 2-1 illustrates a typical PSYOPS Unit. Numbers allocated to this unit may vary depending on environmental situation.

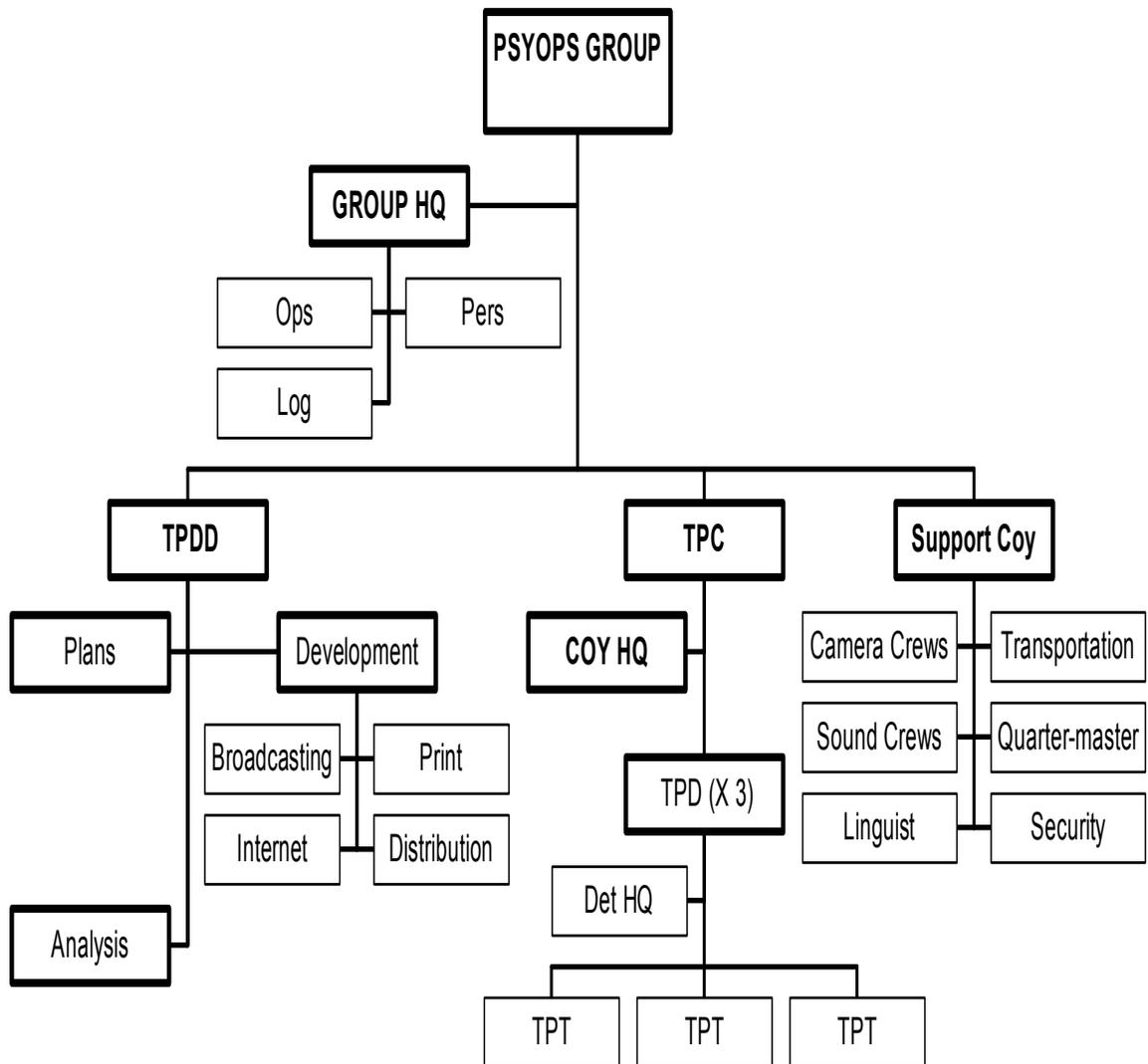


Figure 2-1 Typical PSYOPS UNIT Structure

207. THE NAVY

1. The **Canadian Navy** and Her Majesty's Canadian Ships and Submarines bring a unique capability to the PSYOPS campaign especially in the littoral battlespace. Able to poise in international waters off the coast of any maritime nation, a Task Group or individual ships and submarines are excellent covert insertion and wireless information gathering platforms. These units can also perform PSYOPS duties or provide the space for an embarked PSYOPS team.

2. In an overt role and in addition to the psychological impact of physical presence, radio broadcasts can originate from Naval platforms and be directed towards the target audience. HMC Ships may also produce documents, posters, articles, and other PSYOPS Material. In the Counter-PSYOPS role, the Navy denies the ability of other nations to use Canada's littoral as a base for PSYOPS directed at Canadians. The role of the Navy in a littoral PSYOPS campaign must not be overlooked.

208. THE AIR FORCE

1. The Canadian **Air Force** has a variety of aircraft that lend themselves to PSYOPS across the range of military operations. Delivering leaflets is a good example of tasks that may be given to aircrafts in PSYOPS. Although no CF aircraft is specially designed for Radio broadcasting, they also could be used for this.

CHAPTER 3

PSYCHOLOGICAL OPERATIONS PLANNING

301. GENERAL

1. Planning for Psychological Operations (PSYOPS) in Canadian Forces (CF) operations, as with any other warfare discipline, should be developed and executed in accordance with CF's Operational Planning Process (OPP) and the Information Operations (IO) planning process. This chapter outlines how the PSYOPS planner should integrate his efforts into the OPP mainly at the Strategic or Operational level, although it has some applicability at lower levels; it applies equally to the processes of deliberate and crisis action planning.

2. **Scope.** PSYOPS is an integral component of military operation and is integrated with the political consultation process, decision-making apparatus and combined political-military operations. Accordingly, military PSYOPS may affect not only military targets but political, economic, or social structures within the target area. It is vitally important, therefore, for the PSYOPS planner to get involved at the earliest stage of planning for the operation. Planners must start analysis and planning at the earliest moment, stay actively involved during the whole planning process, and provide continuous assessment throughout the planning phases.

3. **General Tasks.** General tasks for the PSYOPS planner are:

- a. To assist with the conduct of a theatre assessment;
- b. To assist with the conduct of mission analysis;
- c. To contribute to the development of Course of Action (COAs);
- d. To contribute to the development of a CONOPS;
- e. To identify force requirements;
- f. To draft planning guidance to the Supporting PSYOPS Commander; and
- g. To review PSYOPS plans.

302. PLANNING CONCEPT

1. **Planning Skills.** To employ PSYOPS effectively, combined/joint military PSYOPS planners should have the following:

- a. A thorough knowledge of PSYOPS related CF and IO policy/objectives;
- b. Combined/joint operational planning skills with a knowledge of PSYOPS doctrine, tactics, techniques, procedures, force structure and capabilities; and
- c. Access to a thorough understanding of the customs, ethics, values, and goals of the target audience.

2. **PSYOPS Concepts for Planners.** The more effective the use of PSYOPS, the greater the potential for operational success. As plans are developed the following concepts must be kept in mind.

- a. **Persuasive Communications.** All communications convey information and impressions directly to all involved. Personal conclusions that result will interact with individual perceptions to change or reinforce attitudes and behaviours. Military PSYOPS can communicate persuasively in coordination with political, economic, military and other INFO OPS activities;

- b. **Command Disruption.** If properly planned and executed, PSYOPS not only directly interferes with the capabilities of an opponent to succeed in combat but can also have a serious impact upon his decision-making cycle and his morale, cohesion, discipline, and public support essential to efficient command and control;
- c. **Information Denial.** Competing parties can systematically deny opponents information they require to influence or justify decisions; and
- d. **Intelligence Shaping.** It is possible by systematically conveying and denying data to opposing intelligence systems to cause opposing analysts to derive selected judgments, as is the case in deception. These judgments interact with the perceptions of opposing planners and decision makers to influence estimates upon which their capabilities, intentions, and actions are based.

3. **Objectives and Themes.** The Strategic Operational Order should normally provide Strategic PSYOPS Objectives. The strategic IO Objectives and Themes should be used by the planners to develop the PSYOPS Objectives. The Deputy Chief of Defence Staff (DCDS) (supported by the national Information Operations Coordination Cell (IOCC) within the Joint Staff) will review, approve (separately or as part of the operations plan) and incorporate the Objectives and Themes in the strategic level plan and then forward them to the Chief of Defence Staff (CDS) for approval. The operational and tactical PSYOPS plans and programmes will be based upon guidance from CDS and specifically follow the approved PSYOPS Objectives. This could be followed by a consultative process with Subject Matter Expert at the operational and tactical levels.

4. **Force Planning.** PSYOPS is a force multiplier that may reduce the overall number of other resources required. Consequently, PSYOPS should be considered very early in the OPP in order to influence the size and composition of the TF. The required specific functions and capabilities for PSYOPS will dictate the detailed composition of the PSYOPS force as well as its priority and position in the deployment plan. TFC must ensure that PSYOPS force requirements are included in all plans.

5. **Advice.** Since psychological activities and psychological actions go well beyond the range of just creating products, and can involve actions by almost every part of the combined joint force, PSYOPS advice to the Commander is crucial. Advice should be provided to the TFC on the impact on the target audience of issues such as the movement and disposition of forces or simple uniform items worn by the troops.

6. **Flexibility.** The PSYOPS Planning process should not be regarded as a mathematical formula that, if followed rigidly, will automatically produce the correct answers. Instead, the following process should be regarded as a template, which must be used in conjunction with the skill and imagination of the PSYOPS planner. Furthermore, whilst the process is portrayed as a continuous progression, in reality all stages are subject to re-assessment as new intelligence is received.

303. PSYOPS IN THE CF OPERATIONAL PLANNING PROCESS

1. **Political/Military Interface.** CF's decision making cycle depends on a close interaction between political and military factors. Clearly, limitations and imperatives in one area will affect decisions in the other. It is of critical importance that PSYOPS is represented in the Joint Staff Action Team (JSAT) Group.

2. **Integration.** PSYOPS are an integral part of strategic, operational and tactical level operations. PSYOPS themes will be perceived as expressions of CF's policies. Any inconsistency between themes used by different agencies or at different levels may discredit the operation and damage the CF cause. To prevent this, careful CONOPS ordination of PSYOPS is paramount. In particular, the PSYOPS effort must be coordinated in detail with IO, C2W, CIMIC (especially in a PSO) and PA. It should be remembered that the presence of mass media in a theatre of operations means an overlap of information between audiences is almost inevitable and can be used to PSYOPS advantage. This overlap makes message de-confliction crucial. Care must also be taken to anticipate and minimize any negative impact of PSYOPS actions or messages on unintended audiences, including members of the combined, joint force. PSYOPS planners should fully integrate their plans with all other staff branches and continue to coordinate throughout the

conduct of the operation. In particular, the PSYOPS staff elements must have an extremely close relationship with the intelligence and operations staffs.

3. **Relationship of PSYOPS Planning to the CF Operations Planning Process (OPP).** The PSYOPS plan is an Annex to the OPLAN. The PSYOPS planning process is designed to work in parallel with the 5 stages of the OPP: Initiation, Orientation, COA Development, Plan Development and Plan Review.

STAGES	OPP	PSYOPS PLANNING
1 INITIATION	Review Initiating Directive Form	Theatre Assessment
2 ORIENTATION	Mission Analysis CDR's Planning Guidance	Mission Analysis Initial PSYOPS Estimate
3 COAs DEVELOPMENT	Develop COAs Decision Brief Develop CONOPS	Full PSYOPS Estimate PSYOPS CONOPS
4 PLAN DEVELOPMENT	Develop and coordinate Plan Op O or COP issue	Force Requirements Themes & Objectives PSYOPS Annex / SUPLAN
5 PLAN REVIEW	Plan Review / Evaluation Updated Plan	Impact Analysis Updated PSYOPS Annex / SUPLAN

Figure 3-1 Relationship of PSYOPS Planning to the OPP

304. OPP STAGES

1. Stage 1: Initiation.

- a. PSYOPS have no direct input into the Initiation Stage, but the groundwork for mission analysis is to be done as early as possible to direct the staff's attention towards psychological considerations that may be important for further planning and force generation. A key issue is the development of detailed Requests for Information (RFI) to support further PSYOPS analysis.
- b. Within the Theatre Assessment, background research on the area of future operations and possible target audiences will be assembled, and extant PSYOPS studies reviewed and updated. There will frequently be a lack of such prepared studies, so therefore, at this stage the PSYOPS planner must identify initial assumptions and submit RFIs to the J2 INT.
- c. PSYOPS staff planners will support the development of the OPLAN. It is at this point that the PSYOPS staff planners may want to request augmentees in order to establish the necessary PSYOPS planning team, consisting of Intelligence, Operations and Logistics planners.

2. Stage 2: Orientation.

- a. In the Orientation Stage PSYOPS will contribute to mission analysis and produce an Initial PSYOPS Estimate. The topics from the initial estimate will feed the Mission Analysis Brief, which will lead to the Commanders Planning Guidance.. The initial estimate should concentrate on identifying limitations for PSYOPS, potential target audiences, exploitable psychological weaknesses, and adversary psychological capabilities.
- b. The initial estimate summarizes the considerations and contributions of the PSYOPS Staff to mission analysis and supports more detailed PSYOPS planning on force level, providing planning guidance for the Supporting PSYOPS Commander. The estimate is prepared by the HQ PSYOPS Staff and will be refined during the COA Development Stage. A format for the PSYOPS Estimate is given at Annex B, Appendix I. It should be as thorough and detailed as time will permit. The format serves as a mental checklist to ensure that all elements of the PSYOPS situation are considered. COA Analysis will contribute to the identification of Decisive Points and Centres of Gravity and then PSYOPS staff planners will concentrate on how to take advantage of these.

3. Stage 3: Course of Action Development

- a. PSYOPS COA must support the overall CONOPS;
- b. The process used here is to refine the initial estimate into a Full PSYOPS Estimate, which includes the comparison of different COAs from the psychological perspective and the identification of the operational COA that PSYOPS can best support; and
- c. The key purpose of these stages is that the Commander understands the PSYOPS considerations associated with each operational COA in the Decision Brief. The finally approved operational CONOPS will dictate which line of operations for PSYOPS to develop.
- d. If required, a separate PSYOPS concept of operations is developed during this
- e. stage (after the operational CONOPS has been approved) to provide information for PSYOPS planning prior to the development of the PSYOPS Annex. It lists the PSYOPS Campaign Objectives that contribute to the supported commander's objectives and outlines the basic method of PSYOPS support along the operational phases of the CONOPS. There is no special format for a PSYOPS CONOPS; it will basically follow the format of paragraphs 3 a-c of the PSYOPS Annex.

4. Stage 4: Plan Development.

- a. In the Plan Development Stage the PSYOPS Annex to the plan is produced by the HQ PSYOPS Staff. A key item is to seek approval for PSYOPS objectives from the CDS. The annex provides the basics necessary for the development of the PSYOPS Supporting Plan. It must include at least PSYOPS themes and objectives, allocate PSYOPS tasks on the operational and tactical levels, establish PSYOPS force requirements and nominate the responsible approval authorities. A format for the PSYOPS Annex is given at Annex B, Appendix II. The format should also be used to prepare respective annexes to plans of subordinate HQs. Details may vary as required on different levels of command.
- b. The information and guidance contained in the PSYOPS Annex may be transformed, only if required, into a more detailed PSYOPS Supporting Plan (SUPLAN) by the Supporting PSYOPS Commander in close co-ordination with the HQ PSYOPS Staff. It describes the overall sequencing and execution of the various PSYOPS programs, each designed to achieve a measured response in a specific target audience, and formulates requirements for the measurement of success. The SUPLAN is integrated with the OPLAN to achieve PSYOPS objectives that contribute to the accomplishment of the operational objectives of the Supported Commander who approves the SUPLAN. A format for the PSYOPS SUPLAN is given at Annex B, Appendix III.

5. **Stage 5: Plan Review.**

- a. During the whole operation, PSYOPS continues to conduct theatre assessment, including target audience analysis and impact analysis. Through various means specified in the PSYOPS SUPLAN, feedback on PSYOPS products and actions is collected and evaluated to derive necessary amendments to the plan or make adjustments to PSYOPS programs. This helps to ensure the objectives to be supported are still aimed at and to assess the progress of the PSYOPS campaign. Results from PSYOPS analysis may also supplement INT collection and contribute to the operational plan review.

305. PSYOPS PLANNING PROCESS AND OUTPUTS

- 1. Each planning stage involves a process, has an output and contributes to a purpose as follows:

STAGE	PROCESS	OUTPUTS	PURPOSE
1	Initiation	Updated PSYOPS studies	Theatre Assessment, to do the groundwork for Mission Analysis.
2	Orientation	Initial PSYOPS Estimate	Mission Analysis, to focus own and subordinate HQ planning.
3	Course of Action Development	Full PSYOPS Estimate (PSYOPS CONOPS)	Staff Analysis, to ensure the PSYOPS factors of each COA are understood by the commander.
4	Plan Development	PSYOPS Annex PSYOPS SUPLAN	To establish force requirements and insure that objectives are approved by the MND. To outline a coordinated PSYOPS campaign that supports the Commander's objectives.
5	Plan Review	Updated Annex / SUPLAN	To adjust the plan to changes in the environment and to PSYOPS impact.

Figure 3-2 PSYOPS Planning Process and Outputs

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CHAPTER 4

PSYCHOLOGICAL OPERATIONS CAPABILITIES

401. GENERAL

1. PSYOPS supports joint and coalition conventional and special operations across the spectrum of conflict and continuum of operations. The role and capabilities of PSYOPS varies depending on the level of operational activity or environment. This chapter describes the capabilities of PSYOPS; however, it should be noted that there is no precise distinction between where each area in the continuum begins and ends. This is especially true in operations with an asymmetric threat. Based on the strategic and operational environment, the commander will define the mission and objectives of the PSYOPS campaign in order to meet the mission requirements.

402. MILITARY OPERATIONS OTHER THAN WAR (MOOTW)

1. Non-combatant operations that can be supported by PSYOPS include Humanitarian Operations, Disaster Relief, Counter-drug operations and Peace Support Operations. In these types of operations PSYOPS can provide the following:

- a. Modify the behaviour of selected target audiences toward CF and coalition capabilities;
- b. Support the goals of CF, coalition or UN operations;
- c. Promote the ability of the host nation to defend itself against internal and external insurgencies and terrorism by fostering reliable military forces and encouraging empathy between host nation armed forces, former warring factions and the civilian populace;
- d. Avoid the employment of additional combat forces;
- e. Reduce the period of confrontation;
- f. Inform civilian population and refugees; and
- g. Enhance the political, military, economic and informational elements of national power.

403. PSYOPS IN SUPPORT OF WARFIGHTING

1. In a war-fighting scenario, PSYOPS may enhance the success of operations at the strategic, operational and tactical level of operations. PSYOPS can provide the following:

- a. Arouse foreign public opinion or political pressures for or against a military operation;
- b. Influence the development of adversary strategy and tactics;
- c. Amplify economic and other non-violent forms of sanctions against an adversary;
- d. Undermine confidence in the adversary leadership;
- e. Lower the morale and combat efficiency of adversary soldiers;
- f. Increase the psychological impact of CF and coalition combat power;
- g. Support military deception and security operations, and
- h. Counter hostile foreign psychological operations efforts.

404. PSYOPS IN SUPPORT OF JOINT OPERATIONS

1. In War, Joint Force Commanders (JFC) synchronize their capabilities and actions in various dimensions to achieve assigned objectives quickly and with minimum casualties. PSYOPS is an instrumental tool in support of the campaign plan, which assists the JFC in gaining the initiative. In addition properly planned and executed PSYOPS provide supported commanders at all echelons with opportunities for gaining additional agility, depth and synchronization for sustained and decisive operations.

2. PSYOPS can support both offensive and defensive operations. The type of offensive and defensive operations conducted will influence the type of PSYOPS that are conducted and the degree of success that will be achieved.

- a. PSYOPS conducted in support of offensive operations can:
 - (1) Exploit the effects of friendly offensive operations;
 - (2) Contribute to the effectiveness of military deceptions and OPSEC measures employed during offensive operations;
 - (3) Increase or decrease the psychological impact of adversary operations;
 - (4) Help subordinate units exploit targets of opportunity, and
 - (5) Increase the psychological impact of the employment of coalition technologically superior weapons systems against adversary forces and strategic targets.
- b. PSYOPS conducted in support of defensive operations can:
 - (1) Discourage adversary offensive operations;
 - (2) Provide support to forces delaying the advance of adversary units, to include PSYOPS support for tactical deception;
 - (3) Support the planning for and conduct of counter attacks, and
 - (4) Support forces delaying an adversary's advance using tactical deception operations;
 - (5) Support the joint rear area coordinator's operations, and
 - (6) Prepare the battlefield psychologically for resumption of friendly offensive operations.
- c. PSYOPS support to objectives common for all joint conventional operations will:
 - (1) Create uncertainty in and lower the morale and efficiency of adversary soldiers and civilians;
 - (2) Influence adversary strategy and tactics;
 - (3) Arouse local public opinion in favour of friendly forces and foment internal political and social pressures against adversary operations;
 - (4) Promote the activities of opponent elements directed against the adversary, particularly those conducted by elements within the adversary's territory;
 - (5) Encourage disaffection among potentially dissident elements within the adversary military and civilian populace;
 - (6) Advise on the psychological implications of planned and executed friendly courses of action, and

- (7) Plan and conduct information operations to nullify adversary PSYOPS efforts or mitigate their effects.

3. **Counter-Terrorism (CT).** Terrorism and the need for force protection have been pushed to the forefront since the terrorist attacks in the US on September 11, 2001. Terrorist forces have proven that they have the capability to coordinate and strike anywhere on the globe. PSYOPS must integrate with other security operations to target the forces employing terrorism. The aim is to place the terrorist forces on the psychological defensive. To do so, PSYOPS personnel analyze the terrorist's goals and use PSYOPS programmes to frustrate those goals. PSYOPS supports CT by the following means;

- a. Countering the adverse effects of a terrorist act;
- b. Lessening popular support for the terrorist cause;
- c. Publicizing incentives to the local people to inform on the terrorist groups;
- d. Persuading the terrorists that they cannot achieve their goals and that they are at personal risk.

4. **Civil Military cooperation (CIMIC).** It is recognized that CIMIC operations play a key role in the success of any military operation. PSYOPS can provide support in the following areas.

- a. Develop information for CIMIC operations concerning the location, state of mind, and health of civilians and the physical characteristics of the operational area;
- b. Disseminate information concerning the safety and welfare of the indigenous civilian population;
- c. Influence a civilian population's attitude towards CF and coalition policy and prepare it for involvement in post-conflict activities;
- d. During disaster-relief operations, support DFAIT in fostering international support for host nation governments and also provide support to PA cells in coordinating publicity for CF efforts;
- e. Conduct assessments before and after the operation to determine the most effective application of effort and document the results;
- f. Provide direct support to CIMIC units conducting emergency relocation operations of displaced civilians and for operations of the displaced civilians camps, and
- g. As a corollary, when conducted within the framework of a viable CIMIC operational concept, CIMIC activities can contribute significantly to the overall success of PSYOPS by demonstrating deeds rather than just words.

405. PSYOPS LIMITATIONS

1. **Time and Planning Considerations.** PSYOPS units need time to conduct a timely pre-deployment notification to assemble experts and relevant materials. PSYOPS assets also need to be included in the operation's planning process. To ensure effective support, operations officers and PSYOPS liaison personnel must maintain a sustained, ongoing dialogue. Considering time and material available, then it will be essential to monitor and adjust the PSYOPS activity based on the results achieved.

2. **Opponent Countermeasures.** The opponent's ability to use all available means and media in effective countermeasures has the potential to limit PSYOPS effectiveness.

3. **Incomplete Information.** Intelligence agencies often do not include in their collection plans the factors that influence the target audience. Such a lack of accurate and complete data restricts the number of exploitable vulnerabilities. Clear direction, through Priority Intelligence Requirements (PIRs), must be given by Commanders to Intelligence staff about factors influencing the target audience.

4. **Evaluation.** Restrictions on news, public discussion, and travel limit the information available to evaluate PSYOPS vulnerabilities.
5. **Coordination.** Failure to coordinate between military PSYOPS units and civilian information agencies may give opponents opportunities for effective counter-PSYOPS. Failure to coordinate may also limit a PSYOPS campaign's or message's effectiveness and possibly even have a negative effect.
6. **Qualified Personnel.** Effective PSYOPS is dependent on there being a pool of imaginative, qualified personnel who know the target audience to draw from. The creation of a PSYOPS staff can not be done on an ad-hoc basis.
7. **Cultural and Linguistic Knowledge.** These personnel must also understand the political, economic, cultural, social, linguistic and ideological subtleties of the target audience. Shortages of qualified personnel or a failure to employ them properly will significantly detract from the success of a PSYOPS campaign.
8. **Accessibility of Potential Target Audiences.** Target audiences may be beyond the limits of military PSYOPS targeting due to physical or policy restrictions. In such cases, military PSYOPS planners refer these targets to higher agencies.

406. PSYOPS TRAINING

1. CF planners at all levels must understand the potential of PSYOPS and selected CF personnel should be qualified as specialists in the planning and application of PSYOPS. Any information or intelligence gathering in support of domestic and international operations involving PSYOPS may only be conducted within the constraints of Canadian laws and policy. It is therefore essential that the CF have an understanding and an appropriate level of training of the TF PSYOPS programme, objectives and current themes.

CHAPTER 5

THE PSYCHOLOGICAL OPERATIONS ANALYSIS PROCESS

501. GENERAL

1. Like all other military actions, PSYOPS is focused to achieve the commander's intent through a disciplined decision-making process. The commander's needs for this support are identified through the PSYOPS estimate as part of the OPP process. Once the commander's needs are identified, detailed preparation is accomplished through the PSYOPS analysis process
2. The PSYOPS analysis process is accomplished in a similar fashion to the Intelligence Preparation of Battlespace (IPB) process. The PSYOPS process is essential to a successful PSYOPS mission. A PSYOPS program prepared without this analysis process jeopardizes the commander's mission.
3. The PSYOPS analysis process is a cyclical process of analysis and evaluation. PSYOPS personnel use this systematic and continuous process to analyze and integrate data on area characteristics.

502. THE PROCESS

1. The process is a modification of the procedure of IPB. The IPB focuses on threat evaluation, terrain and weather analysis; however, the PSYOPS analysis process builds on the IPB but is people oriented as apposed to terrain. The process looks at target audiences within and outside the area of operations. The PSYOPS analysis process correlates:
 - a. Climate and weather analysis;
 - b. Demographic evaluation and target audience analysis;
 - c. Operational area evaluation;
 - d. Geospatial analysis; and
 - e. Data base integration.
2. **Climate and Weather Analysis.** The analysis of the weather's effects on PSYOPS media and dissemination require special care. Wind direction, speed and seasonal changes may affect PSYOPS planning.
3. **Demographic Evaluation and Target Analysis.** PSYOPS population studies analyze demographic, social, cultural, economic, political, religious and historical factors within the target area. Target audience analysis is a key part of the PSYOPS analysis process. PSYOPS personnel study potential target audiences with the area. They also study the PSYOPS programme's effects on audiences not in the immediate operational area. The PSYOPS planner examines target audiences for vulnerabilities and credible communicators, keeping in mind the available PSYOPS assets. The commander then balances available resources against expected results for each target audience. In this part of the PSYOPS analysis process, PSYOPS personnel also analyze the opponent's propaganda and consider counter-PSYOPS techniques.
4. **Operational Area Evaluation (OAE).** The basic OAE begins with a Basic or Special PSYOPS study (as defined in para 505) of the Area of Operations (AO). PSYOPS personnel add intelligence data to these studies for specific PSYOPS support missions. The Product Development Centre (PDC) is a PSYOPS sub-unit that develops and produces print, audio, audio-visual and other media products for Theatre dissemination to support PSYOPS campaign objectives. The PDC prepares a matrix of the AO during the OAE. The matrix identifies possible target groups, credible leaders, preferred media, and possible PSYOPS issues. The PDC analyzes data about accessible and effective targets within and outside the AO.

5. **Geospatial Analysis.** PSYOPS terrain studies consider how the area’s geography affects the culture, population density and product dissemination. Mountain ranges, valleys, and river systems affect the PSYOPS element’s ability to conduct action programmes.

6. **Database Integration.** The final step in the PSYOPS analysis process is the integration of all studies and analyzed data into a database for PSYOPS planners. This step relies heavily on event templating and matrix development. The PSYOPS analysis process is people oriented, as opposed to terrain oriented. The event template and matrix focus on expected results of friendly, opposed to and non-belligerent third-party actions. After examining the effect of a specific theme or action, the PDC recommends target audiences. The PDC classifies them as high-value targets (HVT) or high-payoff targets (HPT). Including HVTs in the programme boosts the credibility of PSYOPS messages. Including HPTs advances coalition/national goals within the AO. The PSYOPS analysis process lets PSYOPS personnel provide timely, expert advice to commanders.

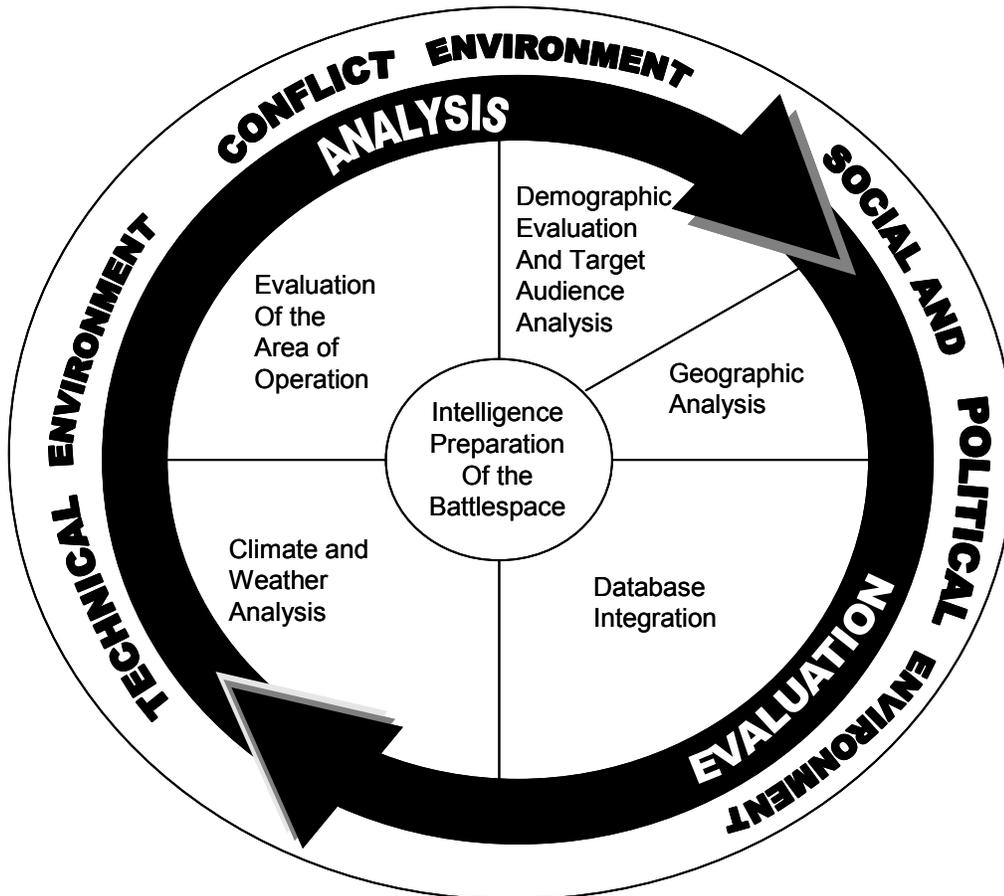


Figure 5-1 PSYOPS Analysis Process

503. THE RELATIONSHIP BETWEEN PSYOPS AND INTELLIGENCE

1. In order for PSYOPS to be effective it must be linked to the intelligence cycle. From the intelligence cycle the PSYOPS staff can gain situational awareness, initiate target audience development and receive feedback on the effectiveness of the PSYOPS campaign. Intelligence must be consulted to ascertain details on intelligence operations. Intelligence is also critical to the PSYOPS staff for:

- a. The timing of programs.

- b. Selection of dissemination methods for PSYOPS products.
 - c. Measuring PSYOPS effectiveness.
2. The PSYOPS intelligence architecture is based on the use of CF, non-CF and Host Nation (HN) assets. Intelligence is conducted at the strategic, operational and tactical levels.
3. Strategic intelligence is generated at the national level, primarily by: J2/DG INT, the Canadian Security Intelligence Service (CSIS), the Communications Security Establishment (CSE) and our allies. These agencies provide:
- a. Analytical services.
 - b. Finished intelligence products.
 - c. Extensive reference database.
4. Operational and tactical intelligence are generated for the AO of the Joint Task Force Headquarters in support of its operation or campaign.
5. The intelligence disciplines can provide the following support to PSYOPS units:
- a. **Signals Intelligence.** SIGINT collection assets belonging to the National SIGINT Organisation (NSO) are largely static and permanent. They are usually tasked at the strategic level and targeted against high level political and leadership targets; however, in the increasingly complex communications world they may often have access to operational and tactical level intelligence. The NSO also has a number of deployable assets that can have specific operational or tactical tasking depending on their location. This capability may be available in Canadian warships or Naval Task Groups.
 - b. **Electronic Warfare.** EW assets are under command of the deployed commander and are primarily tasked for Force Protection, counter C2 and operational and tactical intelligence. Planners should be aware that warships may have additional capabilities that could prove useful. A number of these assets have a SIGINT capability and, if made available, may be tasked against operational or strategic targets.
 - c. **Imagery Intelligence.** IMINT collection assets that have utility at the operational level include the output of overhead reconnaissance platforms, while tactical assets include tactical air reconnaissance and UAVs.
 - d. **Human Intelligence.** Strategic HUMINT collection assets include the resources of national agencies and CF agencies. At the operational and tactical levels, interrogators, SOF, specialist debriefers and agent handlers, military observers, liaison officers, CI teams, special reconnaissance, and armoured reconnaissance, will be available.
 - d. **Geographic Intelligence.** GEO assets at the strategic level include world wide library acquisition. At the operational level collection is conducted by deployed Mil survey assets.

504. SOURCES AND AGENCIES

1. Virtually all PSYOPS missions will require information or intelligence assistance from non-CF agencies. The information provided by these agencies may prove invaluable to the success of PSYOPS. Listed below are major agencies that may produce PSYOPS related intelligence or information on a routine basis:
- a. Allies;
 - b. CSIS;

- c. CSE;
 - d. Solicitor General;
 - e. Department of Justice;
 - f. Royal Canadian Mounted Police (RCMP);
 - g. Canada, Customs and Revenue Agency (CCRA)
 - h. Department of Foreign Affairs and International Trade (DFAIT).
 - i. Agriculture Canada.
 - j. Transport Canada.
 - k. Citizenship and Immigration Canada (CIC)
 - l. Canadian International Development Agency (CIDA)
2. The Canadian Embassy or Consulate is often a significant source of PSYOPS intelligence and information in the HN. These in-country personnel are a critical element for providing PSYOPS related intelligence or information. HN agencies are also excellent sources of intelligence to PSYOPS.

505. PSYOPS STUDIES

1. PSYOPS studies provide a baseline of PSYOPS information. They contain broad information covering PSYOPS relevant issues for a country or region. PSYOPS personnel must constantly develop and update the information for these studies in order to ensure the effectiveness of the PSYOPS campaign.
2. A Basic PSYOPS Study (BPS) is a document that succinctly describes the most PSYOPS pertinent characteristics of a country geographical area, or region. The BPS serves as an immediate reference for the planning and conduct of PSYOPS campaign. It normally covers the following:
 - a. History and ideology.
 - b. Government and Politics.
 - c. Foreign relations and policy.
 - d. Society and culture.
 - e. Economy.
 - f. Military establishment.
 - g. Communication process and affects.
 - h. PSYOPS, political warfare, and official information.
 - i. Potential target audiences.
3. A Special PSYOPS Study (SPS) is a document similar to the BPS, but it focuses either on a single topic (a specific community throughout the world, for example) or a specific aspect of a BPS (a township or precinct, for example).

506. TARGET AUDIENCE

1. The target audience analysis is necessary in the planning and conduct of PSYOPS operations. Such information includes the designated target audience's identity, location, vulnerabilities, susceptibilities and effectiveness. This section only provides an overview of what a target audience is; however, Annex C is dedicated to this subject and gives further details on the target audience analysis.

2. PSYOPS keys on social and behavioural intelligence collecting intelligence on the composition and exact nature of the target audience is the first step in developing PSYOPS products. The definition of the target audience depends on a number of internal and external conditions, as well as historical events and norms that have developed over time. For example, target audiences may be defined based on:

- a. Language;
- b. Social studies;
- c. Religious beliefs;
- d. Location;
- e. Occupation;
- f. Race;
- g. Military and political affiliation; and
- h. Education levels.

3. Understanding these conditions is critical to PSYOPS product development. Intelligence assists in this process by describing and assessing the beliefs, attitudes and perceptions of different target audiences and how they perceive their environment. The more specific the information about the target audience, the more successful the PSYOPS product or programme will be. Much of this intelligence can be derived from intelligence databases and open source documents that include information about historical and current events, including news services that are relevant to the particular target audience.

4. To understand anticipated target audiences, nations or regions, PSYOPS and intelligence personnel must study the historical as well as the current perspective of the target audience. Study may include but is not limited to:

- a. Identification of indigenous peoples, including the various ethnic groups that exist in the country, how, when, from where and under what conditions they came to that country/location.
- b. Outline of how indigenous peoples and ethnic groups were treated by colonizers or invaders over time.
- c. Descriptions of the interrelationship among the distinct groups and their attitudes towards the existing political, economic and social leaders and systems.
- d. Description of how each distinct group lives and its customs and traditions.
- e. Indication of which customs and traditions are common to all groups and which are unique to specific groups.
- f. Identification of existing and dormant bonds and the controversies among distinct groups in the target country, including sense of nationhood and tribal and group loyalties.
- g. Identification of formal and informal leaders with the authority to influence group actions.

- h. Description of what is known about the personal goals, personal characteristics and motivation of the leaders.
- i. Identification of fanaticism and extremism, personal values and beliefs.
- j. Description of the nation's economy.
- k. Identification of concentrations of wealth and poverty by groups, in particular, class, tribe and race barriers on obtaining wealth and whether those barriers are restrictive or flexible.
- l. Identification of strengths and weaknesses in the nation's economy and its dependence on other countries.
- m. Status of the nation's world debt and any programmes placed upon it by World Banking Organizations.
- n. Identification of companies that participate in international trade fairs, import-export companies and companies with overseas affiliates.
- o. Description of ideological credos held by various groups in the target country.
- p. Description of how tolerant or intolerant each group is and its ability to affect national policies (internal and external).
- q. Identification of international movements in which the groups participate, international gatherings they sponsor or in which they participate to promote ideology and the means used to propagate particular beliefs and cause.
- r. Description of the internal security organization of the nation, their population control capabilities and measures, and the degree to which they can influence the population.
- s. Identification of groups favoured or treated harshly by the internal security organizations and issues of contention with respect to internal security practices.
- t. Description of internal media-capabilities. Identification of controls over internal media and what sources media personnel use to prepare materials.
- u. Description of the border controls, internal controls and monitoring practices for foreigners to include customs duties and restrictions.
- v. Description of the status of the various armed forces in the country.
- w. Description of the interaction between the military services, with emphasis on the differences of outlook, favouritism, harsh treatment, lack of trust and other such factors.
- x. Identification of civil-military relationships.
- y. Description of the national security structure functions, the prestige and influence of member nations and attitudes of members toward one another and the alliance.
- z. Description of the particular agreements, how well they are adhered to the value placed upon them and disagreements among and between the parties concerned.

507. ISSUES AND THEMES

1. Key issues within a target audience, used to develop PSYOPS themes, are determined through intelligence and research. PSYOPS personnel focus on the general opinions of the target audience, not on

isolated views from a small sector of the target. Themes and Symbols are further detailed in Annex D. Issues and themes important to the PSYOPS effort include:

- a. Perceptions of Canada and its allies.
- b. Perceptions on the HN and its military.
- c. Perceptions of non-belligerent third parties.
- d. Socio-economic conditions.
- e. Key leaders.
- f. Foreign influence.
- g. Local government services and agencies.
- h. Motivators.
- i. Symbols.

508. EFFECTIVENESS OF THE TARGET AUDIENCE

1. Intelligence assets must also assess the effectiveness of any past or current PSYOPS programme against the target audience by a friendly or opposing power. This programme may have already influenced the target audience to some degree. PSYOPS personnel should know the key message of the previous PSYOPS programme, its intent and its effectiveness and if required a means of countering the message.

509. PRODUCT DEVELOPMENT

1. Prototypes of products and actions that will help accomplish the PSYOPS mission are developed through the Product Development Process. The objective in product development is to get the right message or action said or done in the right way through the right channel at the right time to the right audience. The Product Development Process is described at Annex E.

510. MEANS OF DISSEMINATION

1. Dissemination is the actual delivery of the PSYOPS message to the target audience. Intelligence is used to determine the most effective way to reach the entire target audience. Audiences vary greatly in their access to a particular medium, whether that medium is radio, television, newspapers, posters or leaflets. In addition, target audiences vary in their ability to understand the message because of language, cultural, or other barriers. Obviously, printed products directed at an illiterate target or written in the wrong language have little effect on the target. Using a symbol with a distinct meaning to an illiterate target may, however, have a significant effect.

2. To determine the most effective method of dissemination, PSYOPS personnel must assess the following dissemination and communication factors:

- a. Existing communication structure;
- b. Media availability;
- c. Media credibility;
- d. Language (to include dialects, slang usage);
- e. Musical likes and dislikes;

- f. Social taboos;
- g. Control of media;
- h. Capability of media-for example, power of television transmitters;
- i. Physical conditions (geography and climatology);
- j. Graffiti; and
- k. Opponent's means to disrupt.

3. Certain groups may also communicate in a way that is unique to their time and place. For example, slang that may be highly credible to their members may be easily overlooked by outsiders. An insurgent group may develop a certain shorthand to speed messages over a crude system. By interviewing Prisoners of War (PW), defectors, or HN personnel, PSYOPS personnel can tap into this shorthand or slang.

4. They can create appeals with much greater impact than a standard message. The intelligence needed to support the actual delivery of messages or actions can be very detailed and technical. Plans to operate from a particular radio or television station require a great deal of intelligence about the equipment. For example, PSYOPS personnel need to know about the equipment's reliability, compatibility, range and current programming.

5. PSYOPS personnel also need to know the opponent's ability to disrupt the delivery of the product. Depending on the type of communication medium selected, a variety of opponent's disruption capabilities should be considered. An airdrop of leaflets, for example, requires intelligence on air defence artillery and air interdiction capability. Radio and television broadcasts are subject to electronic countermeasures. Even leaflets can be disrupted if the opponent harshly punishes people who pick up leaflets. Annex F provides further details on Dissemination.

511. THE EVALUATION OF PRODUCT EFFECTIVENESS

1. PSYOPS personnel use intelligence from various sources in the target analysis process to evaluate the effectiveness of PSYOPS products and programmes. Ideally, the product is tested on a limited audience. Before full-scale dissemination and use, the results of the test are analyzed to determine whether to modify the product or, if necessary, eliminate it completely. Annex F also provides further details on Impact and Post-testing.

2. To assess the success of products and programmes, PSYOPS personnel use two types of indicators, direct and indirect:

- a. **Direct Indicators** - are the desired results themselves. For example, if the desired result of a product is the defection of several key people to the HN cause, the direct indicator is their actual defection.
- b. **Indirect Indicators** - are used when the desired behaviour cannot be readily observed due to either terrain or the type of behaviour itself. The success of a PSYOPS programme to lower motivation and morale would be difficult to quantify. PSYOPS personnel can collect and use indirect indicators of motivation and morale, such as the success or failure of an adversary to attract recruits.

ANNEX A - PROPAGANDA ANALYSIS AND COUNTER-PSYOPS

INTRODUCTION

1. Effective PSYOPS are based on the collection of intelligence relating to the conditions and attitudes of a target area and audience. An important source of current information is available in opponent propaganda, which should be analyzed. Propaganda analysis should be an ongoing mission because there will never be absence of propaganda. The information gained from propaganda analysis can be used to produce PSYOPS products or to develop Counter-PSYOPS programs. Five major tasks are associated with propaganda analysis and Counter-PSYOPS: collecting, processing, propaganda analysis, advising, and Counter-PSYOPS measures.
2. The **collection task** focuses on collection of information and intelligence relating to opponent propaganda. The PSYOPS intelligence element is always collecting intelligence to determine potential target audiences, existing conditions, attitudes, and vulnerabilities. One aspect of this collection effort is the monitoring of communications. This monitoring aids in determining the psychological situation in the AO. Another aspect is the collection of opponent propaganda.
3. The PSYOPS intelligence unit processes information received relating to opponent propaganda. The intelligence unit and the propaganda analyst must maintain continuous coordination. Upon request, the intelligence unit gives needed intelligence and opponent propaganda to the analyst.

SECTION I - PROPAGANDA ANALYSIS

GENERAL

1. The requirements for propaganda analysis depend on the level of opponent propaganda and are not limited to circumstances in which PSYOPS units are actively committed. Consequently, a continuing need exists for propaganda analysis in peacetime and in all regions where Canadian interests are being challenged.

PSYCHOLOGICAL OPERATION INTELLIGENCE

1. Information Gathered Through Propaganda Analysis. While propaganda analysis is primarily done to gather information to help develop PSYOPS programs, it can also uncover intelligence for other uses. Examples of PSYOPS intelligence include:

- a. Conditions affecting the target audience and attitudes resulting from them.
 - b. Issues about which the opponent displays exceptional sensitivity.
 - c. Weaknesses in the opponent's knowledge and understanding of the target audience.
 - d. Successful opponent propaganda themes that require propaganda counteraction.
 - e. Opponent material that displays clumsiness, insensitivity, or inhumanity and might be used as the basis of a propaganda counteraction program.
2. Besides PSYOPS specific intelligence, analysis may reveal other intelligence. Examples include:
- a. Indications the opponent is attempting to prepare public opinion for a particular eventuality.
 - b. Errors of fact that suggest a weakness in the opponent's intelligence-gathering organizations.
 - c. New people used in the propaganda, suggesting a shift in personnel in the opponent's structure.

THE "SCAME" APPROACH

1. Although a variety of approaches maybe used in the analysis of propaganda, the source, content, audience, media, and effects (SCAME) approach describes a convenient and very efficient system. Information revealed by the SCAME approach helps PSYOPS personnel develop Counter-PSYOPS programs. Adherence to this approach ensures a complete and thorough examination of opponent propaganda and largely removes the possibility of error due to omission. An analysis of propaganda using the SCAME approach determines the source of the propaganda, the message content, the total audience the message reached, and the specifics of the medium used to send the message. The SCAME approach leads to a conclusion concerning the effect or desired effect the propaganda has had on the target audience. PSYOPS personnel record their findings on a propaganda analysis form IAW the five SCAME categories (See table below).

S	Source Analysis: What is the real source?
	1. Authority:
	2. Authenticity and Credibility:
	3. Type: White (), Grey (), Black ()
C	Content Analysis: What the propaganda tells about:
	1. Morale:
	2. Involuntary Information:
	3. Biographic Information:
	4. Economic Data:
	5. Propaganda Inconsistencies:
	6. Geographic Information:
	7. Intentions:
A	Audience Analysis: Who is the audience? What are its characteristics (location, size, importance, political influences, religious influences, economic influences and ethnic influences)?
	1. Apparent Audience:
	2. Ultimate Audience:
	3. Intermediate Audience:
	4. Unintended Audience:
M	Media Analysis: What media are used and why?
	1. Type:
	2. Frequency:
	3. Reason:

E	Effect Analysis: What impact is this propaganda having?	
	1. Method used in analysis:	
	2. Indication of effect: What events appears to be a result of this propaganda effort?	
Conclusion:		
Apparent theme or desired results:		
Action recommended:		
Action taken:		
Analyst name:	Unit:	Date:

SOURCE ANALYSIS

1. A source is the individual, organization, or government that sponsors and disseminates the propaganda. Source analysis examines not only propaganda but also the organization responsible for its development and dissemination. Analyzing the source may help determine credibility, accuracy, and connection to a government, military command, organization, or individual. To analyze a source, PSYOPS personnel must identify the source and determine its status in the opponent's hierarchy. The source may be classified as an actor, an author, or an authority.

2. The actor is the person or entity presenting the message. The author is the person or entity who wrote the message. The authority is the person or entity in whose name the statement is made. PSYOPS analysts attempt to assess the credibility of the author in the eyes of the target audience. With the information about the source, the analyst can classify propaganda as white, gray, or black. White propaganda is disseminated and acknowledged by the sponsor or by an accredited agency. Gray propaganda is not specifically identified with any source. Black propaganda is identified with a source other than the true one to mislead the target audience.

CONTENT ANALYSIS

1. Content analysis evaluates what the propaganda message says. It also determines the source's motive and goals. Content analysis reveals the meaning of the message, the reason the message was disseminated, the intended purpose of the message, and the way the appeal was presented. Many techniques used by the source can be identified. These overlapping and difficult-to-isolate techniques can be found in Table A-1.

CONTENT METHODS

1. There are two major methods of content analyses, objective and subjective. A combined use of both methods is ideal to interpret the full meaning and intent of the propaganda message.

2. With the **objective method**, the PSYOPS analyst systematically analyzes content using classification systems and statistical data bases. Objective analysis has advantages and disadvantages. A variety of up-to-date information is available from computers. PSYOPS analysts can analyze large quantities of data effectively and depict the information on charts, graphs, and other easily understood forms. Accuracy and continuity are ensured. The disadvantages include the need for computers and the training to operate the computers. Also, if the computer is inoperative, the information is inaccessible.

3. With the **subjective method**, the PSYOPS analyst relies on his background, experience, and judgment. Subjective analysis has the advantage of flexibility and mobility. Support requirements are limited, and the analyst does not need training on computers. He can rely on his mind. The disadvantages are that it is time-consuming, it allows the analyst to inject his bias, and it loses institutional memory if the analyst departs.
4. In content analysis, PSYOPS personnel evaluate morale, involuntary information, biographic information, economic data, propaganda inconsistencies, geographic information, and intentions. This analysis may provide both PSYOPS-specific and other intelligence.
5. PSYOPS personnel analyze morale by studying propaganda messages. For example, a message quietly and unemotionally delivered may reflect high morale, while silence, bluster, or strident communications may suggest low morale.
6. PSYOPS personnel glean involuntary information from propaganda containing news, opinions, and entertainment. Analysis of this information may reveal useful intelligence. For example, the coverage given leaders in opponent propaganda may indicate their power within the opponent hierarchy. The leader given the greatest coverage probably wields the most power in that area.
7. PSYOPS personnel study propaganda or events that may provide biographical information on particular individuals. For example, the appearance of a new personality at a publicized ceremony may indicate a promotion or demotion has occurred within the government or military power structure. Movements and visits of highly placed officials may suggest imminent political or military action in the areas visited.
8. PSYOPS personnel find economic information in propaganda that reports statistics; however, these statistics may be false. Comparing verified statistics may reveal valuable clues about industrial or agricultural output, labor shortages, or other economic conditions. PSYOPS personnel maintain a chart of known statistical data to compare incoming economic data and to evaluate future economic trends. Productivity charts can show past, current, and future anticipated levels of productivity.
9. PSYOPS personnel look for inconsistencies in propaganda because these discrepancies may provide insights into conditions within the target area. This information could include reports concerning the readiness of combat forces and plans for operational activities. An example is the massing of combat forces and equipment near a border as a "training exercise."
10. PSYOPS personnel establish an indicator accuracy checklist to help them analyze and recognize propaganda inconsistencies. This checklist has questions about the feasibility or accuracy of the propaganda being presented. For instance, opponent mechanized forces are in a combat readiness posture as stated by the sponsor, however, intelligence indicates a major shortage of petroleum, oils, and lubricants (POL). This intelligence points out that the opponent is not combat ready, since he lacks POL.
11. PSYOPS personnel get important geographic information from sources claiming victories and identifying places and individuals. Such information can be confirmed through other intelligence sources and assets.
12. PSYOPS personnel look for propaganda that may conceal the real intentions of a country. A typical example is a country attempting to convey the impression that future hostile outbreaks are the fault of another nation while the country is preparing for an attack. For instance, a country increases the strength of its armed forces or gets advanced weapons systems with the stated intention of "defending itself from a hostile neighboring country."

CONTENT CATEGORIES

1. Content categories are classifications of the propaganda being analyzed. Content categories are used in both objective and subjective analyses. PSYOPS personnel can add new categories as needed and

change the definition of old categories to fit circumstances. The general content categories are subject matter, direction, values, and method.

2. **Subject matter.** This category is the most general in nature and answers the elementary question, "What is the subject of the communication?" This category is used to determine the relative emphasis the opponent gives to different topics in a sample of propaganda.

3. **Direction.** This category determines the "slant" of the propaganda by finding the ratio of favorable to unfavorable, or pro to con, or cohesive to divisive. Using this category, the analyst can determine the attitude of a source toward a given topic.

4. **Values.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, and education. From these categories, comparative attitudes or moral questions can be determined.

5. **Method.** This category is concerned with the techniques or "tricks of the trade" used by the source. These techniques are discussed in Figure A-1.

6. **Conclusions to content analysis.** The final step in content analysis is to come to a conclusion. The conclusion includes such matters as comparative attitudes or predictions of future actions.

AUDIENCE ANALYSIS

1. Audience analysis involves studying the total audience reached by the propaganda. It determines the reasons a particular audience was selected and the rationale for a particular line of persuasion.

2. **Purpose of Audience Analysis.** By hypothesizing the attitudes and conditions of the target audience as viewed by the propaganda source, the analyst determines the target of the message and examines its characteristics. The purpose of audience analysis is to determine:

- a. Conditions and attitudes affecting the target audience.
- b. The strategy used by the propaganda source.
- c. Specific target audiences selected by the source.
- d. Vulnerabilities that can be exploited.

3. **Audience Analysis Groups.** An essential part of audience analysis is identifying the source's target. These targets range from broad categories, such as a nation of people, to specific categories, such as a rifle platoon. Audiences can also be classified based on income, nationality, geography, ethnicity, political preferences, religion, race, social class, caste, and other factors. Audience analysis identifies four major classifications of audiences: apparent, ultimate, intermediate, and unintended. Refer to Annex C for classification and description of audiences.

4. **Conclusions to Audience Analysis.** The target audience is analyzed by description, location, size, background (political, religious, economic, ethnic), and social class. The analyst should identify as many types of audiences as possible. He should find out why and how each target audience is being used. He should also list the conditions and attitudes of each audience involved in the communication process. Once the analyst positively determines his ultimate audience, he must justify his conclusions.

MEDIA ANALYSIS

1. Media analysis determines why a dissemination method was chosen, what media capabilities the opponent has, and how consistent the message content was. Source, content, and audience all affect the choice of media to send propaganda. Source analysis may show that the choice of media was based on the availability of a particular medium. Content analysis may reveal that certain characteristics of the medium

would further propaganda objectives; therefore, that medium is selected. Audience analysis may show that a particular medium was selected because of the estimate of conditions and attitudes of the ultimate audience. PSYOPS personnel may find the information needed to conduct media analysis in the records of previous propaganda efforts directed at a specific audience within the target area. This knowledge may enable the analyst to reinforce or reject his original conclusions on the target audience the opponent was trying to influence.

2. **Factors in Media Analysis.** Messages can be received through audio, visual, and audiovisual means. In addition, the following factors should be considered when conducting media analysis:

- a. Frequency refers to how often a medium is disseminated. Newspapers or magazines may be daily, weekly, or monthly. Radio or television may be daily, weekly, hourly, morning, or evening broadcasts.
- b. Placement is the position of the propaganda within a medium. Some examples are lead stories, feature articles, or placement in the economic or community section of a newspaper. Place of origin can be openly acknowledged or inferred. The origin of electronic media may be pinpointed by direction finding. The origin of other media may be harder to find.
- c. Technical characteristics can be classified according to frequencies or channels, modulation, signal strength, or retransmission identification. Printed material is characterized by number of pages, quality of paper, and print quality. Another classification of visual and audiovisual media is color or black and white.
- d. Method of dissemination determines how media are classified. Loudspeakers can be stationary, vehicle-mounted, or backpacked. Leaflets may be delivered by hand, aircraft, balloons, artillery bombs, or sea floats.

3. **Types of Transmission Modes.** PSYOPS personnel should also consider transmission modes when conducting media analysis. Transmission modes may be overt or covert. Overt transmissions include openly delivered posters, leaflets, or broadcasts originating from openly acknowledged transmission stations. Covert transmissions include broadcasts originating from clandestine transmission stations and printed media surreptitiously delivered.

4. **Conclusions to Media Analysis.** Disseminated propaganda can also show enemy weaknesses. Propaganda printed on inferior grades of paper may indicate supply shortages. Weak broadcasting signals, interrupted programs, poor program production, or too few operating stations may suggest a lack of communications equipment, facilities, supplies, and trained personnel.

EFFECTS ANALYSIS

1. PSYOPS personnel conduct effects analysis to determine the overall results of opponent propaganda. For instance, results may include the specific effects of the propaganda on the target audience and the reasons it was effective, partially effective, or totally ineffective. PSYOPS personnel must understand these effects so they may develop PSYOPS themes to counter them. In effects analysis, PSYOPS personnel determine propaganda effectiveness by studying four general types of evidence responsive actions, participant reports, observer commentaries, and indirect indicators.

ADVISING

1. PSYOPS personnel advise the supported commander and coordinating staff of the current situation regarding the use or anticipated use of opponent propaganda in the AO. This task also includes advice on available options for use of Counter-PSYOPS based on:

- a. Propaganda analysis.
- b. Current intelligence.

- c. Planning considerations listed in the section on Counter-PSYOPS.

SECTION II - COUNTER-PSYOPS MEASURES

GENERAL

1. Part of the challenge of Counter-PSYOPS is to decide when to conduct a Counter-PSYOPS program, if at all. Specific measures used to prevent or counter opponent propaganda depend on a variety of conditions and indicators. Analysts get some indications through propaganda analysis. Based on the PSYOPS unit's advice, the supported commander will decide when to use Counter-PSYOPS measures. Counter-PSYOPS includes preventive action, counteraction, and rumour control. Counter-PSYOPS have to be coordinated with Counter-Intelligence.

PREVENTIVE ACTION

1. Preventive action takes the form of propaganda awareness programs that inform and expose military (friendly troops) and friendly populations to the nature of opponent propaganda. Generally, analysts develop information programs for military and civilian populations. Exposure programs are developed for military personnel. The programs help them understand their vulnerability to propaganda. As part of these programs, military personnel see magazine articles, receive training at service schools, and hear briefings about the propaganda themes most likely to be used against them. Friendly civilian populations see PSYOPS products designed to inform them of opponent propaganda themes that may be used against them.

2. **Preventive Action Components.** Preventive action has several components. These components include command information, information articles, institution, exposure, and civilian information:

- a. **Command Information Component.** This component consists of a series of briefings covering major propaganda themes. These briefings are self-contained packages designed to be given as part of a unit's regular training program.
- b. **Information Articles Component.** This component consists of approved articles written for military magazines. The component provides information that will increase the soldiers' survivability on the battlefield. These articles generate interest in PSYOPS and encourage input from the field.
- c. **Institution Component.** This component contains exportable training materials, such as outlines and other training aids. The content of this component will expand the material contained in the information articles component.
- d. **Exposure Component.** This component includes scenarios to be used during field and command post exercises. The component introduces units to realistic PSYOPS. Scenarios include leaflets, posters, and radio and loudspeaker broadcasts. Radio and loudspeaker broadcast material includes scripts of the messages to be used during exercises. The scenarios use opponent's probable propaganda themes. They are designed to be used by personnel with little or no PSYOPS training.
- e. **Civilian Information Component.** This component consists of PSYOPS products developed by the supporting PSYOPS unit. It covers information on opponent propaganda themes put out to the civilian populace.

3. **Opponent Propaganda Themes.** Five specific themes are outlined in awareness programs. These themes are used to exploit the psychological soft spots created by an individual's needs, goals, fears, and worries. These themes include Officers/Non Commissioned Members (NCM) relationship, fear of Nuclear, Biological, and Chemical (NBC) warfare, fear of death and mutilation, racial differences, and noncombatant evacuation.

4. **Officer-NCM Relationship.** This theme attempts to cause animosity or dissension among members of the armed forces based on inequality of pay and benefits. It also focuses on maltreatment of lower-

ranking service members by the officer corps. This theme, when effective, greatly reduces unit effectiveness and readiness by damaging morale, discipline, and esprit de corps.

5. **Fear of NBC Warfare.** This theme focuses on the horrible aspects of NBC warfare and attempts to promote a feeling of hopelessness and doom. Graphic photos, films, and written materials heighten this awareness and generate fear and panic.

6. **Fear of Death and Mutilation.** This theme continues to be used frequently throughout the world because it creates or promotes fear and panic in the target audience. It may lead civilians to believe they will be tortured or killed if they support the opposition.

7. **Racial Differences.** This theme attempts to create mistrust and suspicion among the different races within the target audience. A major point addressed is the unfair treatment of the target audience in the past or present, such as slavery or genocide. It attempts to focus on major differences and prejudices (real or fabricated) to weaken cohesiveness and cause animosity and fear. For example, Vietnamese captors often used this theme against American black captives. They wanted the captives to feel that they were suffering for the white man just as their ancestors had as slaves. This technique was used in the attempt to weaken or destroy cohesion and solidarity with white captives. 8. **Noncombatant Evacuation.** This theme is used to persuade audiences they should move to a safe area where they can be protected by an armed force. A government often uses this technique to separate an insurgent force from the civilian populace and to deny the insurgents logistical and intelligence support.

COUNTERACTION

1. Counteraction is any measure that PSYOPS units use to reduce or neutralize the effects of opponent propaganda. It maintains the psychological initiative and keeps the opponent reacting. Often, especially in combat, the most effective counteraction is to ignore certain opponent propaganda activities and continue with other active PSYOPS campaigns.

2. **Counteraction Measures.** PSYOPS units may counter opponent propaganda in many ways. The most important way is for friendly forces to establish clear political goals and to ensure they are understood by the public. The specific measures taken under counteraction depend on the intensity and the effectiveness of opponent propaganda in the AO. An intense level of opponent propaganda often characterizes operations in a military operation short of war. The authority to access and employ mass communications media limits the ability to effectively counter opponent propaganda. PSYOPS personnel must remember that besides mission limitations, the resources available will impact on the decision of how to employ counteraction.

3. During war, counteraction requirements may be initially high. These requirements are based on anticipated opponent propaganda at the strategic, operational, and tactical levels targeting both Canadian soldiers and foreign population groups. As the conflict lengthens, requirements for counteraction at the tactical level generally decrease in relation to exploitation missions, while remaining constant at the military strategic level.

4. **Counteraction Planning Considerations.** During counteraction planning, analysts must study the planning considerations before conducting the program. The program should be employed only after all the following considerations have been thoroughly studied:

- a. What type of useful intelligence was gathered during propaganda analysis? Can this intelligence be used to determine the type of counteraction program?
- b. What is the current and potential impact of the opponent propaganda?
- c. What target vulnerabilities, susceptibilities, and counteraction objectives were identified by target audience analysis?

- d. Are sufficient time, personnel, and resources available to put together an effective, timely counteraction program?
 - e. Will a specific counteraction program help or hinder ongoing PSYOPS programs?
 - f. Will the counteraction program bring unwanted publicity to the opponent PSYOPS campaign?
 - g. What is the most appropriate counteraction technique for the particular situation?
 - h. Is the counteraction program going to be carried out quickly to prevent the target audience from forming opinions based on the content of opponent PSYOPS materials?
 - i. What is the probability of counteraction program success?
5. **Counteraction Techniques.** PSYOPS personnel should use counteraction techniques only after all factors have been thoroughly studied. These techniques include direct refutation, indirect refutation, diversion, silence, restrictive measures, imitative deception, conditioning, forestalling, and minimization.
6. **Direct Refutation.** This technique is a point-for-point rebuttal of opponent propaganda charges. PSYOPS personnel use it when they know the opponent's message can be proved completely wrong. The refutation should be credible to the target audience. It should be circulated as widely and quickly as possible while getting the true information to the target audience before the original message has a chance to do any lasting damage. One drawback PSYOPS units encounter when they use this method is that it may give added publicity, strength, and possible credibility to opponent messages by repeating them. This aggressive technique also attracts attention.
7. **Indirect Refutation.** This technique involves the introduction of a new set of relevant themes that refute opponent propaganda by indirect means. These indirect means include implication and insinuation. Indirect refutation challenges the credibility of opponent propaganda. The advantage of this technique is that it does not reinforce or spread opponent propaganda as readily as direct refutation. An example of this method would be to discredit the integrity of the sponsor or a prominent member of the opposition by damaging his credibility. This method serves to weaken the sponsor's message.
8. **Diversion.** In this technique, PSYOPS units try to overshadow the content of the opponent message by presenting a theme that draws more attention or creates greater concern from the audience. This diverts the audience's attention from the opponent message and focuses its attention on the friendly message.
9. **Silence.** This technique implies that no response is necessary to counter the propaganda. It denies feedback since the opponent message is not further publicized. This technique should be used when counteraction is dangerous or the effect uncertain. Before selecting this method, the effect of silence on the target audience must be analyzed. This technique is often used in counteraction because it avoids giving the opponent message publicity and supplying the opponent with feedback. A statement made when using this technique is, "The charges are so absurd they don't warrant a response." The effects of this technique are measured through intelligence feedback.
10. **Restrictive Measures.** This technique uses measures that deny the target audience access to propaganda. These actions may call attention to the propaganda and encourage the target audience to obtain, read, or listen to the information covertly. Restrictive measures are never completely effective because enforced isolation of the target audience is impossible. Restrictive measures are not normally recommended. This technique has been used extensively in repressive governments restricting the flow of news and information to the populace.
11. **Imitative Deception.** This technique involves changing propaganda to decrease its edibility and effect. Imitative deception is closely associated with black propaganda and covert and deception operations. Because this technique can cause the user to lose credibility, it is exploited infrequently. The technique

usually involves physically altering the propaganda product, such as physically altering a leaflet or radio broadcast.

12. **Conditioning.** This technique sets up education and information programs that condition the target audience and reduce its susceptibility to influence by opponent propaganda. It prepares the audience for events that are occurring or will occur-for example, the introduction of armed forces into an area to establish order.

13. **Forestalling.** This technique anticipates potential opponent propaganda. It keeps the opponent from using situations by bringing them before the audience first. To use this technique effectively, PSYOPS personnel must know how the opponent will react when he becomes aware of the situation. Using this technique also counteracts subjects potentially exploitable by opponent propaganda before the opponent seizes them for his own purposes. This technique allows PSYOPS personnel to conduct preemptive measures to reduce the effects of the anticipated opponent propaganda.

14. **Minimization.** This technique involves acknowledging propaganda but reemphasizing the content of the material. It is used whenever PSYOPS personnel cannot refute, discredit, or remain silent on a matter or when they want to preserve their credibility. When using minimization, PSYOPS personnel must remember that acknowledging opponent propaganda without effectively reemphasizing the content can give the appearance that Canada accepts the propaganda as true. Minimization can be applied in three ways:

- a. It can emphasize aspects of the propaganda material that are favorable to the target audience.
- b. It can insinuate that the whole story cannot be told now, suggesting that the full facts will prove the propaganda false or at least inaccurate.
- c. It can give brief attention to the subject to maintain credibility in its most vital aspects and then drop the subject.

15. **Rumour Control.** PSYOPS personnel can counter damaging rumours by educating the populace to regard all rumours as contemptible, untrustworthy, and inspired by the opposition. Rumours may also be countered by furnishing the audience with factual information about all matters of public concern. This technique is related to the civilian information component of preventive action. The difference is that this technique is used after opponent propaganda has been disseminated.

ANNEX B - FORMAT FOR PSYOPS DOCUMENTS

1. This annex provides specific formats for the following PSYOPS documents:
 - a. Appendix I, PSYOPS Estimate;
 - b. Appendix II, PSYOPS Annex; and
 - c. Appendix III, PSYOPS SUPLAN.

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ANNEX B – APPENDIX 1 - THE PSYOPS ESTIMATE

The format for the PSYOPS Estimate is as follows:

1. **MISSION**
 - a. Supported Commander's Mission & Planning Guidance
 - (1) Mission
 - (2) Initial Intent
 - (3) End State and Criteria for Success
 - b. PSYOPS Mission
 - c. Initial PSYOPS Objectives (PO)
 - d. Restrictions
2. **SITUATION AND CONSIDERATIONS**
 - a. Political Situation
 - b. Areas of Conflict / International Disputes
 - c. Opponent Military Key Factors
 - (1) Strengths & Dispositions
 - (2) Capabilities
 - d. Non-belligerent Third Parties & Alliance
 - (1) Neutral Countries
 - (2) International / Non-governmental Organizations (IO/NGO)
 - (3) Alliance
 - e. Media Situation
 - (1) International Media coverage
 - (2) Hostile psychological activities
 - f. Assumptions
 - (1) Political
 - (2) Military
 - g. PSYOPS Situation
 - (1) Psychological Situation
 - (a) Possible Target Audiences (TA)
 - i. Ultimate TA

- ii. Intermediate TA
- iii. Unintended TA
- iv. Apparent TA
- (b) Conditions
- (c) Vulnerabilities
- (d) Assessment (Susceptibility)
- (e) Assumed Psychological Impact of Operations
- (2) Communications Environment
 - (a) Communications Infrastructure
 - (b) Media Usage
 - (c) Assessment (Receptivity)
- (3) PSYOPS Organization
 - (a) PSYOPS Forces available for planning
 - (b) Initial PSYOPS Force Requirements
- h. Other Factors or Considerations
 - (1) Limitations
 - (2) Constraints

(Full Estimate:)

3. **ANALYSIS OF OWN COAs**

- a. Impacts on the PSYOPS Situation
- b. Advantages and disadvantages for conducting PSYOPS

4. **COMPARISON OF OWN COAs**

- a. Advantages and disadvantages
- b. Methods of overcoming disadvantages

5. **CONCLUSIONS**

- a. Significant disadvantages that make a COA less desirable or unsupportable
- b. Significant anticipated PSYOPS problems
- c. COAs that can be supported from a PSYOPS standpoint

PSYOPS PLANNING GUIDANCE (if required)

ANNEX B – APPENDIX 2 - THE PSYOPS ANNEX

The format for a PSYOPS Annex to plans is as follows:

REFERENCES:

TASK ORGANISATION:

1. **SITUATION**
 - a. General
 - b. Specific
 - c. Assumptions
 - (1) Political
 - (2) Military
2. **MISSION**
3. **EXECUTION** (** Paragraphs that form PSYOPS CONOPS, if developed separately*)
 - a. Commander's Intent*
 - b. Psychological End State(s)*
 - c. PSYOPS Concept of Operations*
 - (1) Outline
 - (2) Target Audience(s)
 - (3) PSYOPS Objectives
 - (4) Phrasing
 - d. Tasks
 - (1) PSYOPS Units / Forces Assigned
 - (a) Theatre Level (CJPOTF)
 - (b) Tactical Level (PSE)
 - (2) PSYOPS Staff & Liaison Elements
 - e. Co-ordination Instructions
 - (1) Campaign Synchronization
 - (2) Intelligence
 - (3) Indigenous Assets
 - (4) Other Agencies
 - f. Approval Authority

(1) Operational Level PSYOPS

(2) Tactical Level PSYOPS

4. **ADMINISTRATION & LOGISTICS**

a. Stocking & Delivery

b. PSYOPS-unique Supply & Maintenance

c. Controlling & Maintaining Indigenous Assets

d. Budget Co-ordination

e. Personnel Matters (indigenous personnel)

5. **COMMAND AND SIGNAL**

a. Command

(1) Attachment of PSYOPS Forces

(2) PSYOPS Internal Command

b. Signal

(1) PSYOPS Broadcast Requirements

(2) PSYOPS C4 Systems

(3) PSYOPS Reporting

APPENDICES:

1 - PSYOPS Objectives and Themes to avoid

2 - Approval Process

3 - Request for PSYOPS Support (format)

ANNEX B – APPENDIX 3 - THE PSYOPS SUPPORTING PLAN (SUPLAN)

The format for the PSYOPS Supporting Plan is as follows:

1. **MISSION**
 - a. Supported Commander's Mission
 - b. PSYOPS Mission
2. **OBJECTIVES**
 - a. Supported Commander's Objectives
 - b. PSYOPS Objectives
3. **EXECUTION**
 - a. Target Audiences
 - b. PSYOPS Programs
 - (1) Specific Programs (in support of Joint Force operations)

(Each program:)

 - (a) Themes and Objectives
 - (b) Products and Actions
 - i. Explanation of Method
 - ii. Phasing
 - (i) Key Dates
 - (ii) Main Effort
 - (iii) Execution
 - iii. Product Design
 - (2) Additional Programs (in support of Joint Force objectives)
 - c. Co-ordination
 - (1) Product Approval / Staffing Requirements
 - (2) Dissemination Plan
 - (3) Coordination and Liaison (i.e. Joint Coordination Board, INFO OPS)
4. **CAMPAIGN CONTROL & EFFECTIVENESS**
 - a. PSYOPS Priority Intelligence Requirements
 - b. Pre-/Post-Testing Procedures
 - c. Measures Of Effectiveness (MOE)

ANNEXES:

B-GJ-005-313/FP-001

A - Task Organization and Apportionment

B - PSYOPS Execution Matrix

C - PSYOPS Impact Indicators

D - PSYOPS Special Reporting Requirements

E - Product/Action Worksheet (Format)

F - PSYOPS Approval Sheet (Format)

ANNEX C - TARGET AUDIENCE ANALYSIS

GENERAL

1. Target audience analysis is a detailed, systematic examination of PSYOPS intelligence to select target audiences that may be effective in accomplishing the PSYOPS mission. Target audience analysis is the process by which potential target audiences are identified and analysed for power (their ability or capacity to perform effectively), for accessibility (by PSYOPS media), and for susceptibility (the degree to which they may be manipulated). This analysis includes the designated target audience's identity, location, vulnerabilities, susceptibilities and effectiveness.
2. The key in the target audience analysis process is identifying target audiences whose changed behaviour will affect the outcome of the supported commander's mission. The quality of empathy is vital to an effective target audience analysis. Empathy is putting oneself in the other person's shoes, the ability to understand other human beings, to know how they feel and how and when to talk to them. To achieve success, PSYOPS personnel must have this quality above all others. Empathy is so basic it may underlie everything said about how to develop an effective PSYOPS message.
3. The message, in whatever form it is packaged, is not subject to a set of rigid rules, such as, "printed products will not be written above a grade seven reading level," or "PSYOPS must adhere to the rule of advertising." The goal of PSYOPS is to motivate a desired behaviour change. The test is whether the message will get the desired response. PSYOPS personnel must gain the attention of the audience. They must get their message across and identify information necessary to understand the target audience's perception. They know what response they want to cause in the target audience (PSYOPS Objective) and something about how that is done. The specifics of this process include the communication strategy. These specifics require the greatest possible empathy with the target audience from PSYOPS personnel.

TARGET AUDIENCE ANALYSIS WORK SHEET

1. Target audience analysts work in the target audience analysis section of the Product Development Centre (PDC). They use a tool called the Target Audience Analysis Work Sheet (TAAWS), (Appendix I to Annex B), to conduct the target audience analysis. After the TAAWS is complete, the PDC leader or unit commander compares the information on the TAAWS with any existing work sheets on the same target audience and ensures that all pertinent information has been considered. All previous TAAWS on the same target audience should be segregated at this time.
2. The national objective comes from Canadian policy statements and documents that provide PSYOPS guidance in and toward a country. These documents cover specific goals in military, political, economic and psychological areas.
3. The PSYOPS planner must have a clear understanding of the supported unit commander's mission in order to ensure appropriate support.
4. The PSYOPS mission is derived from the supported unit's mission and indicates action to be accomplished by the PSYOPS unit in the supported unit's area of interest. The PSYOPS mission might be directed from a higher headquarters or, for planning purposes, might be deduced from operational objectives. An example of this was the war in the Pacific Theatre of Operations during WW II. The US national objective was to get the Japanese Government to surrender unconditionally. The mission of the supported unit was to defeat the Japanese military. The PSYOPS objective was to influence the Japanese military to surrender unconditionally.

THE TARGET AUDIENCE

1. Audience analysis is a study of the total audience the message reaches. It may include people who were not a part of the intended target audience. Audiences may range from a broad general category, such

as race, to a specific category, such as a rifle company. Audiences also may be defined as specific groups based on income, nationality, geography, ethnicity, political preferences, religion, race, social class, economic level, caste and other factors. Audiences are classified as shown below:

- a. **Apparent Audiences.** Audiences that appear to be the target of the message; however, they may or may not be the real, intended or final targets of the message;
- b. **Ultimate Audiences.** The real, intended, or final targets of the message;
- c. **Intermediate Audiences.** Are used by PSYOPS planners to transmit their message. Intermediate audiences may or may not be part of the ultimate audience, and
- d. **Unintended Audiences.** Audiences the planner had not intended to reach, but ones that received the message directed at another audience.

2. **Types of Target Audiences.** The three types of target audiences are groups, categories and aggregates. When examining the available target audiences, the PSYOPS planner must ensure that his selected audience is one that can help achieve the PSYOPS mission.

3. Groups are collections of people sharing common activities and goals. They are preferred PSYOPS target audiences. Within groups, there are two additional designations-primary and secondary. An example of a primary group is a family or small military unit such as a squad or platoon that has endured severe hardships. A primary group is extremely protective of its members from outside interference. An example of a secondary group is a parliament united in its goals of serving the electorate and country, but perhaps, divergent in individual views for accomplishing its mission. Since it usually has a specific reason for existing, a group can be studied more precisely than other collections of people. More valid and definitive statements can be made concerning group conditions and attitudes. It is generally easier to persuade a secondary group than a primary one to behave in a desired manner because of the high level of cohesiveness in the primary group. One place to begin selecting possible target audiences is the Basic PSYOPS Study (BPS) in question.

4. Categories, the second most desirable type of target audience, are collections of people who share specific demographics such as race, sex or age. These shared characteristics are usually not enough to cause category members to act in concert, thus limiting their effectiveness.

5. Aggregates are collections of people identified by a common geographic area. They are the least desirable type of target audience. Examples of aggregates are Europeans, Asians, Midwesterners and Egyptians. People in these large groupings may have diverse values and little in common with each other. PSYOPS personnel should analyze categories and aggregates to identify primary and secondary groups.

6. Key communicators are also a kind of target audience. They are individuals to whom members of a target audience turn to for information, opinion or interpretation of information. Key communicators are an intermediate target audience useful in conveying the PSYOPS message to the ultimate target audience. They may not be physically collocated with the ultimate target audience, but their power enables them to generate the desired effect in the target area. Interpersonal communication often employs one or more key communicators. Key communicator influence factors include credibility, appeal, power and control.

7. Credibility is the willingness of the target audience to accept what the communicator says as truth. Appeal is the combination of attractiveness (pleasing to the senses) and prestige (prominence) based upon success, renown or wealth. Power and control is influence (ability to persuade) and all of them must be present. Note that a prestigious person is not always a key communicator. He may occupy a position of authority and responsibility but employs others to communicate for him.

8. The two-step model of communications attempts to influence the key communicator. By properly targeting the key communicator (step 1) the PSYOPS planner enlists the key communicator's support, which enhances contact with the ultimate target audience (step 2). The initial targets of the PSYOPS planner may

be key communicators or opinion formers who have the potential and capability to persuade the ultimate target audience.

9. Some of the sources of influence of key communicators in different cultures include age, birth, education, physical strength, political authority, religion, wealth, exceptional talent and leadership in professional or social organizations. At times, key communicators may not fully accept the PSYOPS message; however, their acceptance is unimportant as long as they still carry the message. The following Courses of Actions (COAs), in order of desirability, may be applied to key communicators hostile toward the PSYOPS message:

- a. Use interpersonal persuasion to obtain their support;
- b. Reduce or eliminate their influence;
- c. Look for other key communicators; and
- d. Alter the entire line of persuasion.

MEDIA

1. Media can also have an influence on intermediate target audience. Canadian military PSYOPS do not target domestic or international media as intermediate target audiences. There are, however, practitioners of PSYOPS who do. Terrorists, for example, know that the best way to put their message before their intended audiences (governments) is to use graphic violence and the media's fascination with it as an attention getting device. The camera itself is not the target of such campaigns. The camera crew, reporter, producer and publishers are the intended target. They ensure the terrorist's message is transmitted.

2. Canadian Military PSYOPS personnel must operate within the Law of Armed Conflict (LOAC) and the *National Defence Act*. In order to advise the supported commander on how not to become the target of the tool of these campaigns, PSYOPS personnel must be aware that the employment of mass media by others is not constrained by the rule of law or humanity.

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ANNEX D - THEMES AND SYMBOLS

GENERAL

1. Themes and symbols are used in the persuasive PSYOPS messages. The distinctive characteristics (theme) of the product are represented through the setting, slogan, and symbols. PSYOPS personnel determine, through target audience analysis, how these themes should be represented so the scenario (audio, visual, or audiovisual) is familiar and meaningful to the target audience.

THEMES

1. A theme is a subject, topic, or line of persuasion used to achieve a psychological objective. Themes are used to persuade target audiences to follow a particular COA or to adopt a specific behaviour. An example of a theme commonly used during military conflicts is the theme "You will be safe." This theme, printed on safe conduct passes, makes soldiers possessing the pass feel secure in surrendering. Surrender of the troops is the desired COA. PSYOPS personnel use this theme to exploit the doubts of opposing soldiers-doubts about safety. The fact that a soldier has doubts is his vulnerability. PSYOPS personnel can get this information from testimonies of captured prisoners. Prisoners of War (PW) interrogations, for example, might reveal that safe conduct passes would have been used had they been accessible to the prisoners. PSYOPS personnel use current intelligence and updated TAAWSs to select or develop themes and symbols based on current vulnerabilities and susceptibilities of a target audience.

BASIC CONCEPT

1. The concept of a PSYOPS theme is similar to the concept of commercial advertising. In advertising, by instance, a TV commercial for soft drinks is directed not only to those who are presently thirsty but also to those who may be thirsty in the future. Commercial advertisers do not stop at attacking obvious vulnerabilities. They also help create perceived needs and, therefore, more vulnerabilities. Once a vulnerability is known, the advertiser can play upon it, but only if the target audience is susceptible to influence.

2. The same reasoning applies to PSYOPS efforts. PSYOPS personnel should not attack a vulnerability unless the target audience is susceptible. A target audience may not be susceptible for a number of reasons. The persuasive message may have no credibility with that audience. For example, children who do not know Santa Claus will not be susceptible to a man in a red suit telling them to behave. A thorough target audience analysis and complete use of the product development process are, therefore, important in PSYOPS.

THEME CATEGORIES

1. Selection of a theme that enhances the PSYOPS message is critical to the success of the PSYOPS mission. Selection of the best theme must be based on a thorough target audience analysis. PSYOPS themes fall into three basic categories:

- a. **In-Out group Themes.** These themes emphasize differences within or between target groups. PSYOPS personnel use these themes when the group can be broken down into two or more factions. By pitting one group against another, PSYOPS personnel can emphasize their differences and create a rift between the groups. As a result, the groups develop a "we-they" situation. Loss of group cohesion weakens the resolve of the target audience.
- b. **Inevitability Themes.** These themes stress that the opponent will inevitably lose and the friendly side will inevitably win. They capitalize on the successful programs or military actions of friendly forces. They also exploit the failure and defeats of the enemy. PSYOPS personnel use the inevitability theme to convince the target audience that it is futile to support the enemy but

advantageous to support friendly programs and policies. This type of theme is particularly useful when a victory by the friendly forces is inevitable.

- c. **Legitimacy Themes.** These themes advocate the legitimacy of the friendly cause. They use law, tradition, historical continuity, or support of the people as a precedent to induce the target audience to recognize that friendly programs and actions are justified and desired by the target audience.

THEME SELECTION

1. Theme selection is based on target audience analysis, policy, timeliness, consistency, credibility, and simplicity. A thorough target audience analysis ensures that selected themes are appropriate for the vulnerabilities of the target audience. Themes must support national PSYOPS policy and objectives. Current intelligence must be integrated into the PSYOPS program on a continuous basis to ensure that themes are appropriate. Themes identified as inappropriate should not be used. Themes capitalizing on actions or words must be disseminated quickly to take advantage of varying vulnerabilities of the target audience. For example, themes and persuasive messages centring on a recent natural disaster lose their appeal, as people become less susceptible. The horror of the event wears off, and people forget their initial impressions. However, certain disasters may be inappropriate for use in a PSYOPS program until the event is almost forgotten.

2. Themes must be consistent throughout the PSYOPS program. Consistency prevents dissemination of contradictory messages. In a strategic program, the actual wording of the persuasive message can change as long as the theme stays the same. For example, Canadian consumers see many versions of Coke commercials; however, the actual theme is the same "Buy Coke." Because our allies also have PSYOPS assets, a target audience may be the combined target of Allied PSYOPS; therefore, the allies should coordinate the use of themes. Maintaining credibility is of paramount importance. Target audiences will believe themes that relate to their needs and aspirations. They will also believe themes that are within their frames of reference and that originate from credible sources. Loss of credibility amounts to a loss of trust that may never be restored.

3. PSYOPS themes should be as simple as possible. Unknowingly, PSYOPS personnel may inaccurately portray complex themes, thereby misrepresenting the PSYOPS message. Misrepresentation may also occur when dealing with foreign languages.

SYMBOL SELECTION

1. A symbol is something that stands for or suggests something else by reason of association. A symbol is a means of conveying a theme. Symbols are signs that over a period of time have accumulated emotional meaning in a culture. They may be visual, such as printed words, statues, pictures, actions, gestures, and personalities, or they may be aural, such as music.

2. PSYOPS personnel use the same criteria for symbol selection as for theme selection. PSYOPS personnel should pay close attention to detail when reproducing symbols. What seems like a minor detail may be of great consequence for the target audience. The colour, size, placement and medium chosen are considerations in symbol selection. A colour, for example, does not hold universal connotation; therefore a red heart may not always have a positive meaning. North Americans may immediately associate it with Valentine's Day, but other cultures may see it in a negative way or as having no meaning at all. For this reason, PSYOPS personnel should use indigenous personnel to pre-test PSYOPS products for cultural prejudices.

3. Themes and symbols used together must be clear and compatible. If a symbol is used for visual stimulation and the meaning detracts from, or adds too much, to the theme, then the symbol is not useful. The target audience should easily realize the action PSYOPS units want them to take.

SELECTION VERSUS DEVELOPMENT

1. PSYOPS personnel use current intelligence to select or develop themes. They research and record information from a particular geographic area. PSYOPS personnel should identify the target audiences already formed in their particular area. They also need to know what audiences might form in response to different world events, such as wars, natural disasters, political struggles, and anniversaries of past events. PSYOPS personnel should know the past and current themes and symbols used within various target audiences.

2. A PSYOPS unit must adapt to changing target audiences and to the changing needs of those target audiences; therefore, themes and symbols may need to be developed. Desecrating a symbol may insult the target audience. A symbol may be too emotion-or meaning-laden for PSYOPS purposes; therefore, a new symbol may need to be invented. Pre-testing all symbols and themes should prevent improper use. Before final selection or development of a theme or a symbol, the types of media available should be considered. For example, if the national anthem is chosen as a theme for a particular audience yet the only medium available is print, then PSYOPS personnel must consider how effective a song is when written on paper. Likewise, choosing a visual symbol when only audio media are available is ineffective.

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ANNEX E - PRODUCT DEVELOPMENT

GENERAL

1. The processes of mission analysis, intelligence gathering, target selection, theme and symbol selection, media selection, and product design come together in the Product Development Centre (PDC). The PDC uses the product development process to develop prototypes of products and actions that will help accomplish the PSYOPS mission. The goal in product development is to get the right message or action (theme and symbols) said or done in the right way (persuasive presentation) through the right channel (media selection) at the right time (intensity and timing) to the right audience (target analysis).

PROCESS

1. The product development process is an interactive system used to develop models of PSYOPS products and psychological actions that become aspects of PSYOPS programmes. Although the process is numbered sequentially the steps, listed in the table below, interact with each other and can occur simultaneously.

INTEGRATION	Step 1	Analyze Supported Commander's Mission
	Step 2	Derive PSYOPS and Planning Guidance
	Step 3	Collect Information
	Step 4	Conduct Target Audience Analysis
	Step 5	Assess Opponent(s) Propaganda
	Step 6	Select Theme and Symbols
	Step 7	Select Media and Agents of Action
CONCEPTUALIZATION	Step 8	Develop Product Prototype and Proposed Actions
	Step 9	Pre-test Products and Simulate Proposed Actions
	Step 10	Obtain Programme Approval
DEVELOPMENT	Step 11	Prepare Products and Brief Agents of Actions
	Step 12	Coordinate Dissemination of Products and Programme of Action
	Step 13	Assess Impact on Target Audience
	Step 14	Modify Programme as Required

2. Developing products is a three-phase process that takes all available PSYOPS target information, knowledge, and material and expresses them as artwork, words, symbols, sounds, texts, manuscripts, and actions.

INTEGRATION

1. The first phase requires the integration of target analysis with the appropriate media. The PSYOPS personnel must ensure that CO's mission and PSYOPS support to the mission are well identified. This process must address six major questions. If these questions cannot be answered, the development process must be repeated until the information is obtained. These questions are:

- a. Who is the target audience?
- b. What is the PSYOPS message (or action)?
- c. When will it have the most effect?
- d. Where is the target audience located?
- e. What is the purpose of the PSYOPS message or action?

- f. How should the message be said or the action performed?

CONCEPTUALIZATION

1. The second phase is conceptualization, which occurs when all the questions are answered. Conceptualization transforms target analysis and media selection into a workable plan.

DEVELOPMENT

1. The third phase is the development and testing of prototypes. It includes:
 - a. Planning and developing face-to-face communication programme.
 - b. Developing radio and television scripts, speeches, pamphlets, rumour programme, tape appeals, leaflets, handbills, posters, and similar materials, as well as psychological actions.
 - c. Planning their place in the programme sequence.
2. Once prototypes have passed this phase, they are delivered to media personnel for refinement and production.

PROGRAMME OF PSYCHOLOGICAL ACTIONS

1. Developing and coordinating programmes of psychological actions in support of military operations follow the same general sequence as product development. But much of the time, the assets required to execute these programmes are not organic to PSYOPS units, and orchestrating these actions requires that the supported commander give a great deal of freedom to the PSYOPS planner. A closely coordinated and timed series of psychological actions, however, can yield results that thoroughly justify the investment in time, equipment, and personnel.
2. Raids conducted in an opponent's rear area can cause him to dedicate assets to rear area security missions he might otherwise use in offensive operations. For example, raids conducted against truck convoys may gain little tactical value but could cause an opponent to dedicate valuable resources to the protection of these convoys. These actions, of course, will be amplified by dissemination of products designed to reduce the opponent's confidence in his ability to conduct operations successfully when his own lines of communication are threatened. Similarly, the actions of insurgents attacking targets of no military importance are designed to demonstrate a government's inability to provide security, thus undermining the confidence of the governed. However, this does not reflect PSYOPS Doctrine since it contravenes the Law of Armed Conflict (LOAC). These actions are again amplified by dissemination of appropriate PSYOPS products. The PDC is responsible for developing such programmes.

ELEMENTS OF EFFECTIVE PSYOPS PRODUCTS

1. The rest of this chapter covers the elements of an effective product. PSYOPS messages come in many forms. Some straight news, for example, will have less need for special devices than will a persuasive leaflet or an appeal to an opponent's unit by radio. Whatever the kind of messages, however, they have a common characteristic—they ultimately have the same kind of purpose and the same need to be attended, understood, accepted, and acted upon.
2. Another characteristic is that, in one proportion or other, each message is a combination of entertainment, information, and persuasion. Entertainment in its widest sense includes shock, surprise, and the aesthetic pleasure to be derived from appearance and sound. The function of entertainment in PSYOPS is usually to bait the hook and attract attention and interest for the message itself. For example, "Tokyo Rose," a WW II Japanese propagandist, used this technique by playing popular tunes as a bribe to get soldiers to listen to her propaganda. Entertainment may, however, also be used indirectly for persuasion. Tokyo Rose's music was calculated to make soldiers homesick and weary of war. Information may be used

indirectly for persuasion-news, for example. Sometimes, persuasion becomes merely instruction how to do something the listener is assumed to have decided upon already.

PRODUCT DEVELOPMENT TECHNIQUES OR DEVICES

1. The following general techniques or devices, however, apply to any PSYOPS product:
 - a. **Getting Attention.** Devices to attract attention include luring the audience to pay heed to a message by indexing it with a picture of an attractive person introducing an item in a radio broadcast with words like "Bulletin just in" or "FLASH", or a striking headline in a newspaper or magazine. Those devices index a message by classifying it under the needs it might meet. Thus, PSYOPS personnel will use a headline or picture or cue phrase to stimulate interest by pointing out a need to which the message relates, thereby attracting attention to it. In addition, the actions of mobile training teams, deep strike operations, and ship visits are attention-getting devices and should be incorporated into programme planning.
 - b. **Building Credibility.** PSYOPS personnel should manipulate symbols within the product in a way that will lead the recipient to accept its contents. They should establish an atmosphere of authenticity and authority by using prestigious people, naming names, and citing figures, if appropriate. PSYOPS personnel should include in the message some item by which the audience can easily check its veracity. They should use pictures that will be recognized. Above all, they should find out the sources and evidence the target regards as credible. PSYOPS personnel should establish an atmosphere of consistency, avoiding real or seeming contradictions.
 - c. **Making Memories.** PSYOPS personnel should manipulate the words of a product so people will remember them. They should use hard-hitting, easily remembered slogans (Make the world safe for democracy) and labels (Huns). They should build the opponent and opponent leaders into symbols of hate and rejection. They should not hesitate to write in terms of the two-valued orientation-that is, to describe the choices before the target audience as bad (the opponent's programme) and good (our programme) and black and white rather than shades of grey.
 - d. **Displacing Aggression.** When possible, PSYOPS personnel should try to provide targets for aggression. They should identify frustrations in the target audience and try to heighten them, for example, tantalizing opposing troops with reminders of the pleasures and comforts they are missing. They should try to direct the resultant aggression against targets within the opponent's structure rather than against the opposite side.
 - e. **Arousing Emotion.** PSYOPS personnel should arouse emotion where it will be to their benefit. They should appeal to emotional and ego-involved attitudes. They should use rich symbols and stimulate the kind of emotionalism under which PSYOPS messages seem to work the fastest change. Intellectual appeals can be resolved by logic; emotional appeals-to the gut or the heart-are not so easily resolved. This difference accounts for the durability of human rights, pro-choice, and pro-life as psychological appeals.
 - f. **Repeating the Message.** PSYOPS personnel should Repeat the message, varying it as appropriate and ensuring it does not contradict the previous ones.
 - g. **Packaging the Message.** The most important moment in PSYOPS occurs when the message is released to its target audience. Once a product is released, PSYOPS personnel can do no more about it. At this point, everything that happens will have to happen between the message and its recipients. Thus, all PSYOPS decisions lead up to the crucial second at which the product is released. Examples of decisions include:
 - (1) Specification of purpose.
 - (2) Selection of target.

- (3) Choice of actions and media.
- (4) Timing and relation of one transmission to others.
- (5) Creation of the message and the product itself.

2. A product is expected to attract the attention of the audience and get the meaning across as intended. It is also expected to start a response in that target audience in the direction that accomplishes the psychological objective and the PSYOPS mission. The product may be an action, event, or the use of media (audio, visual, or audiovisual). Whatever forms it takes, it still must be devised so it goes out by itself and accomplishes its tasks. Appendixes I and II of this Annex describe Media Section and Production/Post-Testing matters.

ANNEX E – APPENDIX 1 - MEDIA SELECTION

GENERAL

1. Once the themes and symbols for the PSYOPS program have been chosen, the PSYOPS commander must decide how to convey them to the target audience in the most effective way. This step is the media selection. Before picking a medium or media mix for the message, the commander must consider the advantages and disadvantages of each medium as well as the general criteria for media selection.
2. In proper media selection, the PSYOPS planner must ensure that his media selection not only has the capability to disseminate the message but will also reach the target audience. The three most common categories of media are:
 - a. audiovisual;
 - b. visual; and
 - c. audio.

MEDIA DESCRIPTIONS

1. **Audiovisual media.** These media combine the impacts of sight and sound. Face-to-face communication is an audiovisual medium and so are television, videos with soundtrack, and slides with sound:
2. **Face-To-Face Communication.** Face-to-face communication is the conveyance of a message by the sender in the sight or presence of the receiver. Communication may be by one individual to another or one speaker addressing a large group. These individuals are known as agents of action. As a medium for PSYOPS, face-to-face communication includes rallies, rumor programs, group discussions, lectures, show-and-tell demonstrations, theater, speeches, and talks with individuals. Choosing the most appropriate face-to-face communication technique depends entirely upon the opportunities PSYOPS personnel can discover and the amount of control they believe they will have in using messages in those situations. Guerrilla theater, which may feature live actors or puppets, is a special type of face-to-face communication. In it, members of the audience can be influenced by agents of action who are part of the audience's own group. The message can be the main thrust of the drama, or it can be subtly woven into the presentation. The live theater performance can be carried out in a range of settings. Props and sets may be elaborate or simple, depending on presentation requirements and time and materials available. Historically, live drama has been a teaching medium in many cultures. Sometimes the PSYOPS personnel must create a situation to use face-to-face communication, for example, organizing a rally. Since groups are usually drawn together by a common interest, messages can be directed at different socioeconomic levels sharing that common interest. Consider whether there is already a type of social activity, such as a dance, banquet, or movie at a time when you need to influence the target audience. Fiestas, festivals, and religious activities bring people together, giving PSYOPS personnel an excellent opportunity to appeal to them. Small and tightly organized groups can be appealed to very specifically. A highly desirable small group would be composed of the key communicators within a local community.
3. **Television.** Television, flexible and immediate, can be broadcast live and present events such as news, sports, and entertainment or use prerecorded programs on videotape. The advent of the videocassette recorder and home video camera have made it possible to create and show a presentation on television without using outside production facilities.
4. **Video.** This media takes the form of feature films, documentaries, cartoons, and newsreels. They can include special effects such as slow motion and time lapse.
5. **Slide Show.** Slide shows are either photographic transparencies or computer generated slides for projection. They can be used when face-to-face comments are needed during the showing.

6. **Visual media.** Visual media include all items effective only by being seen. Newspapers and magazines are visual and so are leaflets, posters, pamphlets, books, and graffiti. Visual media also include such art as drawing, painting, and sculpture.

7. **Audio media.** Audio media depend on sound alone for their effectiveness. Audio media are useful for brief, simple messages, and they gain effectiveness through the personal qualities of the human voice. They require little or no effort on the part of the audience. Audio messages overcome the barrier of illiteracy more easily than most visual methods. The key to the success of audio media is repetition. The common audio media used in PSYOPS are radio and loudspeakers.

- a. **Radio.** Radio can broadcast prerecorded and live drama, news programs, sporting events, and music. Even if the target audience does not have radio receivers in their homes, radio messages may still be used. For example, villagers without radios in remote areas in Vietnam were influenced by messages from radios floated down river to reach them.
- b. **Loudspeakers.** Loudspeakers are a limited extension of face-to-face communication. Loudspeakers can convey speeches,, music, and sound effects to the audience. They can also use records, tapes, and compact disks to augment or replace live performers. Messages can be rehearsed and prerecorded. Loud-speakers can be placed on the ground or mounted on trucks or aircraft. Generally, messages must be short. A long message cannot be conveyed by moving loudspeakers. Even a speaker on the ground can be silenced by enemy fire after only a short broadcast time. A speaker can use loudspeakers to communicate with assembled groups. He can direct loudspeaker broadcasts at opponent forces who have been cut off, urging them to surrender or to cease resistance. The speaker can use loudspeakers to issue instructions to persons in towns and fortified locations holding up the advance of friendly forces. He can also use loudspeakers effectively during limited visibility for deception operations by broadcasting sounds of vehicles or other equipment.

ADVANTAGES AND DISADVANTAGES

1. The commander must consider specific advantages and disadvantages of each medium before making a selection. Some of these advantages and disadvantages are discussed in the paragraphs below.

2. **Audiovisual media.** When selecting a form of audiovisual media, the PSYOPS planner must weigh all factors prior to making a decision. In some cases, more than one type of media may be desired to ensure full dissemination of the message. In addition, product dissemination depends not only on the type of media selected but also on the availability of that media to provide coverage and the accessibility of the target audience.

3. **Face-to-face communication.** In general, face-to-face communication is the most effective medium. The communicator should never underestimate the effect a powerful speaker can have on a crowd (for example, Adolf Hitler, Martin Luther King, and Winston Churchill). Each of these key communicators had an enormously significant impact on his audience. One advantage of face-to-face communication is that the speaker and the audience can evaluate each other immediately through body language and vocal cues as well as the words of the message. The speaker can adjust his message accordingly. Another advantage of face-to-face communication is that the speaker can convey complex information by repeating and amplifying ideas. Other advantages include

- a. Detailed audience selection;
- b. Use in isolated areas not reached by mass media;
- c. Added credibility through source recognition; and
- d. Speed in disseminating the PSYOPS message.

4. One major disadvantage of face-to-face communication is the decentralized control, that is, each communicator must control his own situation. Another disadvantage is the possibility that the speaker's actions and spoken words may be misunderstood. Also, the PSYOPS communicator must often rely on indigenous personnel for translating the message and knowledge of local customs. Other disadvantages of face-to-face communication include its:
- a. Ineffectiveness in most conventional operations;
 - b. Limited geographical area reached;
 - c. Skilled personnel requirements;
 - d. The time needed to develop rapport with the target audience; and
 - e. The chance of personal harm to the communicator.
5. **Television.** Television is highly effective for persuading. It can elicit a high degree of recall. Credibility is further increased when the communicator is known and respected by the target audience. Television can also reach a vast audience. It gives each viewer a sense of participating in a distant event without ever leaving home.
6. Television programs can be edited and segments added or deleted to appeal to the special needs of the audience. Music in the background can contribute to the emotional impact of the message.
7. A disadvantage of television is that in many parts of the world television sets are rare or unevenly distributed; however, a broad audience can be reached by television receivers set up in public places. Most television receivers require an outside source of electrical power, which is not always available in some parts of the world. Unlike radio, television waves do not travel far. Rough terrain, atmospheric elements, and geography affect the range and strength of a television signal. Television signals may be boosted by relay stations, airborne transmitters, or relay satellites to reach long ranges. However, people outside the broadcasting range may still be influenced by messages on videocassettes.
8. A television station, even when operating on a limited schedule, creates a tremendous demand for program material. Each day's operation requires a large amount of film, videotape, and live programming to sustain a program schedule. Developing a new program requires even more time and specialized personnel. Another disadvantage of television is that its equipment and parts are delicate and extremely vulnerable to accidental or deliberate damage. Television stations can be easily identified and targeted by an enemy. At the receiving level, television sets are difficult to hide, particularly if an antenna is required.
9. **Video.** Video can be studied in private or in small groups and can be kept secret. They are a powerful means of influencing people directly and indirectly. The direct influence is, of course, in the main theme. An indirect influence can also take place. For example, a secure life-style being demonstrated by a VCR recording may have a significant effect on an insecure target audience
10. Videos have the advantage of bypassing audience illiteracy. Videos also have an inherent quality of drama and the ability to elicit a high degree of recall. They may include cartoons or special effects. They may gain added credibility by including news events and local settings familiar to the target audience. A producer may rehearse scenes before filming and make the final performance seem highly realistic. In many cultures, the actor in a movie is considered to be like the part he has played. An actor can be useful because of the credibility he has gained. Movies may present a larger-than-life situation, which has great popular appeal. Background music can add to the emotional impact. The theater presentation can create group cohesiveness and can be enhanced by discussions with the audience afterward. Many people accept as factual the information presented in videos and films.
11. Disadvantages of video include time necessary to produce them, possible restrictions placed on local populations to prohibit viewing, and susceptibility of video to damage from temperature changes and

moisture. Another disadvantage of movies is that they may be outdated by clothing, vehicles, or equipment shown.

12. **Slides.** Slide shows have the advantages of economy, ease of use, and the opportunity for face-to-face comments during the showing. The drawback is the relative lack of interest in pictures that have no motion.

13. **Visual media.** Visual media are good for transmitting complex and lengthy material. Generally, the printed word has greater credibility than the spoken word. Printed material can be kept and reread for reinforcement; however, the opponent might punish anyone possessing it. Newspapers and leaflets require the audience's willingness and ability to read and study the material. The material must also be physically delivered to the audience.

14. Opponent action, inclement weather, or lack of delivery support could prevent delivery. Posters can be eye-catching but, like other forms of printed material, can easily be destroyed or overprinted by the opponent. Books have the potential for a great influence on small intellectual groups, but they are expensive to produce. In addition, facilities for the production of visual media may be limited and require long lead times for production and dissemination.

15. **Audio media.** Audio media have the advantage of both long range (radio) and mobility (loudspeaker). Since the message depends solely on the spoken word, PSYOPS personnel must ensure the message is easily understood and the actions they desire are evident to the listener.

- a. **Radio.** Radio can transmit information over great distances quickly, even while an event is happening. Improvements in transmission capabilities have increased the ability of PSYOPS units to capitalize on the effect of radio. However, the opponent and the weather can still interfere with transmission. Small transistor radios can be air-dropped into the target area, or an ally may provide a public listening place. Radio can influence listeners through the voice quality of the announcer as well as through the words themselves.
- b. **Loudspeakers.** Loudspeakers are particularly appropriate for tactical operations because they can deliver messages on the spot in fast-moving situations. Loudspeakers can be used as a PSYOPS weapon to exploit targets of opportunity. The mobility of the loudspeaker allows PSYOPS personnel to move to wherever a target audience may be found. For greater mobility, loudspeakers can be mounted on wheeled or armored vehicles or in aircraft. They can also be backpacked for access to areas inaccessible to vehicles. Loudspeakers enable the operator to pinpoint his target to a greater degree than most other media; therefore, he can personalize the message. Loudspeaker operations are limited by broadcast range, vulnerability to small arms fire, and terrain- and weather-induced acoustical effects. Another disadvantage of loudspeaker operations is that they may be perceived as obvious PSYOPS.

CRITERIA FOR MEDIA SELECTION

1. The PSYOPS commander must always keep in mind certain general criteria for media. To select the most effective media mix, the commander may use the media selection matrix. (See table below.) The selection criteria questions cover five main factors the commander must consider.

CRITERIA	Audiovisual				Visual						Audio	
	Face to Face	Television	Video	Slideshows	Leaflets	Newspapers	Posters	Magazines	Books	Graphic Arts	Radio	Loudspeakers
1. Can the target audience receive the medium?												
2. Is the medium appropriate for the target audience?												
3. Is the medium available to PSYOPS unit?												
4. Does the medium meet the time requirement?												
5. Is the medium appropriate for the action along the Spectrum of Conflict?												

2. **Reception.** Can the target audience receive the medium? By studying intelligence information about the target audience, the commander can determine whether geography, opponent countermeasures, weather, facilities, or the political situation will eliminate or limit the use of a certain medium. For example, the target audience may be located in a mountainous region with faulty television and radio reception. Strong winds may blow air-dropped leaflets into the wrong area.

3. The opponent may be able to jam radio and television broadcasts or prevent leaflet drops with its air defences. The target audience may not have television or radio receivers, or its system may be incompatible with our own equipment. If target audiences are punished by the government for possession of leaflets, the use of that medium may be unwise.

4. **Appropriateness.** Is the medium appropriate for the target audience? The two main elements in this factor are relevance and credibility. Leaflets and newspapers are not relevant to an illiterate target audience. These people would rely on radio or television for their information. On the other hand, an elite group of intellectuals (who may be agents of action) may put more credibility in what they read rather than in what they see on television. Credibility is gained through consideration of the audience's culture.

5. **Availability.** Is the medium available to the PSYOPS unit? This question covers the availability of personnel as well as equipment. For a radio broadcast, the unit needs language-qualified individuals with good speaking voices and access to radio transmission equipment.

6. **Timeliness.** Does the medium meet time requirements? The unit may be unable to produce leaflets and other printed material quickly enough for a fast-moving situation but may have time to use live loudspeaker, radio, or television broadcasts instead. The preparation of contingency materials-such as prerecorded tapes and safe conduct passes printed ahead of time gives the commander a greater range of options when time is limited.

7. **Spectrum of Conflict.** Is the medium an appropriate response at this point on the spectrum of conflict? Because of the proximity of the target audience, tactical PSYOPS may be limited to face-to-face communication, loudspeakers, leaflets, posters, motion pictures, tapes, slide shows, and performances. Strategic PSYOPS may use speeches, radio, television, books, magazines, and newspapers because of the broader applicability of the message.

8. The objectives of messages vary in strategic, operational, and tactical situations. For example, radio programs might be the best medium in a strategic situation in which the objective is to diminish the will of a large group to resist. Such programs could also sustain or destroy morale, depending on the target, and

could direct acts of dissidents in opposing territory. Such broadcasts could prepare a large target audience for postwar policies. Operational objectives for radio broadcasts would involve relatively small groups that could be encouraged to surrender or perform some other immediate action. The main objective in radio broadcasts on the tactical level is to urge cooperation of a group in a nearby area and therefore support immediate military operations.

9. **Purpose and use of media mix.** Looking at the completed media selection matrix, the commander may see that more than one medium can be used effectively. The purpose of selecting a media mix is to increase the impact of the message. Two main guidelines for using media mix are reinforcement and avoidance of over saturation. To the maximum extent possible, all media selected should reinforce each other.

10. Radio dissemination can augment leaflet distribution by repeating the same theme or by commenting on the leaflets. Newspaper circulation can be reinforced with rumors. Newspapers can also announce speeches or reprint them. Loudspeaker broadcasts can complement tactical leaflet drops by explaining how to use the safe-conduct passes. Puppet shows can supplement rumor by repeating the message as part of the show. The visual deception of showing tire tracks to suggest masses of vehicles that do not actually exist might require sounds of vehicles and perhaps the smell of oil and gasoline. When movies are used, an excellent opportunity exists to combine them with face-to-face communication such as live talks and announcements. The limitation of media mix is the danger of over-saturation. Too many loudspeaker broadcasts or leaflet drops may influence the target audience the wrong way. They may become bored by the message, or worse, they may become annoyed to the point they react against it.

11. **Special media.** A special word needs to be added on the concept of merchandising. Merchandising is the use of gifts as a means of conveying a message. The PSYOPS commander might be in a situation in which he should compose his own medium. The best way of disseminating a message might be to print it on a matchbox, a toy, a novelty, or a trinket. A soccer ball marked "Gift of Canada" and given to a schoolboy might get the message of Canadian friendship across more effectively than any conventional medium. Merchandising involving food is extremely effective.

12. Letting a hungry person know he is being given food from a Canadian is direct evidence of Canadian friendship. The food can be identified through posters at the food site or by signs on the food cartons. For example, in Cambodia in 1992, bags of rice were stamped with the text: "Gift from the People of Canada". A message could be easily printed on utensils. In merchandising, the main guidelines are knowledge of the target audience's culture and one's own imagination. The main limitations are the costs involved and the difficulty of associating the message with the items.

ANNEX E – APPENDIX 2 - MEDIA PRODUCTION AND PRODUCT PRETESTING

SECTION I - MEDIA PRODUCTION

GENERAL

1. After the objective, target audience, theme, and media have been selected, the PDC begins developing a package or prototype to deliver to the production facility. If the program includes psychological actions, the PSYOPS unit is also responsible for preparing a briefing for the selected agents of action. The PSYOPS unit must also judge the effectiveness and credibility of prototype PSYOPS products by conducting pretests.
2. The production process is rather simple for some media-for example, a deployed loudspeaker team prepares a voice message for a target of opportunity. Preparing a field video production to support a PSYOPS program, however, requires significant coordination between the requesting PSYOPS unit and the production facility. PSYOPS personnel need formal training, experience, and outside reading before they can produce video products with quality. This section presents production considerations and methods associated with face-to-face communication, loudspeakers, videotapes, novelties and gifts, printed material, and radio programming as well as guidelines for briefing those agents that carry out psychological actions.
3. Language in printed, audio, and audiovisual media is the primary form of communication. Messages written or presented by those lacking native-language skills may have an adverse effect on the ability of the target audience to understand or treat the message as credible. Those with native language proficiency of the target audience are critical not only to media production but also to proper pre-testing and post-testing. Prior to any operation, language requirements appropriate to the AO should be analyzed. Shortages in qualified linguists must be identified and addressed. The HN may have to contract or provide linguists.

FACE-TO-FACE COMMUNICATION

1. A keen awareness of the target audience's culture coupled with skillful face-to-face communication can lead to successful PSYOPS. PSYOPS personnel can use face-to-face communication to present persuasive appeals and complex material in detail. They can repeat portions of the communication as required and use slight variations to influence a specific target audience.
2. Communication through the skillful use of gestures that the target audience may associate with sincerity enhances the verbal content of the message. The importance of appropriate gestures and physical posture in the communication process must not be overlooked. What may be an appropriate gesture in one culture may be viewed quite differently in another.
3. If the PSYOPS program calls for extensive face-to-face communication, the message should be pre-tested carefully. PSYOPS personnel need to rehearse face-to-face communication to practice favorable body language while eliminating unfavorable gestures and posture. Body language is as important as the verbal message and should appear natural, not labored or uncomfortable.
4. To learn more about gestures, posture, and other mannerisms used when communicating face-to-face, PSYOPS personnel should consult individuals who have lived in the HN and are aware of these customs. Another excellent source of additional information is the Culturgram series published by Brigham Young University about many countries. Each Culturgram lists the latest information about greetings, eating, gestures, and travel under the "Customs and Courtesies" heading and also includes the headings "The People," "Lifestyle," "The Nation," and "Health." The book *Do's and Taboos* by Parker Pen Company contains chapters on hand gestures and body language, giving and receiving gifts, a quick guide to the ways of the world, and information about the importance of colors, jargon, slang, and humor.
5. PSYOPS personnel must understand that women have not attained equality in many areas of the world. For instance, a woman is forbidden to hand an item to a Buddhist priest except through a male

intermediary. In Japan, certain mountains are considered too sacred for women to climb. Machismo is a firmly rooted characteristic of Latin-American males who view aggressive women unfavorably. Strict religious guidelines forbid social mixing of the sexes in both the Muslim and Buddhist traditions.

6. The ethnic composition of a working PSYOPS team should be as diverse as possible. This practice will prevent hostile propaganda about the use of a specific ethnic group to achieve certain goals. A diverse ethnic composition demonstrates the diversity of Canada and its armed forces.

LOUDSPEAKERS

1. Although loudspeakers may be very effective during Operation Other than War, during combat operations, the loudspeaker is the PSYOPS medium that can achieve the most immediate and direct contact with the opponent. When a loudspeaker broadcasts, the opponent becomes a captive audience that cannot escape the message. As a result, tactical PSYOPS rely heavily during combat on loudspeaker. The operating range of tactical loudspeakers is affected primarily by external factors. Terrain and environmental conditions have a great impact on the effective operating range of a system. The key to a successful loudspeaker operation lies in tailoring each message to fit the situation. Loudspeakers are particularly useful in:

- a. Support of offensive operations involving exploitation. When friendly forces exploit the breakthrough of opponent lines, loudspeaker operations can accomplish spectacular results. Surrender appeals and ultimatums are particularly effective when opponent units have been surrounded, isolated, or bypassed.
- b. Support of withdrawal operations; In withdrawal operations, loudspeakers can be especially useful in controlling fleeing civilians and keeping the roads open to facilitate the operation.
- c. Support of defensive or deterrence operations. When lines are stabilized, loudspeakers can broadcast news of successes to the opponent, build on his tensions, or promote nostalgic themes about affairs at home. Primary objectives in the static situation are to encourage dissatisfaction, malingering, individual distractions among the opponents, and desertion.
- d. Support of post-combat consolidation operations. During consolidation operations in newly occupied terrain, loudspeakers can be used to help in civilian, traffic, or mob control

2. When conducting loudspeaker operations, PSYOPS elements are responsible for coordination with the supported unit. They must ensure that messages are carefully worded, short, and if possible, shocking. In general, if operations are to be successful, they must be well planned, coordinated, and in compliance with all higher-headquarters objectives and policies. Of the many media employed to communicate PSYOPS messages to target audiences during combat operations, only the loudspeaker affords immediate and direct contact. It achieves, in effect, face-to-face communication with the enemy or belligerents. During the loudspeaker broadcast, these forces become a captive audience that cannot escape the message. If the message is well-conceived and properly tailored to the situation, the receiver cannot escape the psychological impact of the message either. This fact is important to PSYOPS personnel since it enables them to evaluate their output in terms of its effectiveness upon the audience. If the message leads to obtaining PWs, interrogation may reveal what made the prisoner heed the message and what facts or circumstances can be exploited in subsequent broadcasts to remaining opponents. Other reactions, such as opponent's fire directed against the loudspeaker equipment or noises made by the opponent to drown out the message, are also valuable information. Such reactions may indicate that opponent leaders fear the effects of the broadcast.

3. Likewise, a lack of reaction may indicate the need for a different approach. The loudspeaker is readily transportable to wherever an exploitable PSYOPS opportunity is found and can follow the target audience when it moves. Although commonly mounted on a tactical wheeled vehicle, it can be carried by a larger truck, a tank, a boat, or an aircraft. PSYOPS personnel can broadcast from all these platforms without dismounting the equipment. When proximity to opponent positions prevents the close approach of vehicular mounts, they may hand-carry the components of the set to within hearing range of the target. Helicopters

can quickly transport loudspeaker teams with their equipment to formerly inaccessible broadcast sites or act as a broadcast vehicle. Like a conventional weapon, the loudspeaker is aimed at the target, and its message is tailored to a particular target audience. Loudspeakers can be used to exploit any PSYOPS opportunity that suddenly arises and can reach the target more quickly than other media.

4. **Considerations.** PSYOPS personnel must consider several factors when planning the use of loudspeakers in support of tactical operations. Weather, terrain, equipment limitations, opponent counteraction, personnel, and coordination are important considerations for the successful use of loudspeakers.
5. **Weather.** Weather conditions and types of terrain have a considerable effect on how the loudspeaker sounds to the target audience. Since dry air carries sound better than humid air and cold air better than warm air, cold and dry weather creates the greatest audibility range. The exception to this rule occurs when snow is on the ground because snow absorbs and muffles sound. Wind is another important factor. When the wind is blowing from behind the broadcast site and toward the target, audibility ranges increase several hundred meters. Broadcasting into the wind reduces the range. When coming from the side, wind deflects the sound in the same manner as it does a rifle bullet; therefore, the loudspeaker horns must be aimed to the right or left of the target, just as windage is taken on a rifle sight. Winds with velocities exceeding 15 knots make all except very short-range broadcasts impractical. Likewise, a heavy rain or thunderstorm destroys audibility at normal ranges.
6. **Terrain.** Terrain also has important effects on loudspeaker broadcasts. In hilly or mountainous country, emplace the loudspeaker on the forward slope facing the opponent. In built-up areas, position the loudspeakers so structures do not come between them and the target. Trees and brush, like snow, absorb and muffle sound. Echoes reduce or destroy the intelligibility of the message, but the sound of the broadcast remains audible to the opponent. Using loudspeakers near water or flat land maximizes audibility.
7. **Equipment Limitations.** Most equipment are based on a compromise between power output, transportability, and ruggedness. A more powerful set would require the sacrifice of one or both of the other qualities. While it is possible under ideal conditions to achieve a range of 3,200 meters, a single set under average battle conditions cannot be expected to be effective beyond 1,400 meters. Loudspeaker teams prefer to operate at a range under 1,000 meters whenever possible.
8. **Opponent Counteraction.** Opponent commanders often try to prevent their troops from listening to loudspeaker broadcasts. They sometimes open fire to destroy or drown out the loudspeaker.
9. **Personnel.** The human factor in loudspeaker operations is extremely important. In addition to personnel with highly developed and widely varied skills needed for loudspeaker operations, the team also needs soldiers who are effective with weapons and trained in tactical movements.
10. **Coordination.** Close coordination by the loudspeaker team with personnel of the supported unit and with other supporting elements is essential but difficult. Commanders within audibility range of the broadcasts must be informed about support for loudspeaker operations. Commanders must ensure that troops are briefed on the opponent's possible reaction to the broadcast. Examples include enemy soldiers attempting to surrender or enemy fire directed at the loudspeakers. Troops must also be briefed on what procedures to follow in the event of these reactions. If the loudspeaker message is an ultimatum-threatening artillery fire or air attacks arrangements must be made so one or the other will take place as announced. Lack of follow-through contributes to decreased credibility.
11. **Support Operations.** The key to a successful loudspeaker operation lies in correct employment of PSYOPS messages in a given situation. A cardinal rule in all tactical loudspeaker operations is that any loudspeaker broadcast, to be effective, must be carefully tailored to fit the situation. Loudspeakers are particularly useful in tactical support of exploitation, retrograde movement, and static situations, as well as in support of consolidation and counterinsurgency operations.
12. **Planning.** Without thorough and continuing coordination of activity, the most carefully made plans for PSYOPS support cannot achieve maximum effectiveness. Coordination is required in several directions.

Command and staffs at higher, lower, and adjacent echelons must know about the PSYOPS program and its results.

13. **Script Preparation.** Ideally, the text of each loudspeaker message should be specifically tailored for a given situation. However, peacetime contingency requirements often demand that PSYOPS messages be prepared in advance as part of a specific OPLAN. Nevertheless, experience has established the principles of script preparation for all loudspeaker messages. The following paragraphs discuss these principles.

14. **Openings That Gain Attention.** In any type of loudspeaker message, the writer should use an opening that will immediately attract the attention of the target audience. The first sentence of a broadcast may not be heard or understood because the target audience is not expecting it and has not set his mind to listening to it. For this reason, there must be some opening expression or phrase to alert the listener and draw his attention to what is to follow. The opening can contain the formal designation or the nickname of the unit addressed, or it can identify where the troops are located. Again, it might announce the source of, or authority for, the broadcast such as, "This is a message from the United Nations Command!" If a cooperative PW delivers the message, he may identify himself by name or he may use the names of former comrades in addressing his unit. This personalization is likely to gain the interest and attention of the target audience. **Brevity.** In exploitation or similar fast-moving situations, each individual broadcast should be kept as short as possible, 90 seconds at the most. This limit does not apply to static, retrograde, or consolidation situations in which messages of somewhat greater lengths may be employed, but loudspeaker teams must always take care to keep the broadcast short enough so the audience does not lose interest.

15. **Applicability.** The message must apply directly to the listener's situation. It must be in the form of a clear and concise statement of the military situation or of other circumstances surrounding or difficulties confronting the opponent.

16. **Coming to the Point.** Loudspeaker messages should make their principal point or argument early in the text. Because of possible opponent countermeasures or time limits, important points should be stated quickly and explained later.

17. **Simplicity.** The team must phrase the message in simple, readily understandable terms and tailor it to the target audience. The team may have only one opportunity to deliver the broadcast, so it must be kept simple enough to be understood without repetition. The writer should refrain from involved or argumentative messages. These messages have little power to convince the opponent and, if not heard in their entirety, lose effect.

18. **Repetition.** The loudspeaker team should repeat important phrases or punch lines in its message to ensure they are understood by the target audience and to increase the emphasis and force of the message. Repetition also minimizes interruptions in the broadcast's intelligibility caused by battle noises or other sounds. Not only may individual phrases or sentences within the text be repeated, but the entire message should also be rebroadcast if the situation permits.

19. **Authoritativeness.** Every loudspeaker message should have an authoritative tone. If it is a message demanding positive action on the part of its audience, then it should be delivered in an authoritative voice. Statements such as, "I am speaking for the Allied armored force commander," or "General Jones sends you this message," will impress the target audience with their power and authority. Such expressions are particularly effective in surrender appeals.

20. **Instructiveness.** Loudspeaker messages that ask the audience to perform, or refrain from performing, some specific action must include precise instructions as to how individuals or groups are expected to act. For example, detailed assurances and instructions must be included in the surrender message when the opponent soldier is asked to leave the relative security of his foxhole and possibly expose himself to allied fire and, in some cases, to fire from his own troops. He should have valid promises that he will not be fired upon by allied forces and a workable plan for escaping from his own lines. Failure of a surrender attempt by a man who follows instructions can lead to loss of credibility.

21. **Personalization.** The loudspeaker's capability of pinpointing its target enables PSYOPS personnel to personalize the message and increase its psychological impact. The scriptwriter may personalize the message with order of battle intelligence from the supported G2. The message may include the designations and locations of units and the names of unit leaders or other personnel. Indexes of unit morale are invaluable in preparing a personalized message for a particular unit, and to a lesser extent, civilian line-crossers provide additional sources of information. The height of personalization occurs when a captured opponent soldier broadcasts to his former comrades in arms. In his message, he identifies some by name, describes his good treatment and his ease of escape through the lines, and finally advises them to follow his example.
22. **Avoidance of Scripts That Antagonize.** The writer of the loudspeaker script or message is ostensibly the friend of his listeners, seeking to benefit them by sound advice. A message that angers the opponent is worse than useless, since it will induce him to fight harder and delay surrender.
23. **Credibility.** Credibility is faith on the part of the target audience in the reliability of the loudspeaker message. Credibility must be established and carefully guarded, for once an opponent loses belief in a message, all other broadcasts become suspect. For example, a surrender appeal in the Korean conflict stated that prisoners already in enemy prisoner of war/civilian internee (PW/CI) camps received eggs and white bread for breakfast. Although this fact was true, subsequent intelligence revealed that opponent soldiers could not believe that the United Nations (U.N.) forces had enough eggs or, if they had, would waste them on prisoners. As a result, credibility for the entire appeal was lost.
24. **Script Applications.** The scriptwriter designs the finished text of a successful loudspeaker message to carry conviction and to induce the target audience to react to a particular situation in a way favorable to the sponsor. While adhering to the principles outlined above, the scriptwriter may employ any technique or device as long as the information in the message is credible and does not violate established policy.
25. **The Offensive Situation.** Loudspeaker messages delivered in support of offensive operations fall into two classifications: the before-battle or pre-attack broadcast and the exploitation broadcast that is employed against withdrawing, bypassed, or disorganized opponent soldiers following a breakthrough of their lines.
26. **Before-battle broadcasts.** Loudspeaker messages broadcast before a battle should be highly personalized, naming units and individuals of the OPFOR. The message should allude to the unit's record if it is known and has PSYOPS value. It should stress opponent reverses-facts probably unknown by the target audience. It should describe and emphasize the critical tactical situation of the target unit. Outline known opponent weaknesses, such as lack of ammunition, food, medical facilities, and communications. The message should stress the sacrificial nature of the mission of a holding or delaying force. The purpose of such broadcasts is to reduce the opponent's combat efficiency by lowering his morale and undermining his will to resist. These messages also help psychologically condition the opponent soldier so surrender messages delivered after the breakthrough will receive a favorable response. Pre-attack broadcasts should carefully avoid derogatory or insulting words and statements since these may strengthen the opponent's hostility and intensify the determination to resist. The loudspeaker team should abstain from premature surrender instructions since these messages also may increase the opponent's will to fight. All broadcasts during the before-battle phase should be brief and repeated for clarity and emphasis.
27. **Exploitation broadcasts.** Following the breakthrough of opponent lines and during the pursuit and exploitation phase of the attack, isolated and demoralized opponent groups provide the best of all loudspeaker targets. Cut off in bypassed towns, bunkers, and roadblocks, opponent troops are likely to be at, or to be approaching, a psychological condition (feelings of isolation and despair) that will cause them to respond favorably to surrender broadcasts. Here, the loudspeaker message should be especially forceful and authoritative. It should give a concise and accurate statement of the target's tactical situation and emphasize the futility of further resistance. The scriptwriter still carefully avoids words implying dishonorable action, such as "surrender," "desert," or "capitulate." The COAs offered must appear appropriate and honorable to the opponent troops. They should be told that they have fought honorably and well, but in their present hopeless situation, it is no disgrace for them to lay down their arms. They should be told that further

resistance is useless and will result only in their death and that the alternative of returning alive to their homes and families is open to them. Finally, loudspeaker broadcasts must contain precise instructions on how to surrender.

28. Friendly commanders and troops in the vicinity of the operations must know about the appeal so they won't fire at opponent troops responding to it. The Static Defensive Situation. Loudspeaker scripts written for broadcast when both sides are in the static defense need not be as brief as those used in an offensive situation. However, they should not be so lengthy the target audience loses interest in the message. PSYOPS personnel now seek to build rapport with the listeners and to develop an attitude that will make them more receptive to future PSYOPS broadcasts by:

- a. Presenting timely and accurate news reports.
- b. Broadcasting commentaries.
- c. Employing techniques similar to those of radio broadcasting.

29. Loudspeaker operators in a static situation employ their equipment to lower opponent morale. They stress the weaknesses in the target audience's situation, both strategic and tactical. They also broadcast music and messages designed to arouse nostalgic feelings in the opponent soldier's mind. They sometimes use female voices to increase the effect. Because the military situation is stable, they can use messages written and taped by experts at field army or theater level. Still another type of loudspeaker message employed in a static situation is one that encourages defection, desertion, and malingering among opponent troops. Even when these broadcasts do not appear to be getting large scale results, they plant the seeds for such actions in the opponent's mind and elevate the concern of the opponent commanders.

VIDEOTAPES

1. The portable videotape camera has made the expensive and time-consuming process of making films nearly obsolete in PSYOPS. Before the 1970s, film was the medium used to reproduce events with movement, but now videotape has almost totally replaced film. Video technology has become more sophisticated. The cost and size of video equipment have decreased, while the quality and variety of applications have greatly increased. In addition to low operating costs, videotape's strongest selling points are the instant playback and monitoring capabilities that benefit both the novice and professional. Directors of motion pictures are using more videotape in their productions because of these benefits and the introduction of high-density videotape equipment, which produces an image whose quality approaches that of film. Video technology is available to a majority of countries and people. The most powerful communications system in history has become highly accessible. Because of its complexity, video production could not be covered completely in this manual. PSYOPS personnel should also review books and trade publications that cover video production if they are tasked with creating a video product. While the mechanics of producing a video are important, PSYOPS personnel should not forget the psychology of the message. Without ideas, creativity, and the ability to apply them, the machines are nothing but plastic, metal, and glass.

2. **Production Considerations.** As professionals, PSYOPS personnel must place equal attention on both the art and science of video production. Watching a video requires very little interaction. Viewers often sit still and silent with their eyes fixed on the screen. In this relaxing atmosphere, dull programming results in drowsiness or boredom. Although keeping the visual stimulus fast-paced and interesting might seem to be the answer, the mind has a limit to its rate of assimilating information. Readers can stop and consider a point or read a passage again. Since the readers' eyes move and their hands turn pages, they participate in the process of absorbing the information. But video viewers must cope with a more rapid rate of information transmission. Their minds tend to divert the information directly into the subconscious. When the production ends, other stimuli will replace the video message, which continues to work on the subconscious thought process. To help viewers handle this rapid transmission rate, video-training programs often incorporate stopping points to review and reinforce ideas and information.

3. The viewer constitutes more than half of the video communication process. Making pretty pictures with clear audio means nothing if the content doesn't achieve the desired results with the audience. The reverse is also true: Good content presented poorly can lose its impact. A sloppy or poorly researched production will turn off most viewers unless the content is so interesting that they can overlook technical and aesthetic quality. Even the production format should meet audience expectations.
4. **Production Planning.** Planning precedes any effective video design and production. Knowing what to accomplish and thinking it through saves time, money, and frustration. Here are some considerations:
- a. Why produce the video?
 - b. What are the objectives?
 - c. How will the video help achieve those objectives?
 - d. Who is the audience?
 - e. Is it certain groups, such as students or priests; a category based on shared qualities, such as sex, race, or age; or an aggregate defined by a geographic location?
5. Once the audience is identified, target analysis must be done by assessing conditions, vulnerabilities, and other factors. PSYOPS personnel should not forget the unintended audience:
- a. What does the audience need to know?
 - b. What does it already know about this particular topic?
 - c. What are its biases and how will these biases affect its viewing of the video?
 - d. What style and approach would best suit this group?
 - e. How should the information be presented?
 - f. How big is the audience? Will it be viewing the video in small or large groups?
 - g. Will the video be shown in an auditorium, classroom, conference room, or small screening room?
 - h. What are the style and content requirements of the decision-makers on this video project?
 - i. Do they specify black-and-white or colour tapes?
 - j. Will more than one camera, special effects, mobile equipment, or precise audio quality be needed?
 - k. Where will the video be produced?
 - l. Will production facilities be available on the days of taping?
 - m. Will production require written permission from HN officials or Canadian Government agencies?
 - n. Will the editing entail simple changes to structured material or involved sound and image edits?
 - o. Will a fast editing system be needed to meet a tight deadline?
 - p. What are the capabilities of the editing equipment?
 - q. Are there resources, expertise, and financial support to produce the video in the desired format?
 - r. If not, are there alternatives or a backup plan for the design?

- s. Will equipment have to be rented or bought?
- t. How will expenditures be justified?
- u. Is there a budget proposal for negotiation or a set budget?
- v. How will financial limitations be overcome?

6. **Staff Requirements.** Video production crews may range from 1 person to 50 people, depending on the size and difficulty of the project. Video managers may save time and money by assigning two or more roles to each staff member. The following paragraphs describe the basic production functions:

- a. **Producer.** Producers organize and manage the video project. They are responsible for all production elements, including script, location, logistics, coordination, music, and performers. They determine quality levels for both creative and technical work.
- b. **Director.** Directors are involved with every facet of production and editing. They determine camera shots, angles, and composition. They translate the script into visual terms and coordinate the work of camera, lighting, and sound technicians.
- c. **Assistant Director.** Assistant directors are responsible for set and prop details and work off-camera as liaison between directors and performers. They get performers ready and cue everyone to camera changes during taping. Assistant directors also ensure continuity by checking that all video segments have been taped and are the right length.
- d. **Camera Operator.** Operators document scenes and shots according to artistic and technical requirements.
- e. **Technical Director.** Technical directors are engineers for all production equipment. They operate switchers and monitor the video image during production to catch glitches and dropouts.
- f. **Lighting Technician.** Lighting technicians, set up the lights according to the technical requirements of the camera and the artistic requirements of the script.
- g. **Audio Technician.** Audio technicians set up and operate sound recording equipment and continuously monitor sound and volume levels during production.
- h. **Video Technician.** Video technicians set up cameras, electronically matching them to house bars (basic colors the camera should reproduce accurately) and to other cameras.
- i. **Writer or Researcher.** Writers or researchers are responsible for the content of the script and the production. They coordinate the text and visuals to meet production objectives and to hold the viewer's attention.
- j. **Designer and Artist.** Scene designers and graphic artists help the producer and director create scenery, props, and graphics that communicate, reinforce, and illustrate information effectively.

7. **Program Formats.** Program formats may vary depending on the type of message, the audience, and the media. Some ways of presenting video programs include the formats described below:

- a. **Drama.** Vignettes or scripted stories in which actors play various roles allow viewers to identify with the characters' behavior. The target audience can then relate the characters' behavior to their own experiences.
- b. **Talking Head.** This format uses little or no action and involves taping a presenter delivering information. It often includes visual materials ranging from simple graphics to remote video displays.

- c. **Documentary.** A report on real-world events or actions through the eyes of the narrator or central character. The documentary can be an informational device showing, for example, actual bilateral training exercises or disaster relief efforts.
- d. **Newscast.** Patterned after network television news shows, this format is useful for local, national, or international events that have an impact on the daily life of the target audience. This format is one way to get information across accurately and to bypass disinformation campaigns.
- e. **Variety Show.** Like network variety shows, this method can entertain while presenting information. For example, audiences can learn about government programs by seeing each one featured in a skit or song.
- f. **Game Show.** Another network example, this format also entertains while educating the audience. A question-and-answer program with prize incentives will encourage audience participation and enthusiasm.
- g. **Interview.** Similar to network talk shows, this format is an attractive alternative to the talking head because it involves more action. Interviewed can control the pace of the show and relate content and information to specific audience's interests.
- h. **Animation.** Animation is a good attention-getting device for adults and children. It entertains and instructs by establishing an open, informal learning atmosphere.

NOVELTIES AND GIFTS

1. Novelties and gifts are a unique PSYOPS medium that can consist of anything presenting a PSYOPS message or symbol. The messages must be short and catchy and general in content. Specific messages may be outdated by time, making the entire stock of novelties or gifts useless. A message carrying gift may be any item of practical use such as matches, lighters, soap, nail clippers, notebooks, calendars, and T-shirts. PSYOPS personnel should mark supplies and materials associated with humanitarian assistance to identify the providing agency or nation. Novelties, such as playing cards, balloons, puzzles, buttons, stickers, and other items of no great practical use, can also carry short messages or symbols. Most of the gift items and novelties must be commercially produced.

PRINT

1. Printed media have the advantage of combining both printed instructions and pictures depicting the actions to be taken. If only using printed language, the PSYOPS planner must have a clear understanding of the literacy rate of his target audience.
2. **Print Production.** Many different jobs are in some stage of production at all times. Keeping track of, and moving forward at the right time, all the bits and pieces that eventually combine to become a publication is an exacting and interesting process. Many things can slow down the production routine, such as a delay in the availability of any material or a need for more accurate information at the last moment. Careful preparation and easily understood directions will lead to a more effective product that will be available to the user in the field in much less time. PSYOPS personnel must carefully review the print request, especially if it is being sent to another location. A name, address, and telephone number of a point of contact must be supplied.
3. Printed material is a major medium for disseminating the PSYOPS message. It includes all products disseminated in printed form: leaflets, posters, magazines, pamphlets, books, and such items as novelties, trinkets, and gifts with a printed message. Printed material, in contrast with other media, can transmit messages of any length or complexity. It can be passed from person to person without distortion, an important factor in PSYOPS product effectiveness. It generally has a high degree of credibility, acceptance, and prestige.

4. **Preparation Of Printed Material.** As with other media, printed material must gain and hold attention, be credible, and persuade the target audience. Audio and audiovisual materials are effective for short, simple messages, but for a well-reasoned analysis, they are no substitute for printed material. It should offer the solution that guides the audience to a COA the PSYOPS planner desires.
5. **Common Characteristics.** The elements of layout in almost all printed materials are format, display lines, illustrations, copy text, and white space. All of these elements are critical to successfully communicating the message.
6. **Format.** The printed material must be in a format familiar to the target audience-it must be presented in a style the target audience is accustomed to seeing printed material. The way the material is presented is an important factor in gaining the audience's attention and interest. A format that is strange or unfamiliar to the target audience may detract from the credibility and acceptance of the material.
7. **Display Lines.** Display lines include headlines, sub-headlines, and captions for illustrations. The purpose of display lines is to attract attention and to enhance the written message.
 - a. A headline must be easy to read and understand and must be provocative. A subheadline should bridge the gap between the headline and the text. It directs the reader's eye to the copy text.
 - b. A subheadline is generally used only when the headline requires elaboration.
 - c. Captions explain illustrations.
8. **Illustrations.** Illustrations support the central theme of the message. They enable both literate and illiterate audiences to understand the general idea of the message without reading the text. When preparing leaflets, developers should use a single predominant illustration to communicate a central theme. Graphically, the illustration should contrast with the background so that, as a mass, it is identifiable at a distance. Editorially, the illustration must be intimately tied to the text to convey the message to the reader. Indigenous artists and photographers should be used to ensure that the intended message is conveyed.
9. **Copy Text.** The copy text is the written message, less display lines. It contains a detailed discussion of the appeal being made, supporting and justifying it. A good text convinces the reader that accepting the course of action stated or implied in the text can his needs be fulfilled. The text must contain terms, phrases, and vernacular familiar to the target audience. For this reason, indigenous personnel should be used to write messages. Direct translation from English text is generally unclear and does not relate to the frame of reference of the audience.
10. **White Space.** White space is the area around the text or illustration where nothing is printed. Although called white space, this area may be any color. When properly used, white space cannot be effectively overprinted by the opponent force, since it complements the other elements.
11. **Visualization.** Once the theme and elements of layout to be used have been determined, the idea must be fused into a single, well-balanced product. This process is known as visualization, or a mental representation of the ideas. Visualization involves two primary principles of layout: balance and eye direction.
12. **Balance.** Balance is the distribution of weight around a central point, called the optical center. This point is located slightly above the mathematical center of the visual presentation. On a sheet of paper, for example, it is approximately one-third the distance to the top edge. Balance around this point can be formal or informal. There are four categories of balance:
 - a. **Formal Balance.** Formal balance is the equal distribution of weight around the optical center. It helps portray dignity, conservatism, dependability, and stability but generally lacks visual appeal and interest.
 - b. **Informal Balance.** Informal balance is the casual spread of material across the page. It is usually more dynamic and provocative than formal balance and has a better chance of arousing interest.

- c. **Informal Diagonal Balance.** Informal diagonal balance is the distribution of weight diagonally around the optical center. One way of achieving informal diagonal balance is to place illustrations and text opposite each other on either side the optical center.
 - d. **Grouping.** Grouping is the combining of two or more forms of balance in a single presentation.
13. **Eye Direction.** Eye direction is the way the eye is led through the presentation of the material. It may be employed through several techniques:
- a. **Suggestive Eye Direction.** In this method, the product designer attempts to direct the eye by subtle means not obvious to the reader.
 - b. **Sequential Eye Direction.** In this method, the product designer uses a logical sequence familiar to the audience to direct the eye through a series of presentations. Examples include a series of numbered frames or other natural sequences, such as a clock-face presentation, to direct the eye in a clockwise direction around the presentation.
 - c. **Mechanical Eye Direction.** In this method, the product designer uses arrows and guiding lines to direct the reader's attention through the significant points of the visual presentation. Mechanical eye direction is the most obvious method of eye direction.
14. **Form.** Printed material is a form of visual communication. It includes all messages delivered in any printed form. It may or may not require written text and may consist of graphics only.
15. **Physical Characteristics.** The major physical characteristics of printed material are permanency, color, and shape. Each characteristic may convey a message to the target audience.
16. **Permanency.** Printed material is a relatively permanent document. Once printed and delivered, it may remain in existence indefinitely-until it is physically destroyed.
17. **Colour.** The colour of the printed material alone may have meaning. Using colours that have significance to the target audience frequently enhances the impact of the material. For example, to a Canadian, red generally signifies danger and yellow caution. To a communist, however, red, which is his homeland's national colour, signifies loyalty and patriotism.
18. **Shape.** Shapes may convey a message to the target audience. The product designer, therefore, must have a thorough knowledge of the symbols relevant to a particular society when preparing a PSYOPS product. For example, a leaflet in the shape of a leaf may signify death in some societies.

RADIO

1. Radio can provide entertainment, news, and instructions along with the desired PSYOPS message. As with all other media, selecting radio will depend greatly on the accessibility of the target audience to radios and the ability of the signal to reach the target.
2. **Programming Principles.** Radio programming consists of planning the schedule, content, and production of radio programs during a given period. The objective of radio programming in PSYOPS is to gain and hold the attention of the selected target audience. Truthful, credible, and accurate news reporting is one of the better ways to gain and hold attention. The following principles apply to radio programming
3. **Regularity.** Regularity is an essential element of programming. The broadcast day, once established, remains relatively unchanged, with specific programs transmitted at the same hour each day. The content, style, and format of these programs should follow an established pattern.
4. **Repetition.** Repetition is essential for oral learning. Hence, key themes, phrases, or slogans must be repeated to ensure a large segment of a target audience has the opportunity to receive them on many occasions.

5. **Suitability for Target Audience.** Programs should suit the tastes and needs of the intended audience. Their content and style of presentation should follow the patterns to which the intended audience is accustomed. PSYOPS generated programs must be better than those offered by an opponent, if PSYOPS personnel are to win a large audience.

6. **Credibility.** Material must be factual, credible, and accurate. Failure to portray material in a credible manner will seriously jeopardize further attempts to influence a target audience.

7. **Exploitation of Censorship.** Discussion or presentation of banned books, plays, music, and political topics often finds a ready reception by the target audience. The same holds true for censored news.

8. **Voice.** Successful radio operations require the selection and training of announcers with proper voice qualities. PSYOPS personnel should keep in mind these facts:

- a. The emotional tone conveyed by the voice often influences the listener more than the logic of arguments presented.
- b. Announcers whose accents are similar to those of unpopular groups within the target audience should not be used.
- c. Female voices are used in PSYOPS programs to exploit nostalgia or sexual frustration or to attract female audiences. In parts of the world, women's voices may be resented because of the status of women in these societies.

9. **Program Classification.** Radio programs may be classified by content, intent, and origin. The PSYOPS planner should choose the type of program that will best emphasize the desired message.

- a. **Content.** The most common and useful method of program classification is content. News reporting, commentaries, announcements, educational or informative documentaries, music, interviews, discussions, religious programs, drama, and women's programs are examples of content classification.
- b. **Intent.** Classification by intent is useful for PSYOPS personnel in planning the response they wish to obtain in broadcasting. Programs are produced to induce such emotional reactions as hope, hate, fear, nostalgia, and frustration.
- c. **Origin.** Classification by origin pertains to the source of the broadcast: official, unofficial, or authoritative. No one type of classification is better than another. The planner must choose the type of origin that has the best chance of being followed by the target audience.

10. **Program Formats.** Format refers to the content of a program. Through a familiar manner of presentation, the radio **station tries to establish the identity of its** programs in the minds of its listeners with the goal of building a regular audience. The format for a series of programs is usually established before the first program is broadcast. When establishing the format for a series of programs, radio station personnel should remember that they must adhere to the highest standards of radio scriptwriting if they are to be successful. The uniformity of the script is very important. Just as uniformity in a military organization makes things easier for everybody concerned, uniformity in radio scriptwriting makes the job easier for radio broadcasters. Producing programs of several kinds requires putting words, music, and sound effects together in various ways. Some of the different types of radio programming are:

- a. Straight news reporting (without commentary).
- b. Selective news reporting.
- c. Commentary (an analysis of the news in which opinions are expressed).
- d. Music programs (instrumental or song).

- e. Dramatic programs.
 - f. Speeches and talks.
 - g. Discussions and roundtables.
 - h. Sports (reports or play-by-play).
 - i. Interviews.
 - j. Special events (for example, on-the-spot coverage of an election or the arrival of an important visitor).
 - k. Religious programs.
 - l. Variety programs (a combination including music, dramatic skits, or comedy).
 - m. Announcements.
11. **Scriptwriting.** The scriptwriter should remember that he must place himself in the shoes of the listener to write a message that is credible and understandable. He must consider the basic factors discussed below when writing radio scripts.
- a. **Conversational Style.** The scriptwriter should write news in a contemporary, informal, relaxed style, but without superficiality. The listener should be conscious only of the news, not the reading of the news.
 - b. **Simplicity.** The scriptwriter should use simple sentence structure and words used by the target audience. To avoid a singsong effect, sentence length should vary.
 - c. **Initial Attention.** The listener may be running the risk of severe punishment for listening to a forbidden broadcast; therefore, the announcer must gain instant attention. The initial part of the script must convince the listener the program will be of interest to him. The essential facts must be in the first few sentences to gain initial interest and to ensure, if the script is cut, nothing important will be lost from the content.
 - d. **Speech Speed.** The normal rate of speech varies among announcers. The scriptwriter should time the rate of speech of each announcer in the language used and tailor the script to gain maximum impact in the time allotted.
 - e. **Tongue Twisters and Alliteration.** The scriptwriter should avoid words that successively begin with the same sounds, such as, "In providing proper provisional procedures..." Also avoid words ending in ch, sh, and th. Depending on the speaker's ability and the language used, these sounds at the end of words may produce a hissing noise through the microphone.
 - f. **Numbers.** The scriptwriter should use round numbers as substitutes for exact figures unless the precise number is important. Large numbers may be written in the format easiest to read, such as "one billion 200 million 50 thousand," in place of "1,200,050,000."
 - g. **Unfamiliar Names.** The scriptwriter should avoid beginning a news item with an unfamiliar name, such as, "John Jones announced this morning that . . ." The announcer introduces unfamiliar names as shown in this example "The Australian Minister of Education, John Jones, announced this morning that...." Quotation Marks. The listener cannot see quotation marks. By voice inflection, the announcer can make it clear when a quotation begins and ends. The following methods may also be used to indicate a quotation:
 - (1) In Smith's own words . . . "The council is sure to reject the proposal."

- (2) To quote Smith. . . "The council is sure to reject the proposal."
- (3) As Smith states . . . "The council is sure to reject the proposal."
- h. **Punctuation Marks.** Scriptwriting ignores ordinary marks of punctuation. They may be used, however, as a guide for the announcer. For example, the scriptwriter should use parentheses to set off a phrase, capitalize key words for emphasis, and spell words phonetically to help the announcer with the pronunciation of difficult words.
- i. **Profanity and Horror.** PSYOPS personnel speaking as representatives of the Canadian Government will not use profanity in broadcasts. They will not ordinarily use horrible descriptions of battles, bombing, ship sinkings, and human suffering, although objective reports on these subjects have a legitimate place in radio and loudspeaker operations.
- j. **Abbreviations.** Conventional abbreviations are seldom used. For example, "Mister" is used in place of "Mr." and "Doctor" in place of "Dr." in scriptwriting. "NATO" and "RCMP" are familiar to Canadian audiences but may have little or no meaning elsewhere. "U. N." has meaning for many people, but it may not be understood by everyone.
- k. **Aural Sense.** The special character of radio stems from the fact that it is entirely an aural medium. Since radio depends entirely on the ear, it must inspire the listener's imagination with the sound waves coming from the receiver. The sound of a man's voice in a radio presentation creates a particular image in the listener's mind of what he says. Radio writing must make the scene, idea, or thought clear to the listener as soon as it is heard.
- l. **Rapid Takeoff.** Radio programs must capture the audience within the first few moments of presentation or they will lose it. Programs must present a challenge, promise, or conflict to arouse attention within the first few moments of their start. Valuable time cannot be wasted on elaborate introductions.
- m. **Power of Suggestion.** A vast storehouse of imagery is in the listener's mind. The radio scriptwriter, through use of speech, sounds, or music, suggests to the audience what the scene should be by enabling the listeners to use their imaginations to visualize each scene.
- n. **Pacing and Timing.** The radio scriptwriter controls pacing in the program. Pacing is the change in quality, emotion, thought, or feeling written into the program. Timing is controlled by the director and is represented by a shift of speed in delivery.
- o. **Freedom of Movement.** Radio scriptwriters can change scenes as frequently as desired. They can take listeners from one point on earth to another or even into outer space with words, sound effects, or appropriate music.
- p. **Conflict.** Conflict is the backbone of interest in a radio script. It is used to gain the attention and increase the interest of the radio audience. Conflict is the ageless formula of hero against villain, good versus evil, the fight for survival, and the solution of difficult problems.
12. **Techniques.** The imaginative application of technique is the radio writer's key to success. The radio scriptwriter must be constantly alert for new ideas and techniques and should be willing to experiment with variations on old, established techniques.
- a. **Program Building.** Radio scriptwriters must be familiar with the principles, mechanics, and techniques of radio broadcast writing. Once they have mastered these skills, they can turn their attention to the steps of constructing the program.
- b. **Purpose.** The first concern of writers is their purpose-what they are trying to do. Careful thought in the statement of purpose will help listeners recognize the value of the program and, perhaps, induce them to listen again.

- c. **Research.** Frequently, only research can uncover detailed informational material. To round out a subject or a personality, the research must be comprehensive. Thorough research gives a note of authority to the message the listener hears.
- d. **Writing Technique.** Writing technique can be learned and must be practiced. The script is not complete when the last page is written. It must be put aside temporarily, then read again. This step cannot be omitted. Finally, it must be read aloud. The test of a radio script is how it sounds, not how it looks.

BRIEFINGS FOR AGENTS OF ACTION

1. When the supported unit's operations officer approves a coordinated program of psychological products and actions, he makes his PSYOPS planner available to brief discretionary agents of action. Discretionary agents execute military operations primarily for their psychological impact, as directed by the supported commander. The PSYOPS planner informs the agents how their actions fit into the PSYOPS program, the information the agent may and may not impart to the target audience, and the support the agent will receive from PSYOPS assets. In this briefing, the PSYOPS planner must prepare the agent to conduct the military operation properly, so that its impact on the target audience amplifies the rest of the PSYOPS program. Likewise, the agent should be briefed to solicit feedback, to observe reactions to the military operation, and to brief the PSYOPS planner on the feedback and reactions, either in person or by message.
2. Timeliness is a key consideration. If it appears a PSYOPS program should be modified based on target audience feedback, the PSYOPS planner must know about the feedback as soon as possible. The planner should provide consistent, timely input to the PDC and the supported unit on the progress of programs of psychological actions. If programs of actions are not productive, they should be modified or dropped.

SECTION II - PRODUCT PRETESTING

GENERAL

1. Once PSYOPS personnel complete and review the technical quality of a prototype PSYOPS product, they then pre-test the product. Pre-testing helps make important decisions about PSYOPS materials:

- a. Should this theme be used?
- b. Is the material addressing the right target audience?
- c. Is there a more effective way to present the message?

2. By pre-testing the products, PSYOPS personnel can reasonably predict the effects of those products on the target audience. Pre-testing determines the potential effectiveness of prototype PSYOPS products. This section describes the methods PSYOPS personnel can use to predict product effectiveness on the target. These methods include the survey sample, the panel of representatives, and the panel of experts.

SURVEY

1. The survey is the preferred method of evaluating PSYOPS products because it is the method that addresses the target audience directly. Surveys, however, take time and access to the target audience is a luxury not always available to the PSYOPS personnel. These surveys help PSYOPS personnel determine the potential and actual effects of developed and disseminated PSYOPS products on a target audience. PSYOPS personnel also determine the effects of hostile products on a target audience or acquire demographic data on the occupied population. PSYOPS units use the survey sample to collect subjective reports or responses from a set of respondents about their opinions, attitudes, or behavior toward developed PSYOPS products (pre-testing) and disseminated PSYOPS products (post-testing). The unit uses the survey to make predictions and generalizations about the target audience.

2. **Choosing the Sample.** Choosing the sample is the first step in conducting a survey. The larger the sample, the greater the validity of the survey results. The sample should also be random. To obtain a representative sample, the unit conducting the survey randomly selects a sample large enough to represent the entire population adequately. Two types of samples conducted by PSYOPS personnel are probability samples and non-probability samples.

3. **Probability Samples.** These samples include simple random samples, stratified random samples, and cluster samples. These categories are explained below:

- a. In the simple random sample, each person in the target audience has an equal chance of being included in the sample. goes through his entire list, selecting 100 names for the sample.
- b. In the stratified random sample, members of the target audience have an unequal chance of being included in the sample. Using two or more characteristics of the target audience as a basis, the sampler divides the target audience into layers or strata. The sampler then draws a simple random sample from each stratum. The combination of these sub-samples from the total sample group.
- c. In the cluster sample, the sampler divides the target audience into a hierarchy of geographical areas. Next, he performs the same sampling process as when sampling individuals, but the sample begins with a large region. After sampling the region, the sampler then draws samples from the next smaller division. Using the procedures for random sampling, the sampler draws a sample from a large region or country. The sample might include the provinces or states within that region or country. After sampling a region, the sampler continues with a sample from the other regions.

4. **Non-probability Samples.** These samples include accidental samples and quota samples. Examples are man on the street interviews and product surveys of customers in stores.

- a. In the accidental sample, the sampler interviews people at a specific location. This sample is the easiest to select; however, it does not accurately represent the target audience. For example, the sampler chooses a street corner in a city or village. He then interviews the people who walk by. This sample is inaccurate because it only represents the part of the target audience that happened to walk by the street corner when the sample took place. The street corner chosen for the sample may only attract a certain type of person; therefore, it would not truly represent the whole target audience. A street corner near a factory would attract different people than a street corner near an exclusive department store.
 - b. In the quota sample, the sampler interviews a specific type and number of people from the target audience. This sample is more desirable than the accidental sample because it designates the type and number of people to be interviewed. One drawback to this method is that the sampler interviews the people who are most available or willing to be interviewed. An individual within a specific category may also represent a special segment of that category. Once the sampler fills his quota from one group, he moves to another category.
5. **Preparing the Questionnaire.** Preparing the questionnaire is the second step in conducting a survey. A questionnaire is a list of objective questions carefully designed to obtain information about the attitudes, opinions, behavior, and demographic characteristics of the target audience
6. **Questionnaire Format.** The format of a questionnaire generally includes three basic sections: the administrative section, the identification section, and the problem section. The administrative section is always the first part of the questionnaire. The purpose of the administrative section is twofold: to explain the purpose of the questionnaire and to establish rapport with the individuals being questioned.
7. The identification section gathers information that will help identify subgroups within the target audience. Subgroup identification is necessary for the development of PSYOPS themes. Because not all groups have the same attitudes and opinions, a PSYOPS unit may have to develop a different theme to suit each distinct subgroup. Some of the questions asked in this section will pertain to the respondent's sex, age, birthplace, family size, occupation, education, and ethnic group. The identification section may follow the administrative section, or it may appear at the end of the questionnaire.
8. The problem section obtains objective information about the behavior, attitudes, and opinions of the target audience. Objective information of interest in this section includes such information as:
- a. Familiarity with mass media.
 - b. Knowledge of PSYOPS output.
 - c. Behavior relevant to an estimate of the psychological situation.
 - d. Knowledge of events.
 - e. Economic conditions.
 - f. Perceptions, aspirations, and preferences of the target audience.
9. **Question Guidelines.** PSYOPS personnel should ask all members identical questions. They should state questions clearly and simply in a vocabulary suitable for all respondents. A person who does not understand a question may give a response that does not represent his real opinion. Sequencing of the questions is also important. PSYOPS personnel should consider the following guidelines when developing questionnaires:
- a. Begin the questionnaire with warm-up questions. These questions help maintain the rapport established in the administrative section. Warm-up questions should be easy to answer, they should be factual, and they should arouse the respondent's interest in filling out the questionnaire. Warm-up questions should set the respondent at ease and make him feel comfortable answering. They should not ask intensely personal questions. They should not make the respondent feel threatened.

- b. Place sensitive questions between neutral ones. Because PSYOPS attitude surveys frequently deal with key issues that arouse the target audience emotionally, PSYOPS personnel must often ask questions sensitive to the target audience. In many cases, the respondent may not answer such questions. He may not respond honestly and directly because he feels violated. Placing sensitive questions between neutral ones, however, normally reduces the emotional impact of the sensitive questions upon the respondent. It also promotes his receptivity and objectivity to the questions.
 - c. Avoid leading questions—ones that lead the respondent to a particular choice. Stating half the questions in a positive way and the others in the negative helps to avoid leading the respondent. Avoid phrasing questions in a way that causes the respondent to think he should answer in a certain manner. For example, "Your country's leader should resign, shouldn't he?"
10. **Types of Questions.** There are three basic types of questions used in a questionnaire. They include the open-ended questions, the closed-ended questions, and the scaled-response questions.
- a. Open-ended questions require the respondent to put his answers in his own words. Open-ended questions allow the respondent to include more information about complex issues. Measuring and analyzing the responses to open-ended questions prove difficult because the answers are so individualistic. In addition, open-ended questions require more time and effort to analyze than closed-ended questions. This drawback makes open-ended questions a bad choice for tactical or operational situations. Some examples of open-ended questions are:
 - (1) Explain how you came in contact with the safe conduct pass?
 - (2) When did you find the safe conduct pass?
 - (3) What made you pick up the safe conduct pass?
 - b. Closed-ended questions let the respondent choose between given answers: true or false, yes or no, or multiple choice items. PSYOPS personnel can quickly and easily evaluate closed-ended questions because respondents must use the choices contained in the questionnaire. Closed-ended questions are ideal for tactical and operational situations. Some examples of closed-ended questions are:
 - (1) Have other people with you picked up the safe conduct pass?
 - (2) Did you keep your weapon when you left your position?
 - (3) Did you have food left in your position?
11. Scaled-response questions are actually statements, rather than questions. Scaled-response questions require the respondent to indicate the intensity of his feelings regarding a particular item. He records his answers on a scale ranging from positive to negative or from strongly agree to strongly disagree.
12. The scaled-response question weighs the choices on a numerical scale ranging from the lowest limit of intensity to the highest. In a series of scaled-response questions, PSYOPS personnel alternate the limits of the scale by presenting the lowest limit first part of the time and the highest limit first the rest of the time. This procedure will help prevent the respondent from simply checking choices at one end of the scale rather than carefully thinking through each selection. Questionnaires containing scaled-response questions should provide clear instructions explaining how the scale works and how the respondent is to mark his selection.
13. Because no standard formats exist for PSYOPS pretest questionnaires, PSYOPS personnel must prepare each questionnaire to fit the situation and the echelon level of the unit. Personnel designing the questionnaire get the basic information for developing the questionnaire from the TAAWS. After designing the questionnaire, they should test it for clarity. Once they have completed testing the questionnaire, they can use it to conduct the interview.

14. **Conducting the interview.** Conducting the personal interview is the third step in conducting a survey. The interview is a series of questions devised to get information about the target audience. It may be structured or informal. PSYOPS personnel conduct structured interviews by reading questions from a printed questionnaire. The interviewer then records the respondent's answers on the questionnaire. PSYOPS personnel base informal interviews on a detailed list of subjects to be covered. This method allows the interviewer to vary the wording and order of the questions to get the most information. In either type of interview, PSYOPS personnel must not only pay attention to what is being said, but also to how it is being said. Before conducting an interview, particularly an interview with someone from a different cultural background, PSYOPS personnel should consider the motivation of the respondent. The interviewer must remember that the person he will interview will have his own motivation for whatever he says and does. The respondent's age, cultural background, experience, and training may influence his motivation. These same factors influence the interviewer, so the interviewer should try to understand how his prejudices and experiences color his responses to what the subject of the interview is saying. During an interview, the interviewer must interpret communication on two levels: verbal and nonverbal.

15. **Verbal Communication.** This communication includes words and the way they are spoken. The interviewer must remember that every word has a denotation (its literal, dictionary meaning) and a **connotation (its suggested meaning)**. The way people say words influences their meaning. The interviewer needs to look for vocal cues. These cues include emphasis, volume, tempo, pitch, enunciation, and breaks in speech.

16. **Nonverbal Communication.** This communication, or body language, is the second part of communication. The interviewer must properly interpret the body language-facial expressions, territory, body position, gestures, visual behavior, and appearance-of the person he is interviewing to understand fully what is being said. During an interview, the interviewer should look for body language that indicates negative emotions. Examples include:

- a. Facial expressions, which include lowered brows, narrowed eyes, and a tightened mouth or frown.
- b. Territory, which involves violating space relationships by standing too close.
- c. Body position, which includes "closing-up" positions, such as clenched fists, tightly crossed arms or legs, or shifting of body weight from one foot to the other.
- d. Gestures, which include shaking the head, covering the mouth with the hand, or rubbing the ear.
- e. Visual behavior, which includes staring or not maintaining eye contact.
- f. Appearance, which includes dress and behavior inappropriate for the situation.

17. **Interpreting Emotions.** Adding both verbal and nonverbal communication, the interviewer should follow these general guidelines when interpreting emotions during an interview:

- a. Look for cooperation, respect and courtesy. This behaviour may indicate trust.
- b. Look for embarrassment, crying, or a withdrawn attitude. This behavior may indicate hurt.
- c. Look for aggression; hostile, sarcastic, loud, or abusive language; lack of cooperation; or a stiff, strong face. This behavior may indicate anger.
- d. Look for sweating, sickness, running away, freezing in place, nervousness, physical or mental inability to cooperate, excessive cooperativeness, or submissiveness. This behavior may indicate fear.
- e. Look for the offering of aid and comfort through word or deed, by listening, or by nodding agreement. This behavior may indicate concern.

- f. Listening Habits. To interpret human behavior accurately, the interviewer must pay close attention to the subject's expressions and movements and develop the following good listening habits:
 - g. Concentrate on the message content. (The interviewer should ignore emotion-laden words or phrases that may upset and disrupt the train of thought. He should not become upset over something said and miss the rest of the message.)
 - h. Listen first, then evaluate. (The interviewer should not decide in advance that a subject is uninteresting.)
 - i. Listen for concepts and main ideas, not just for facts. (A good listener is an idea listener.)
 - j. Adapt note-taking to the particular interview. (The interviewer should not write notes during the interview if it makes the person nervous. He should write notes immediately after the interview if he cannot take them while the subject is talking.)
 - k. Pay attention. (The interviewer should indicate that the information he receives is important and significant.)
 - l. Tune out distractions and interruptions. (The interviewer should move the interview site to a quieter place, if necessary.)
 - m. Use thought rate to the fullest advantage. (Most people speak at a rate of 100 words per minute while they listen at 400 words per minute. The interviewer should use the timing difference to absorb the ideas being presented and to form questions.)
 - n. Controlling the Interview. The interviewer should control the interview at all times.
18. If the subject of the interview is hostile or disruptive, the interviewer should maintain his composure. Often an angry person simply needs to vent his strong feelings. The interviewer should develop and maintain courtesy, empathy, respect, and a concerned but calm attitude during an interview by:
- a. Explaining the reasons for the interview.
 - b. Putting the respondent at ease.
 - c. Informing the respondent that his identity will remain anonymous if he so desires.
 - d. Convincing the respondent to answer according to his convictions. The interviewer should explain that the pretest interview will be used to identify weak and strong points in the PSYOPS material.
 - e. Allowing the subject to vent his feelings. Doing so may uncover a psychological vulnerability to exploit.
 - f. Letting the subject know the interviewer recognizes and accepts his feelings.
 - g. Responding to concern with appreciation and calm.
 - h. Responding to fear with concern and assurance. The interviewer must use interpersonal communication skills to keep fear from turning into defiance.
 - i. Responding to trust with courtesy and respect.
 - j. Responding to hurt with empathy and concern.
19. Conducting an interview is an important part of taking a survey. When conducting an interview, the interviewer should observe the following guidelines:
- a. Assemble material.

- b. Research background information.
- c. Direct flow of interview.
- d. Review questionnaire for essential information.
- e. Transcribe notes.
- f. An interview is the best method for gauging what the target audience is thinking.

PANEL OF REPRESENTATIVES

1. The second best method for pre-testing PSYOPS products is the panel of representatives. A panel of representatives is a group of people who have been members of the target audience but are not anymore. The panel might include PWs, refugees, defectors, and civilian detainees. PSYOPS personnel should make sure the panel closely represents the target audience. Although the representatives no longer belong to the target audience, they have much in common with it and will answer questions in much the same way. Pretests conducted with such groups indicate what appeals will be effective, what to emphasize, and what to avoid.
2. The composition of the panel can vary from as few as five representatives to as many as a hundred. The panel of representatives method may take the form of group consultations or individual interviews. Group consultations call for representatives (5 to 15) to observe, study, and exchange views on PSYOPS material. The PSYOPS unit conducting the test directs the discussion along prearranged lines and excludes irrelevant comments.
3. Individual interviews allow a respondent to observe and study a PSYOPS product. An interviewer then questions the respondent on the important facets of the proposed product. When interviewing indigenous personnel and PWs for pre-testing, PSYOPS personnel just brief them on the importance of responding as they personally feel about the subject matter.

PANEL OF EXPERTS

1. The third method for pre-testing PSYOPS products is the panel of experts. A panel of experts is a group of people who have studied the target audience and who are thoroughly acquainted with its culture. The panelists should have lived in the target country recently.
2. The purpose of the panel is to read or listen to the PSYOPS material developed for the potential target audience and to predict its effect. The panel may answer the following questions about the PSYOPS material:
 - a. Will it attract attention?
 - b. Will it be understood?
 - c. What reaction will it produce?
 - d. Will it be accepted and believed?
 - e. Will it change any attitudes or lead anyone to take the action desired?
 - f. How can it be made more effective?

FINAL PRE-TEST DATA

1. After completing the pre-test of a prototype product, PSYOPS personnel make required changes to the product. The unit then produces a limited quantity of the prototype product, usually no more than three to

five copies. The unit forwards one copy of the prototype PSYOPS product along with the TAAWS to higher headquarters for approval. It does not produce or disseminate additional copies of the prototype PSYOPS product until it receives final program approval from higher headquarters.

ANNEX F - DISSEMINATION, IMPACT ASSESSMENT, POST-TESTING

SECTION I - TECHNIQUES FOR AUDIOVISUAL DISSEMINATION

GENERAL

1. PSYOPS units disseminate PSYOPS products to selected target audiences using audiovisual, audio, and visual media. To determine the effectiveness of the PSYOPS program, PSYOPS personnel must assess the Impact of PSYOPS products on the target audience. They must determine whether specific behaviour occurred because of the PSYOPS products or because of other actions. Through post-testing, PSYOPS personnel can discover why the target audience responded in a certain way.

2. Selecting dissemination techniques is influenced by a combination of several factors, including political, military, and geographic considerations; countermeasures; weather; and availability of dissemination devices. By carefully considering the potential effects of these factors and using the unique delivery techniques of each medium to their full extent, PSYOPS units can successfully disseminate PSYOPS products to the target audience. The audiovisual media used to disseminate PSYOPS products fall into three categories face-to-face communication, television broadcasting (including videotape presentations), and movies. Audiovisual media have a great appeal because they add motion to the perceptions of sight and sound.

FACE-TO-FACE COMMUNICATION

1. Face-to-face communication plays a significant role in PSYOPS. PSYOPS personnel use it when preparing for other types of dissemination. The activities described in the following paragraphs provide excellent settings for face-to-face communication.

2. **Rallies and Demonstrations.** Rallies are large groups of people who gather to proclaim public support for an issue. Such activities may involve violent or non-violent behaviour. Demonstrations are similar to rallies, but their purpose is to protest. People are induced by several psychological factors to attend rallies and demonstrations. Examples include:

- a. An honest desire to support or protest an issue.
- b. The opportunity to participate in what is viewed as a novel experience.
- c. Curiosity.
- d. The social attraction of the issue.
- e. The opportunity to interact with others.
- f. Antisocial motivation; for example, the desire to cause violence or civil disturbance.
- g. The belief that large numbers of people can obtain results.
- h. The feeling of righteousness.

3. A rally or demonstration can be a very useful means for disseminating PSYOPS messages. However, due to the potential for civil disturbance, PSYOPS personnel must exercise care when planning a rally or a demonstration.

4. Encouraging or instigating violent behaviour at rallies or demonstrations is not Canadian policy. Violent rallies or demonstrations frequently fail because of the inherent law of control once violence has started. They may also cause counterproductive responses in which the target audience hardens its position, thus leading to polarization. Some groups may exist within the HN that favor violence and the

creation of civil disturbance. The goals of these groups may include desires to damage the government's image, to provoke a "newsworthy" overreaction by authorities, to demonstrate the government's inability to protect its citizens, and to imply widespread dissatisfaction with the government. These same groups may also use violence to recruit additional adherents. The crowd is the basic ingredient of any rally, demonstration, or civil disturbance. Not all crowds are aggressive, and not all crowds will erupt into violence.

5. Suggestibility is a crowd quality used by individuals or groups to transform a passive crowd into an aggressive crowd. For planning purposes, PSYOPS personnel should understand the following classifications of crowds: casual, conventional, expressive, and mobilized.

- a. The casual crowd is a temporary collection of people who happen to be present at a given location. An example is individuals in a village market square waiting for merchants to open for business.
- b. A conventional crowd is a collection of people who assemble at a designated site for a planned occasion. An example is a sporting event.
- c. An expressive crowd is a collection of people who congregate to express themselves by singing, dancing, or participating in other similar activities. Examples include church choirs, school plays, and festivals.
- d. The mobilized crowd is a collection of people who gather because of hostile beliefs. Mobilized crowds may form spontaneously upon hearing of some real or fabricated incident or through a planned rally or demonstration. Manipulating a mobilized crowd is a principal aim of individuals or groups advocating civil disturbance, including violence. They should consider:
 - (1) Program Activity. Program activity includes publicity and the purpose of the rally or demonstration. It also includes the nature and order of speakers, the sequence of events, and inclement weather options.
 - (2) Physical Setting. Physical setting includes site preparation, participant conveniences, transportation, routes of the marches, and physical security. It also includes coordination with legal authorities, selection of appropriate communications, arrangements for media coverage, and hostile group counteractions.
 - (3) Emotional Setting. Emotional setting includes preparing and disseminating products before the rally or demonstration and selecting appropriate situational factors for exploitation. It also includes the use of the most effective "medium of expression"; for example, banners or placards, creating effective slogans, and using prepared "incidents" to maintain fervor.
 - (4) Appearance of Spontaneity. PSYOPS personnel must carefully plan, control, and organize rallies and demonstrations. However, to be really effective, they should appear to be spontaneous. "Piggybacking," or scheduling a rally or demonstration in conjunction with an event already scheduled by a particular target audience, is a method of reducing the planning and organizational requirements of a rally or demonstration.
 - (5) Prevention of Violence. Though the prevention of violence in a planned rally or demonstration is primarily a responsibility of security forces, PSYOPS personnel can be proactive in preventing violence. Subversive elements will be active before the planned rally or demonstration, and PSYOPS personnel, through intelligence from HN sources, can help identify key personnel active in these movements. Normally, an efficient civil disturbance plan enforced by well-trained security forces will contain violence.

6. **Key Communicators.** A key communicator is one who has access to, stature in, and credibility with, a target audience. When selecting a key communicator, PSYOPS personnel should examine his degree of influence, his ability to disperse the PSYOPS message, and the characteristics of his prestige.

7. Face-to-face communication obviously is of great value in the conduct of PSYOPS. Probably the most overlooked due to its complexity, face-to-face communication is affected by culture, language, and events. PSYOPS personnel should take every opportunity to enhance their ability to conduct effective face-to-face communication. PSYOPS personnel can hone their face-to-face communication skills through civilian education, a study of interpersonal communication references from libraries or seminars, improvement of language skills, and contact with members of the target audience.

8. Understanding the culture of the target audiences is prominent in planning PSYOPS-oriented face-to-face communication. To prevent tainting of PSYOPS efforts, all personnel should be aware of the basic culture of the HN. PSYOPS units should be proactive in this effort and help the supported commander develop awareness programs.

RUMOURS

1. The primary means of disseminating rumours is face-to-face communication. Lack of information about matters important to a target audience creates a need for relief from ambiguity. The need for relief causes tension: the target audience looks for release from the tension. A rumour satisfies both needs by providing relief when the target audience accepts the rumour and release when the target audience spreads the rumour. PSYOPS personnel should not sell short the use of rumours. Rumours are very potent weapons, but they must be well planned and controlled. Rumours provide additional benefits to individuals or groups, such as justification and explanation for events. There are three elements of rumour dissemination:

- a. **The source.** The source must be appealing and, above all, credible to the audience.
 - b. **The rumour.** Rumour content must also be credible.
 - c. **The receiver-repeater.** The receiver of a rumour becomes a repeater when he passes the rumour.
2. PSYOPS personnel must remember three transmission characteristics when disseminating a rumour.
- a. First, the story must be reduced to the memory capacity of the receiver-repeater (R2). The term for this characteristic is "leveling." Leveling tailors rumours into accounts that are brief and progressively simple. The R2 reduces the elements of a story to the ones he can best retain or personally identify with.
 - b. The second characteristic is "sharpening." Sharpening is the selective perception, retention, and repetition of a limited number of details from a larger story content. Information that is not leveled is sharpened and becomes important. What is sharpened by one group may be leveled by another.
 - c. The third characteristic is "assimilation," an involuntary mental act the R2 performs. The R2 adjusts a story to fit his viewpoint, based on his personality, habits, interests, and sentiments. Assimilation carries much of the R2's emotion-based ethnocentrism, stereotyping, and prejudice.
3. PSYOPS personnel should not be intimidated by these facets of the R2's emotions, as they are fairly easily identified. Identifying and understanding the R2's emotions help in selecting the story. Rumours have three common themes: hate, fear, and hope.
- a. Hate rumours exploit dislikes and prejudices about specific populations. This one may be used by foreign countries or military forces but the CF will not use it unless approved by GoC.
 - b. Fear rumours normally involve a threat and are based on the target audience's fears about future events built on a natural tendency to believe the worst.
 - c. Hope rumours are based on wishes for a favorable turn of events. People generally hope for the best while believing the worst. Hope rumours may cause a target audience to letdown its guard.

4. Another type of rumour, the "diving rumour," depends on a subject. This rumour resurfaces each time similar events or circumstances occur. PSYOPS personnel should uncover diving rumours to determine their usefulness and to be ready to counter them by recognizing the similar events or circumstances that spur them. For example, PSYOPS personnel must aggressively seek superstitions of the target audience in hostile environments. Superstitions allow for effective use of rumours.

5. If face-to-face communication for rumour dissemination is not feasible, another medium must be selected. Regardless of the medium chosen, credibility must be one of its strong points. The information contained in the rumour must be of interest to the target audience and the source of the rumour must be believable. This credibility factor is indispensable. The rumour content must be reasonable and consistent with the prevailing mood of the selected target audience. A rumour operation should be reinforced by a related event. If an event is created to reinforce a rumour, it must be of sufficient substance to create a lasting impression.

6. The potential obviously exists for hostile rumours to surface. There are three techniques suitable for countering a rumour. The first technique is eliminating the motivating situation or interest in that situation. This technique may prove to be difficult in most cases. The second technique is publicizing the facts about the existing situation. PSYOPS personnel should provide complete information to satisfy the target audience's lack of information. This technique should not be ignored even if the information proves to be painful. The third technique involves creating a rumour-conscious attitude in the target audience. The target audience must feel that its leaders will tell the truth about rumours. Honest effort on the part of the target audience's leaders to check the facts surrounding rumours against what the target audience is hearing reduces information distortion and rumour transmission.

7. PSYOPS and CIMIC. The nature of PSYOPS and CIMIC requires face-to-face communication in many cases. Often, a target audience may have physical needs that require attention before a successful PSYOPS appeal can be made. CIMIC help meet these needs. The CIMIC liaison officer can provide valuable information in the form of an area analysis. PSYOPS and CIMIC are mutually supporting, but each has its own specific goals. Although PSYOPS personnel should not attempt to accomplish CIMIC missions, they may use CIMIC programs as opportunities to disseminate PSYOPS messages. Often, the CIMIC liaison officer can provide assistance in planning a PSYOPS program that will encompass actions similar to CIMIC humanitarian actions.

TELEVISION BROADCASTING

1. Television is a vital asset in PSYOPS dissemination, since it is a proven means of persuasion worldwide. Television appeals to a number of senses, making it the closest medium to face-to-face communication.

2. **Considerations.** One less obvious advantage of television for PSYOPS purposes is its ability to create media events. It can be used to significantly heighten the importance of a specific event that may otherwise be relatively insignificant. The creation of captive audiences occurs when the same or similar line of persuasion is broadcast over all available networks. One example is a nationally broadcast speech of the head of state. Relatively minor appeals to a target audience should be broadcast as commercial breaks during or immediately before and after news broadcasts. An example of this type of appeal is encouraging the reporting of subversive group members or drug traffickers.

3. To take full advantage of television as a medium, PSYOPS personnel must realize that television has always been primarily a means of entertainment. Even news programs and documentaries contain an element of entertainment. Television is often called the "entertainment medium." However, the vast majority of viewers accept events seen on television as fact. The implied actions of the characters we see on the television screen manipulate our understanding of what we see. This impact is what sets television apart from all other media forms.

4. Manipulation is not limited to recorded broadcasts. Television gives its viewers only as much visual information as its cameras obtain, and the cameras are directed by individuals who know exactly what they

want to portray. Television has been responsible for swaying the opinions of entire nations. A thoroughly prepared PSYOPS television product can be extremely effective if PSYOPS planners fully understand the unique properties of television and do not limit their imagination in its use.

5. **Systems of Broadcasting.** Before selecting television as a PSYOPS medium, PSYOPS personnel must determine the degree of credibility television holds for the target audience and its degree of access. The credibility factor of government-owned or government-operated television is affected by the target audience's faith in that government. The target audience's accessibility to television may be limited. In remote areas, videotape may be the proper alternative to television. An analysis of television in the area of intended PSYOPS provides valuable information about its specific regional characteristics. Popular programs provide models for PSYOPS television products and help to keep the message subtle. Throughout the world, three systems of television broadcasting can be found:

- a. Government-licensed free enterprise. A broadcast system with commercial stations, which are supported by advertising fees and where advertiser can influence the programming. Government has little control on content.
- b. Government-owned and government-operated system. The broadcast facilities are state-owned, and their employees implement government policy. Systems owned and operated by the government are the result of a belief that the government is best suited to broadcast and control content.
- c. Government-chartered monopoly is an in-between broadcast system. Though not free enterprise in concept, it allows more latitude in programming than the system owned and operated by the government.

6. PSYOPS personnel must consider the type of broadcasting system used in the AO when planning PSYOPS products for television. Information about a nation's popular television programs provides answers to what is credible there. In universities and libraries, PSYOPS personnel can find a great deal of information about literacy, viewing habits, opinions, attitudes, behaviour patterns, distribution of television sets, preferences, and political views.

7. **Dissemination.** Television broadcasts can be disseminated from a fixed station or a mobile van, and videotapes can be released to news agencies. Television is a PSYOPS medium that offers great potential. The future of television dissemination keeps expanding with the development of new technology.

TECHNIQUES FOR AUDIO DISSEMINATION

1. The audio media used to disseminate PSYOPS products fall into two categories: radio broadcasting and loudspeaker operations. Radio broadcasts reach local and worldwide target audiences quickly and simultaneously by providing broad coverage and the speed to capitalize on opportunities. Radio reaches beyond borders and into denied areas to help shape the attitudes, opinions, beliefs, and behaviour of the target audience.

2. **Radio Broadcasting.** Whenever possible, PSYOPS personnel should broadcast on HN radio equipment in a Foreign Internal Defence (FID) situation. In hostile situations, they should use captured radio facilities. The PSYOPS staff officer assigned to the supported unit must ensure maneuver commanders are informed about the need to limit or prevent damage to radio facilities in their AO.

3. **Loudspeaker operations.** Loudspeakers effectively transmit PSYOPS messages over short distances. Carried by troops or mounted on wheeled vehicles, aircraft, and watercraft, loudspeakers allow a great deal of versatility for PSYOPS teams. By evaluating the reaction of the target audience to its loudspeaker messages, the PSYOPS team can judge message effectiveness immediately. A loudspeaker script, regardless of how well-written and carefully tailored to a specific situation, needs proper delivery to produce optimum results. Proper delivery of the broadcast also depends on the personality of the announcer and the proper use of the sound source; in this case, the microphone or tape player.

4. **Announcer Qualifications.** Several qualities are recognized as virtually indispensable for good loudspeaker announcers. They should possess a clear and commanding voice, preferably of higher-than-average pitch, and be capable of varying inflections to convey many emotions. Loudspeaker announcers should also have a good command of the language of the target audience. They must be able to speak vigorously without displaying hatred of the target audience and without bringing, by manner of expression or choice of words, some stereotype hatred to the surface in the mind of the typical target individual.

5. Announcers must know the customs, folklore, and manner of speech of the target audience and be able to adapt the script and presentation to conform to their concepts and idiosyncrasies. In most cases, they will have studied exhaustively or spent many years in the target area. If an otherwise qualified announcer lacks this background, opponent nationals or EPWs of unquestionable trustworthiness may be used. Cooperative EPWs are frequently used, regardless of the qualifications of the announcer, since they have been in close touch with the current topics of discussion, slang expressions, and grievances of the opposing force soldier. If doubts exist concerning the reliability of an opponent national who is used as an announcer, the message should be tape-recorded and carefully checked to determine if irony or sarcasm in the announcer's expression has distorted the intended meaning of the message.

6. Announcers should have flexible and alert minds. How a particular target audience will react to the themes in loudspeaker messages and whether the results of a loudspeaker broadcast will be worth the effort are hard to predict. Therefore, loudspeaker teams need a discerning announcer who can alter his script to meet unexpected developments. In the early stages of a conflict, all loudspeaker operations are experimental, so the teams need scriptwriters or announcers capable of observing the target audience's reaction to various themes and techniques to determine what to use later. They must not permit themselves to duel with hostile propagandists. They must keep their focus on their true audience. Announcers should have a perceptive understanding of the many varying military situations in which they must operate, particularly in regard to their implications for the opponent. Otherwise, they will be unable to make optimum use of the military intelligence and background information they may possess.

7. **Techniques of Message Recording.** To achieve the maximum effect in the broadcast, well qualified announcers observe certain rules governing speech delivery for recording. Briefly summarized, these rules are as follows:

- a. Speak loudly, but do not shout.
- b. Take time for message delivery. Speak deliberately.
- c. Maintain a constant voice volume with an even rate of delivery.
- d. Never slur over or drop words.
- e. Avoid a singsong delivery.
- f. Sound each syllable of each word.
- g. Sound the final consonant of each word.
- h. Think of each word as it is spoken.
- i. Speak into the microphone.

TECHNIQUES FOR VISUAL MEDIA DISSEMINATION

1. Visual media exist in many forms. Examples of visual media include leaflets, banners, posters, signs, magazines, newspapers, pamphlets, books, graffiti, and bumper stickers. Novelties, trinkets, and gifts with a message printed on them are also considered visual media. Visual media can transmit messages of any length or complexity. For a well-reasoned analysis of a topic, the best forms of visual media are books,

magazines, pamphlets, or newspapers. Most visual media can be passed from person to person without distortion.

2. Leaflets are written or pictorial messages directed at the individual soldier or civilian within the target audience. The leaflet may have a message printed on one or both sides of a single sheet of paper. It has no standard size, shape, weight, or format. When preparing for leaflet/poster dissemination, PSYOPS personnel should examine the following items for their effect on the mission:

- a. Political or military denial to target audience.
- b. Opponent countermeasure capabilities.
- c. Seriousness of punishment inflicted upon target audience members caught in possession of the product.
- d. Target audience population density and population patterns.
- e. Geographical denial.
- f. Number and size of printed material.
- g. Availability of dissemination devices. h. Weather.
- i. Multiple dissemination.
- j. Production time.
- k. Mixed media requirements.
- l. Product priority.

SURFACE DELIVERY

1. Leaflets are disseminated in many ways. Surface delivery uses personnel, waterproof containers:
 - a. **Personnel.** A ground patrol can disseminate leaflets, such as safe conduct passes, as part of patrolling if security requirements allow. However, leaflet dissemination would never be the sole purpose of a patrol. Leaflet dissemination should present no problem to patrols conducting reconnaissance or combat missions. Infiltrators, partisans, and other personnel involved in operations across borders can disseminate leaflets. They should receive specific instructions for covert dissemination or be capable of deriving their own methods. During OOTW, military and non-military organizations can disseminate visual media. Additional outlets or distribution points include civilian public service organizations, as well as those within the religious community.
 - b. **Waterproof Containers.** Waterborne dissemination techniques are simple and inexpensive. Accurate hydrographic data are required for waterborne dissemination over large bodies of water, such as oceans, seas, or large lakes. Waterborne operations over small bodies of water or down rivers are best suited for times when other means of dissemination prove unsuccessful. Any container that is waterproof and will float is acceptable for waterborne dissemination. When planning for waterborne dissemination, PSYOPS personnel should gather information about currents and tide changes. Waterborne items will float to shore with the incoming tide. Wind moves a waterborne object over still bodies of water. Plastic bags, such as freezer bags or sandwich bags, are suitable for dissemination of visual media to a target audience expected along a coastline or down river.

AIR-TO-GROUND DELIVERY

1. PSYOPS personnel use several methods of air-to-ground delivery. These methods include artillery, air-drop-by-hand, leaflet bundles or boxes, leaflet bombs, and balloons.

- a. **Artillery.** Artillery can be used to deliver leaflets over a hostile target area. It requires special rounds and bundling techniques. It is of limited use in most operations.
- b. **Air-Drop-By-Hand.** This method involves dropping leaflets through doors or chutes of an aircraft passing over the target area at low altitude. Relatively small quantities of leaflets are dropped at very close intervals with prevailing winds affecting the even distribution of leaflets carried to the target area. Rotary-wing aircraft are capable of flying at a slower speed and much lower over the target area than fixed-wing aircraft. Because air-drop-by-hand is done at such a low altitude, it should be limited to areas with little or no air defence threat. PSYOPS personnel may place leaflets in pillowcases or similar sacks and, allowing for the effects of wind, shake the contents out of the sacks when appropriate. This particular means is most efficient for a large number of leaflets.
- c. **Leaflet Bundles or Boxes.** Leaflet bundles or boxes are another means of air-drop dissemination. They are assembled to be opened by a static line attached to an aircraft. Any number of boxes can be assembled and pushed out of aircraft rapidly.
- d. **Balloons.** Balloons may be used to disseminate leaflets and other PSYOPS products. The balloon has been slow in proving itself as an effective means of product dissemination because most products can be better disseminated in other ways. However, balloons can be used for leaflet dissemination to long- and short-range targets in denied areas.

2. **Leaflet Density.** The basic objective of air-to-ground delivery is to place sufficient leaflets on the ground to ensure that each member of the target audience, during the course of his activities, chances upon a leaflet. Each member of the target audience may not have a personal copy of the leaflet, but each target member should have the opportunity to see one. To determine the leaflet density required to ensure that target members chance upon the leaflets, consider the location and activities of the target audience. Target audience mobility has a great bearing on the number of leaflets to be used. A combat soldier well dug in has less mobility and less opportunity to chance upon a leaflet than a support soldier. This type of target audience obviously requires more leaflets than a rear area soldier who has greater mobility. In mountainous or jungle areas, drop more leaflets on roads, paths, and trails to increase the probability that the target audience will chance upon them. A target audience located in a city requires more leaflets than a population living in level, open terrain because many leaflets land on rooftops.

3. **Other Visual Media.** Dissemination of Other Visual Media require additional means of dissemination. Visual media forms such as newspapers, pamphlets, magazines, and books are unsuitable for leaflet dissemination methods. PSYOPS personnel can disseminate these visual media by placing them in locations frequented by members of the target audience (such as storefronts and street corners) or by using door-to-door delivery or the mail. Rallies or demonstrations are excellent opportunities to place visual media in the hands of the target audience. The distribution of material will often create discussion among members of the target audience. Members of the target audience should be selected for this manner of dissemination to reinforce "grass roots" development. Anytime members of the target audience gather in one place, more than one medium should be used. However, PSYOPS products must contain the same or mutually supporting themes. A visual medium in the form of a pamphlet or newsletter will reinforce what is said during a speech at a rally.

4. Novelties, trinkets, or gifts should be items members of the target audience can use. Toothbrushes, soap, bandages, and notebooks or pencils for children are just a few useful items PSYOPS personnel should disseminate when they enter an area. As visual media, these items must have a printed symbol or short theme on them. The symbol used in conjunction with the PSYOPS theme is the obvious choice and will require prior planning.

DISSEMINATION PLANNING

1. Planning for dissemination begins as soon as a decision to develop visual media is made. PSYOPS personnel should recognize that limitations in dissemination methods may preclude the use of certain visual media. Likewise, visual media selection may also eliminate some dissemination methods. Dissemination methods available may influence the size or type of paper to be used. Comparison of dissemination methods and possible visual media choices will enable PSYOPS personnel to make a selection.
2. Planning for dissemination requires a determination of whether the target audience is a denied audience. A target audience may be denied geographically because it is land-locked, for example. A target audience may also be denied due to political constraints. Two bordering countries may have denied target audiences because of war. When determining if a target audience is denied, PSYOPS personnel should define why it is denied.

GRAFFITI

1. Graffiti is a unique visual medium for PSYOPS purposes with its own dissemination methods. The most effective use of graffiti is in military operations other than war. Graffiti is suitable for only short themes, messages, or symbols and is most commonly used by individuals who lack other means to express themselves. It may proclaim support for existing policies, conditions, or pending events or express dissatisfaction with current events, policies, or perceived injustice. Graffiti is often used by opposing factions or adversaries to claim territory or control in specific areas. It is also used by groups opposed to established forces or agencies as a propaganda tool to emphasize popular support. Its advantage lies with the perception that it is an act of "the people. Another use of graffiti is to disseminate symbols associated with PSYOPS themes in specific areas, implying support of or agreement with the theme. In selected areas, it can reinforce other visual media effectively. PSYOPS personnel should avoid the use of graffiti where it is considered vandalism. Obvious places to put graffiti include fences, sides of buildings, and opponent visual media. PSYOPS personnel should discourage graffiti on historic, religious, or private structures.
2. Graffiti requires no planning beyond that of any other visual media. Some common ways to disseminate graffiti are with paint, large felt-tip markers, or any other permanent marking method. PSYOPS personnel who support graffiti operations can easily provide the necessary items to indigenous personnel. They can also encourage these who disseminate graffiti that supports existing, ongoing PSYOPS.

PROGRAMS OF PSYCHOLOGICAL ACTION

1. Psychological actions are operations conducted by military forces or other agents of action, to amplify and enhance the overall psychological objectives of the main PSYOPS campaign. The PDC or PSYOPS staff officer conceives and develops programs of psychological actions as a part of the overall psychological program. He submits the fully developed concept for psychological actions to the supported commander for approval and initiation. The supported command's operation section coordinates psychological actions separately, but the PSYOPS staff officer works closely with the section to ensure the overall program capitalizes on them.

TYPES OF PSYCHOLOGICAL ACTIONS

1. Only the limitations of the supported unit in planning and accomplishing the action (and the imagination of the psychological program planners) restrict the variety of operations in programs of psychological actions. Psychological actions include the following operations:
 - a. Raids.
 - b. Strikes.
 - c. Shows of force.
 - d. Demonstrations.

- e. Insurgency operations.
- f. Civil Action Programs.

2. Regardless of the type of action selected, the PSYOPS staff officer must maintain close coordination with other services and agencies to ensure proper timing, coherence, and economy of force. Units conducting programs of psychological actions provide an extra dimension to the overall psychological program. Psychological actions that are properly planned, coordinated, and included as a part of the main psychological program allow PSYOPS personnel to capitalize on the success of the actions and use that success in the conditioning or behaviour modification of the target audience.

PSYCHOLOGICAL AGENTS OF ACTION

1. Psychological agents of action are those persons, units, and agencies who perform programs of psychological actions that enhance and amplify the psychological objectives of the overall psychological program. While these agents are not PSYOPS personnel, the missions they perform, when properly planned and coordinated, may have a profound psychological impact on a target group or audience.

2. There are two types of agents of action-incident and discretionary. Incident agents are those whose activities have a psychological effect secondary to their operations. Discretionary agents conduct their activities primarily for their psychological effect and must be briefed by the PSYOPS staff officer so they do not inadvertently release sensitive information.

3. Although these agents are not under the control of PSYOPS personnel, the responsible commander should state their mission with specific psychological objectives in mind and direct their coordination to ensure timing and mission goals coincide with other psychological actions planned or in progress.

4. When properly coordinated and used, psychological agents of action provide additional manpower and force to support and accomplish psychological objectives. The best use of these forces depends greatly on the amount of mission planning and coordination between unit operations and the PSYOPS staff officer.

SECTION II - IMPACT ASSESSMENT AND POST-TESTING

GENERAL

1. One means of determining PSYOPS effectiveness is to evaluate intelligence and other sources for indicators of behaviour or attitudes relative to PSYOPS objectives. Another means is to give a post-test of the products, using such methods as the survey sample, the panel of representatives, and the panel of experts.
2. **Factors In Message Effectiveness.** Many factors influence the effect a PSYOPS message has on the target audience. These factors include the following:
 - a. Type and location of the target audience.
 - b. Number and variety of communication channels open to the target audience.
 - c. Degree of program saturation.
 - d. Degree to which the PSYOPS message conforms to group standards.
 - e. Collection Techniques
3. The data collection techniques for pre-testing are also useful in determining whether the product stimulated behaviour and caused the restructuring of attitudes. Indicators of effectiveness may be direct or indirect. Impact assessment allows PSYOPS units to determine the effectiveness of a PSYOPS program by studying these indicators. They may be any behaviour, action, event, medium, or feedback that displays the behaviour desired by the PSYOPS objective or that appears to be the result of PSYOPS.

INDICATORS

1. **Direct Indicators.** Direct indicators are the most reliable determinants for assessing effectiveness. Here, the target audience displays the behaviour desired by the PSYOPS objective. The first direct indicator is responsive action. For example, if a specific action such as writing letters, refusing to obey orders, defecting, or voting is called for and actually takes place, then the PSYOPS product was probably the direct cause of the action. However, PSYOPS personnel must be able to demonstrate that the action was motivated by the message and not by some other factor. Often, the message serves as a catalyst for action, particularly when surrender appeals and safe conduct passes are disseminated in conjunction with military actions.
2. PSYOPS personnel may also determine effectiveness through participant reports collected from survey sampling. These reports are highly subjective. Respondents may develop their responses based on their own opinions, values, attitudes, or desires. Well-constructed questionnaires and the development of key attitude indicators can provide insight into the effectiveness of the PSYOPS product.
3. PSYOPS personnel can gather observer commentaries from uninvolved but often interested foreign individuals who live in or near the target area. The accuracy of these reports depends on the expertise of the observer and the type of evidence gathered, such as letters, diaries, and official documents. PSYOPS personnel must cautiously evaluate reports from these sources to eliminate bias. If a source's biases are known, they can be taken into account, and the reports can be evaluated with a reasonable assurance of accuracy.
4. **Indirect Indicators.** Indirect indicators involve the assessment of events in the target area that appear to be the result of PSYOPS activities but cannot be conclusively tied to the product. Any independent external factors that may have influenced events in the target area must be identified and evaluated before any firm conclusions can be drawn. Indirect indicators may be developed from the following types of evidence:

- a. Physical actions barring reception of the PSYOPS product by the target audience.
 - b. Psychological conditioning of the target audience.
 - c. Events occurring in the target area that are apparently related to the issues covered in the PSYOPS products.
5. Once dissemination has begun, the opponent force may try to prevent PSYOPS material from reaching the target audience. Some typical techniques used to stop reception include barring entry of printed material, organizing takeovers or attacks on television and radio stations, forbidding newspapers to be printed, banning social gatherings, and jamming radio broadcasts.
6. A hostile government or other power group can initiate non-physical actions that cause the target audience to avoid PSYOPS products. These actions are carried out after the initial messages are transmitted. They include attempts to convince the target audience that the source of the material cannot be believed or that the message is untrue. The hostile government may penalize target audience personnel who possess PSYOPS materials, listen to PSYOPS radio transmissions, or watch PSYOPS television broadcasts.
7. These related events occur when the target audience takes an action not specifically called for in the appeals. These events are usually beneficial to the PSYOPS program and national objectives.
8. Sources of indirect indicators include radio communications, newspapers, and other publications. They also include captured documents, opponent propaganda, in-depth interviews, and other intelligence reports.

POST-TESTING

1. Post-testing is a process that evaluates PSYOPS products after the products have been disseminated. PSYOPS personnel use the same post-testing methods as in pre-testing. These methods include the survey sample, the panel of representatives, and the panel of experts.
2. Factors impeding the effectiveness of a PSYOPS program include the complexity of language and the inaccurate assessment of the vulnerabilities, susceptibilities, and effectiveness of the target audience. Post-testing may be difficult to conduct because the target audience may not be easily accessible.

GLOSSARY

Civil Military Cooperation (CIMIC)

All actions and measures undertaken between NATO commanders and national authorities, military or civil, in peace or war, which concern the relationship between allied armed forces and the government, civil population, or agencies in the areas where such forces are stationed, supported or employed.

Combat Psychological Operations (CPO)

Planned psychological operations conducted against approved target audiences in support of the commander as an integral part of combat operations and designed to defeat the enemy by reducing or eliminating the will to continue aggression in the Joint Operations Area (JOA), as well as to support the operational freedom of the commander. (MC 402/1)

Command and Control Warfare (C2W)

The integrated use of all military capabilities including operations security (OPSEC), deception, psychological operations (PSYOPS), electronic warfare (EW) and physical destruction, supported by all source intelligence and communication and information system (CIS), to deny information to, influence degrade or destroy an adversary's C2 capabilities while protecting friendly C2 capabilities against similar actions. Also called C2W. (MC 348)

Counter PSYOPS

Actions designed to detect and counteract hostile psychological activities. (MC 402)

Crisis Response Psychological Operations (CRPO)

Planned psychological operations conducted as an integral part of Crisis Response Operations, designed to create a supportive atmosphere and a willingness to co-operate among the parties in conflict and civilian population in the Joint Operation Area (JOA), in order to assist in the achievement of mission objectives and protect the forces. (MC 402/1)

Effectiveness (of target audience)

The ability of a target audience to effect the desired reaction or behavior in themselves or others in response to a psychological activity or PSYOPS message. (MC 402)

Propaganda

Any information, ideas, doctrines, or special appeals disseminated to influence the opinion, emotions, attitudes, or behavior of any specified group in order to benefit the sponsor either directly or indirectly.

- a. Black. Propaganda which purports to emanate from a source other than the true one.
- b. Grey. Propaganda which does not specifically identify any source
- c. White. Propaganda disseminated and acknowledge by the sponsor or by an accredited agency. (AAP-6)

Strategic Psychological Operations (SPO)

Planned psychological operations that pursue objectives to gain the support and co-operation of supportive and neutral audiences and to reduce the will and the capacity of hostile or potentially hostile audience to commit aggressive action, and contribute to crisis management and deterrence in support of diplomatic actions. (MC 402/1)

Psychological Operations (PSYOPS)

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

activities and peace support psychological activities. (MC 402)

Psychological Operations Approach

The technique adopted to induce a desired reaction on the part of the target audience. (AAP-6)

Psychological Operations Situation

That part of the overall operation situation in which PSYOPS taken at command and unit level, as well as the commitment of PSYOPS units, are planned and executed. (AAP-6)

Target Audience

An individual or group selected for influence or attack by means of psychological operations. (AAP-6)

LIST OF ABBREVIATIONS

ACTORD	Activation Order
ACTREQ	Activation Request
ACTWARN	Activation Warning
ADM	Assistant Deputy Minister
AJP	Allied Joint Publication
AO	Area of Operation
BPS	Basic PSYOPS Study
BPSE	Brigade PSYOPS Support Element
CC	Canadian Contingent
CF	Canadian Forces
CFIOG	Canadian Forces Information Operation Group
CF JOG	Canadian Forces Joint Operation Group
CFOPP	Canadian Forces Operation Planning Process
CIMIC	Civil-Military Co-operation
CMO	Civil-Military Operation
CNC	Canadian National Commander
CJPS	Combined Joint Planning Staff
CJTF	Combined Joint Task Force
COA	Course of Action
CONOPS	Concept of Operation
CONPLAN	Contingency Plan
COS	Chief of Staff
CPO	Combat Psychological Operations
CRPO	Crisis Response Psychological Operations
CPG	Commander's Planning Guidance
CSIS	Canadian Security Intelligence Service
CT	Counter-Terrorism
C2	Command and Control
C2W	Command and Control Warfare
DCDS	Deputy Chief of Defense Staff
DCOS	Deputy Chief of Staff
DND	Department of National Defense
ECS	Environmental Chief of Staff
EU	European Union
EW	Electronic Warfare
FSOPs	Force Standing Operating Procedures

HOM	Head of Mission
HUMINT	Humanitarian Intelligence
IFOR	NATO Implementation Force
IMS	International Military Staff
IO	Information Operations
IOCC	Information Operation Coordination Cell
IPB	Intelligence Preparation of Battlespace
ISR	Intelligence, Surveillance, and Reconnaissance
JHQ	Joint Headquarters
JOA	Joint Operation Area
JSAT	Joint Staff Action Team
LO	Liaison Officer
LOAC	Law of Armed Conflict
LOC	Lines of Communication
LRT	Liaison and Reconnaissance Team
MOOTW	Military Operation Other than War
MOU	Memorandum of Understanding
NAC	North Atlantic Council
NCE	National Command Element
NCM	Non-Commissioned Members
NGO	Non-Government Organization
NMR	National Military Representative
NSE	National Support Element
OAE	Operational Area Evaluation
OGD	Other Government Departments
OOTW	Operation Other than War
OP	Operational
OPLAN	Operation Plan
OPCOM	Operational Command
OPCON	Operational Control
Op O	Operation Order
PA	Public Affair
PDC	Product Development Center
PIR	Priority Intelligence Requirement
PSO	Peace Support Operation
PSF	Peace Support Force
PVO	Private Voluntary Organization (US)
PSYOPS	Psychological Operations
PW	Prisoners of War

RFI	Request for Information
ROE	Rules of Engagement
R2	Receiver-Repeater
SC	Strategic Command(er)
SOP	Standing Operating Procedures
SPO	Strategic Psychological Operations
SPS	Special PSYOPS Study
TAAWS	Target Audience Analysis Worksheet
TCN	Troop Contributing Nations
TFC	Task Force Commander
TOA	Transfer of Command Authority
TPC	Tactical PSYOPS Company
TPD	Tactical PSYOPS Detachment
TPDD	Tactical PSYOPS Development Detachment
TPT	Tactical PSYOPS Teams

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INDEX

<p>”</p> <p>“face-to-face” 2-3</p> <p>(</p> <p>(BPS) 5-4</p> <p>(CCRA) 5-4</p> <p>(CIC) 5-4</p> <p>(CIDA) 5-4</p> <p>(CIMIC) 1-2, 4-3</p> <p>(CPO) 1-3</p> <p>(CRO) 1-2</p> <p>(CRPO) 1-2</p> <p>(CSE) 5-3</p> <p>(CSIS) 5-3</p> <p>(DCDS) 2-1</p> <p>(DFAIT) 5-4</p> <p>(ECSs) 2-1</p> <p>(IO) 1-1</p> <p>(IPB) 5-1</p> <p>(JFC) 4-2</p> <p>(JOA) 1-2</p> <p>(NSO) 5-3</p> <p>(OAE) 5-1</p> <p>(OOTW) 2-1</p> <p>(PA) 1-6</p> <p>(PIRs) 4-3</p> <p>(PSO) 2-1</p> <p>(PW) 5-8</p> <p>(RCMP) 5-4</p> <p>(SPO) 1-2</p> <p>(SPS) 5-4</p> <p>(TFC) 2-2</p> <p>(TPC) 2-4</p> <p>(TPD) 2-4</p> <p>(TPDD) 2-4</p> <p>(TPT) 2-4</p> <p>A</p> <p>Acknowledgment of the source 1-4</p> <p>adversary strategy and tactics 4-1</p> <p>B</p> <p>basic aims of PSYOPS 1-2</p> <p>B-GG-005-004/AF-000 2-1</p> <p>C</p> <p>C2W and IO 1-3</p> <p>Canadian Forces Operations 2-1</p> <p>CF commanders 1-1</p> <p>close operations 2-3</p> <p>coalition combat power 4-1</p> <p>Communications Security Establishment 5-3</p> <p>Conflict is a struggle of wills 1-1</p>	<p>coordination and synchronization of activities, ... 2-2</p> <p>Coordination of Operations 1-4</p> <p>Counter PSYOPS 1-5</p> <p>credibility 1-4</p> <p>CRPO 2-2</p> <p>D</p> <p>Database Integration 5-2</p> <p>deep operations 2-3</p> <p>Definition of PSYOPS 1-1</p> <p>Demographic Evaluation and Target Analysis .. 5-1</p> <p>Doctrine 1-1</p> <p>E</p> <p>Empathy 1-3</p> <p>external insurgencies 4-1</p> <p>F</p> <p>Force Planning 3-2</p> <p>G</p> <p>General tasks for the PSYOPS planner 3-1</p> <p>Geospatial Analysis 5-2</p> <p>-GG-005-004/AF-000 2-2</p> <p>I</p> <p>Information Protection 1-5</p> <p>Intelligence doctrine 1-6</p> <p>Intelligence Preparation of Battlespace 5-1</p> <p>J</p> <p>joint conventional operations 4-2</p> <p>M</p> <p>Military PSYOPS 3-1</p> <p>N</p> <p>non-PSYOPS activities 1-3</p> <p>O</p> <p>operational and tactical level 1-3</p> <p>Operational Area Evaluation 5-1</p> <p>Operations Other Than War 2-1</p> <p>OPSEC 4-2</p> <p>P</p> <p>Peace Support Operations 2-1</p> <p>Perceptions of CF/coalition 1-2</p> <p>Planning Skills 3-1</p> <p>Political/Military Interface 3-2</p> <p>Priority Intelligence Requirements 4-3</p> <p>PSYOPS are a vital 1-1</p> <p>PSYOPS Commander 3-1</p> <p>PSYOPS Concepts for Planners 3-1</p>
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PSYOPS Group HQ 2-4
PSYOPS Support Company 2-5
PSYOPS themes 1-3
Public Affairs (PA) 1-6

R

Reach back capability 2-5
rear operations 2-3
Related Strategies 1-5
Relationship with IO as a Strategy 1-5
Research and Evaluation 1-3
ROE 1-1

S

Selection of a Suitable Target Audience 1-4
September 11, 2001 4-3
strategic and operational environment 4-1
Supporting PSYOPS Commander 3-1
systematic and continuous process 5-1

T

Tactical PSYOPS Company (TPC) 2-4
Timeliness 1-4