

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
APO AE 09128

EUCOM DIRECTIVE
NUMBER 55-1

12 JAN 1996

OPERATIONS

Psychological Operations

1. **Summary.** This EUCOM Directive (ED) establishes responsibilities and policies for planning, integration, and execution of psychological operations (PSYOP) by U.S. forces in the USEUCOM AOR. (See ref H for elaboration on production, pre-stockage and employment of PSYOP materials; ref K regarding the Information Coordination Committee; and ref M for clarification on the USCINCEUR Overt Peacetime PSYOP Program [OP3].)

2. **Applicability.** This directive is applicable to all Components, subordinate Joint Task Forces (JTFs), and PSYOP organizations/units employing PSYOP in an operational or training environment in the EUCOM AOR.

3. **Suggested Improvements.** Send suggested improvements to this ED in writing to the Office of Primary Responsibility (OPR) at: (DSN) 430-4284/8314/4253; alt (DSN) 430-4282; unclassified fax: (DSN) 430-4028; class fax: (DSN) 430-4287 (duty hrs)/430-5069 (24 hrs); commercial prefix: 49-0711-680-xxxx ("49-0" not required if calling from w/in Germany); DSN area code: 314-; PLAD: USCINCEUR VAIHINGEN GE//ECJ35//).

4. **Internal Control Systems.** This ED contains internal control provisions and is subject to the requirements of the internal management control program. For HQ EUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.

5. **References.** See Appendix 1.

6. **Explanation of Terms.** See Appendix 2.

7. **Responsibilities**

a. Deputy Commander-in-Chief (DCINC): Approval authority within EUCOM staff for PSYOP supporting plans, programs, and products.

b. Director of Operations (ECJ3):

(1) Proponent for PSYOP at EUCOM. (PSYOP Branch, Operations-Plans Division, Operations Directorate [ECJ35-PS] is the OPR within ECJ3 for all U.S. DoD PSYOP matters [Responsibilities are at Appendix 3.]

(2) Approval authority over PSYOP Supporting Plans (minus PSYOP programs, and products) developed in support of (ISO) USCINCEUR Plans and Orders.

(3) Classification authority for PSYOP plans, programs, and documents developed ISO USCINCEUR by supporting PSYOP organizations. See ref H for guidance on security classifications for PSYOP materials.

b. The Information Coordination Committee (ref K): Recommends policy, reviews PSYOP plans, and coordinates PSYOP plans and programs with other EUCOM and U.S. Government (USG) agencies.

c. Component Commanders:

(1) Designate an OPR for coordination with the EUCOM OPR and support of PSYOP activities. Recommended positioning of OPR is within

This EUCOM Directive supersedes ED 55-1, 24 Oct 89.

** Campaign refers to the mix of audio, visual, and audio visual media to achieve the objective and support the commander

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respective Operations Staffs.

(2) Be prepared to support PSYOP efforts, as articulated in ref H and directed by USCINCEUR.

(3) Be prepared to support linguist requirements with qualified assigned personnel.

(4) Provide administrative and logistic support for respective Service Component personnel/equipment/units deployed or assigned in theater ISO PSYOP.

d. Commander-in-Chief, U.S. Army Europe & 7th Army (CINCUSAREUR) (in addition to responsibilities codified in para 7.c. [above]):

(1) OPR for integration of PSYOP into theater exercises (in accordance with [IAW] ref O).

(2) Be prepared to provide initial fill of JTF PSYOP Officer billet (ref J) upon JTF "stand-up".

e. JTF Commanders:

(1) Designate and maintain an OPR responsible for coordination of PSYOP activities with EUCOM OPR and supporting PSYOP Task Force (POTF¹). Although the OPR may be assigned anywhere in the JTF structure, he/she ordinarily reports to the JTF Commander through the JTF J3.

(2) Integrate PSYOP into JTF Plans and Orders, as appropriate (to include ensuring PSYOP integration into C2W [Command and Control Warfare] plans and operations).

(3) Develop and, on order, execute PSYOP ISO JTF missions. Identify requirements for PSYOP support to/through EUCOM OPR.

(4) Be prepared to conduct operations, as directed by USCINCEUR, ISO CINCEUR and/or CINCCENT PSYOP.

(5) Accept OPCON of design-

nated POTF, on order USCINCEUR.

(6) Be prepared to exercise approval authority for PSYOP supporting plans, programs, and products developed by OPCON/supporting POTF ISO JTF mission(s).

(7) Be prepared to exercise approval authority for PSYOP Supporting Plans developed by OPCON/supporting POTF ISO JTF mission(s).

f. Supporting USCINCSOC PSYOP organizations (principally the 4th PSYOP Grp): Develop the detailed PSYOP Supporting Plans (see Appendix 4) which include PSYOP supporting plan(s), program(s), and products employed in PSYOP.

g. Commander, 4th PSYOP Group: Provide PSYOP support to USCINCEUR IAW refs O and T.

h. Commander, POTF (COMPOTF) (when established and placed OPCON to USCINCEUR/designated COMJTF):

(1) Develop and execute PSYOP Supporting Plans for USCINCEUR and/or respective COMJTF OPLANS, CON-PLANS, Plans, and Orders.

(2) Be prepared to provide planning support to, and liaison with, supported and other organizations/units - as required.

i. Respective EUCOM and JTF OPRs: Coordinate PSYOP support, and advise and assist their respective Commanders - to include development and submission of PSYOP Concept Plans and PSYOP Appendixes/Annexes (see Appendix 4).

8. Policies and Procedures

a. Policies

(1) The psychological dimension of all operations and activities will be considered by Commanders, whether or not PSYOP forces participate or PSYOP program(s) are

¹ - "POTF" is used generically to denote any supporting PSYOP organization/unit.

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involved. Commanders will consider the potential positive and/or adverse affect which their operations and activities will have upon the attitudes and behavior of audiences - to include adversarial audiences and/or forces in the immediate AO, foreign national audiences of regional states, and Coalition members. It is imperative that the cultural nuances of the different audiences be considered. One of the duties of the PSYOP staff officer is to advise the Commander on the potential impact of his actions, and recommend methods for obtaining results favorable to U.S. intentions and objectives.

(2) DoD PSYOP conducted in the USCINCEUR AOR will support and comply with national policy and U.S. military objectives (outlined in refs B - D). PSYOP shall be conducted only against foreign audiences; never directed against U.S. citizens.

(a) This restriction should not be construed as to prevent employment of DoD PSYOP assets and capabilities ISO non-PSYOP activities (e.g., Command Information and/ or Public Information activities) - where warranted.

(b) PSYOP ISO Command Information and/or Public Information activities will not be undertaken unless the intention is solely to provide information (e.g., Public Information during a disaster relief mission).

(3) Ref C articulates the requirement for Under Secretary of Defense for Policy (USD[P]) (delegated to ASD[SO/LIC]) approval for proposed overt PSYOP plans for peacetime and contingencies short of declared war (see ref M). (ASD[SO/LIC] approval is itself contingent upon concurrence of affected U.S. Country Teams.) Refs C and D allude to requirements for NCA approval for PSYOP conducted during conflict and war - articulated to USCINCEUR by CJCS. Hence, no implementation of PSYOP will be conducted without approval of appropriate DoD office - articulated to EUCOM by the JS or CJCS.

(4) IAW ref A, covert PSYOP will be conducted by DoD assets only upon the direction of the President.

(5) PSYOP is integrated into C2W and employed as a C2W tool IAW refs D, E, and L. However, as PSYOP is also employed ISO other-than-C2W, PSYOP will not be totally subordinated to C2W. The C2W Working Group (ref L) is EUCOM's tool for integration and synchronization of PSYOP with other C2W tools IAW ref E.

(6) PSYOP activities planned and conducted in theater will be closely coordinated with Public Affairs, Intelligence, Civil Affairs, Plans and Analysis, Plans and Policy, Special Operations, Political Advisor, and other functional staff elements at EUCOM and JTF level. The Information Coordinating Committee (ref K) is the EUCOM tool for accomplishing international information coordination within EUCOM staff and with other USG agencies.

(7) Centralized planning and execution is imperative for successful conduct of PSYOP. USCINCEUR is responsible for PSYOP conducted in theater. JTF Commanders will be delegated authority and responsibility for conduct of PSYOP in their respective AORs/ISO their missions. Components are not authorized to plan or conduct PSYOP, unless otherwise directed by USCINCEUR. Components' role in USCINCEUR PSYOP efforts is one of support (as stated in para 7. above) - USCINCEUR, respective COM-JTFs, and supporting POTF(s) plan and conduct PSYOP.

(8) POTFs deployed into theater to support USCINCEUR or subordinate JTFs will be placed under OPCON of USCINCEUR. OPCON is exercised by supported Commander (either USCINCEUR or respective COMJTF). USAF COMMANDO SOLO assets will remain OPCON to CINCUSAFE; TACON will be exercised by supported Commander through his subordinate COMPOTF. (See refs H, I, and N.)

(9) Although POTFs may be placed anywhere in the EUCOM or JTF structure, they ordinarily are placed

OPCON to the designated COMJTF (see fig. 1, pg. 4) and report through the JTF J3. Because all products used throughout the joint force (JF) must be consistent, they are developed in one PSYOP Development Center. Retaining OPCON at the JF HQs allows the most effective use of scarce resources while ensuring access to PSYOP products and support by all subordinate commands.

b. Procedures. See Appendix 4.

9. **PSYOP Support.** USCINCSOC exercises COCOM over all Active and Reserve Component PSYOP forces. No PSYOP forces are assigned in theater. See Appendix 5 for descriptions of generic PSYOP forces and capabilities.

a. Planning Support

(1) USCINCSOC currently provides PSYOP support to USCINCEUR and CINCUSAREUR through the attachment of Forward Support Detachments (FSDs) at HQ, USEUCOM; and HQ, USAREUR and 7th Army (ref O).

(2) USCINCSOC supports USCINCEUR and subordinate JTF Commanders with PSYOP Assessment Teams (POATs) (see Appendix 5) upon request of USCINCEUR (see Appendix 4).

(3) JTF's will include a billet for a staff PSYOP Officer (ref J). Concurrent with JTF "stand-up", USSOCOM PSYOP planners are requested through J1 channels. If required, initial fill of JTF PSYOP billet(s) may be provided by USCINCSOC's FSD Alpha (at USAREUR) (see refs J and O). As soon as possible, USSOCOM provides fill of JTF billets from CONUS assets. Subsequent rotations (if required) will be filled by USSOCOM assets.

b. Execution Support

(1) USCINCSOC provides tailored POTFs (see Appendix 5), as directed by CJCS/SECDEF. (Note: PSYOP logistic support for service common equipment and supplies is the responsibility of the respective EUCOM Service component logistic support

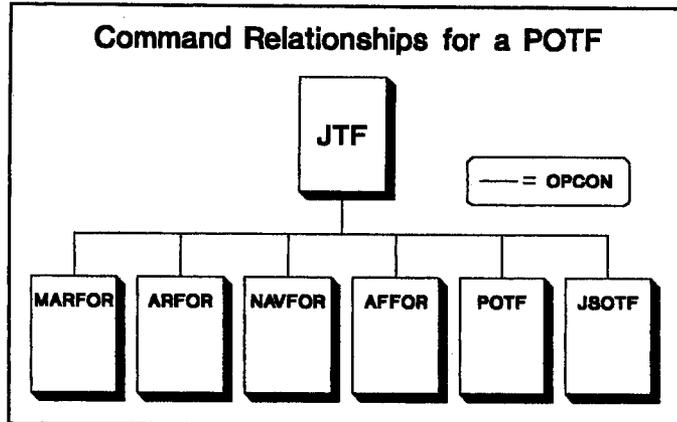


Figure 1

system.)

(2) While development of PSYOP supporting program(s), and products is carried out by the supporting POTF, production and dissemination may be conducted by POTF assets deployed into theater and/or conducted by non-PSYOP Component/JTF assets/forces (see ref H).

c. PSYOP Studies Program

(1) Ref D outlines the PSYOP Studies Program concept and responsibilities. The EUCOM PSYOP OPR is the EUCOM POC for identification of requirements.

(2) PSYOP studies are requested on an annual basis (for the next two fiscal years) at the end of the fiscal year. Nominations for studies should be received by OPR NLT 30 AUG each year. EUCOM PSYOP OPR compiles studies requirements, staffs them internally to EUCOM, and forwards requests to the Joint Staff (JS) and USSOCOM IAW ref D.

(3) EUCOM submissions are based on current USCINCEUR opera-

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tions, current EUCOM WATCHCON, and projected exercises/activities in the AOR. Requests should be addressed to the EUCOM PSYOP OPR and include topic; activity, program, or operation supported; requested completion date; and any specific issues which the requestor desires be addressed.

(4) Crises may necessitate - the expeditious development and publication of a PSYOP assessment. Turn-around for a crisis can normally be achieved in 7-14 days.

10. Alliance/Coalition PSYOP. Overarching USG policy relating to PSYOP participation in Alliance/Coalition military efforts is that U.S. PSYOP assets will remain under the command and control (C2) of the U.S. forces commander. U.S. PSYOP forces will continue to comply with and support policies and objectives established by the NCA and USCINCEUR.

a. Current NATO PSYOP doctrine (ref S) categorizes PSYOP as either Strategic, Consolidation, or Battlefield Psychological Activities (BPA) (see Appendix 2). Strategic and Consolidation PSYOP are recognized as the responsibility of the respective Alliance national governments and militaries. BPA is viewed as a responsibility of the NATO Commanders as they execute their missions.

b. Transfer of Authority (TOA) of U.S. PSYOP development and production assets to a NATO/Coalition command would result in the narrowed focus of U.S. PSYOP capabilities to support the BPA/Tactical PSYOP needs of the NATO/Coalition command, versus the wider employment of U.S. PSYOP capa

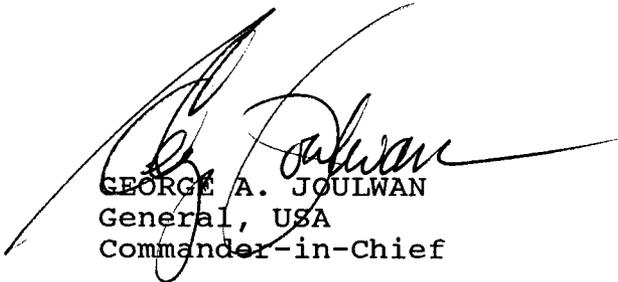
bilities ISO U.S. tactical, operational, strategic, and consolidation PSYOP objectives.

c. U.S. military policy does not preclude incidental Direct Support to other-than-U.S. national units to support BPA and tactical deception operations. U.S. PSYOP development, production, and radio and television broadcast assets/capabilities may provide incidental General Support to other-than-U.S. national formations. However, U.S. PSYOP assets and capabilities will always be retained under U.S. C2.

d. U.S. C2 over U.S. PSYOP development, production, and dissemination does not preclude coordination of efforts with Allied PSYOP/OPINFO organizations. A Combined PSYOP Cell may be formed to coordinate and de-conflict efforts of the Coalition/Alliance members towards attainment of common objectives.

e. The CTF PSYOP Officer is the logical focal point for pursuing concurrence among Coalition/Alliance members for common PSYOP objectives, and coordinating a common concept of operations and complementary scheme of maneuver.

OFFICIAL:


GEORGE A. JOULWAN
General, USA
Commander-in-Chief

12 JAN 1966

SUSAN M. MEYER
LTC, USA
Adjutant General

APPENDIXES:

- 1 - References
- 2 - Explanation of Terms
- 3 - EUCOM PSYOP Branch Responsibilities
- 4 - Procedures
- 5 - Standard Force Packages
- 6 - Distribution

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Appendix 1 - References

- A. EO 12333, 04 DEC 81, United States Intelligence Activities.
- B. NSDD 130, 06 MAR 84, U.S. International Information Policy (SECRET).
- C. DoD Directive S-3321.1, 26 JUL 84, Overt Psychological Operations Conducted by the Military Services in Peacetime and in Contingencies Short of Declared War (SECRET).
- D. Change 1 to MCM-14-92 (under revision), Appendix D (Psychological Operations) to Joint Strategic Capabilities Plan CY 1993-CY 1995 (JSCP CY 93-94), 24 MAR 93 (SECRET).
- E. CJCS Memo of Policy No. 30 (MOP 30), 08 MAR 93, Command and Control Warfare.
- F. Jt Pub 3-53, 30 JUL 93, Doctrine for Joint Psychological Operations.
- G. Jt Pub 5-03.1, 4 AUG 93, Joint Operation Planning and Execution System (Vol I): Planning Policies and Procedures.
- H. ED 55-6, 25 JAN 95, Production, Prestockage and Employment of PSYOP Material.
- I. ED 55-7, 13 JAN 86 (under revision), Transfer of Operational Command/Control of USEUCOM Forces (SECRET).
- J. ED 55-11, MAY 92 (under revision), Joint Task Force Headquarters Organization and Standing Operating Procedures.
- K. ED 55-23, 28 APR 89 (under revision), Policy (Information) Coordinating Committee (SECRET).
- L. ED 55-38, Command and Control Warfare (C2W), 22 SEP 94.
- M. ED 55-TBD, TBP, USCINCEUR Overt Peacetime Psychological Operations Program (OP3).
- N. Command Arrangements Agreement between USCINCEUR and USCINCSOC, last signature dated 25 OCT 88 (under revision).
- O. MOU between USCINCEUR, USCINCSOC and CINCUSAREUR, last signature dated 06 SEP 91 (under revision), PSYOP Forward Support Detachments.
- P. FM 33-1/FMFM 3-53, 18 FEB 93, Psychological Operations.
- Q. FM 33-1-1, 05 MAY 94, Psychological Operations Techniques and Procedures.
- R. FM 100-25, 12 DEC 91, Doctrine for Army Special Operations Forces.
- S. ACE Directive 80-11, 27 MAR 86, ACE Policy and Planning Instructions for Battlefield Psychological Activities (NATO CONFIDENTIAL).
- T. Memo, 4th Psychological Operations Group (Airborne) Mission Guidance, 24 JUN 94 (SECRET).
- U. 4th Psychological Operations Group (Airborne) Capabilities Handbook (undated).
- V. 4th PSYOP Group (Airborne) Planning and Readiness Standing Operating Procedures (PSOP), 01 AUG 94.

Appendix 2 - Explanation of Terms

1. Battlefield Psychological Activities (BPA): (NATO) Planned psychological activities conducted as an integral part of combat operations and designed to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of the tactical objectives. (ACE Dir 80-11, A-1)
2. Basic PSYOP Study (BPS): Detailed, country specific analytical product designed to provide PSYOP planners with basic source documents for developing PSYOP estimates and plans. BPS's also assist planners in assessing the feasibility and appropriateness of using PSYOP in a given country or region ISO U.S. national objectives and operations of commanders of unified commands. Document is comprised of nine chapters which analyze the psychological environment; the socio-cultural, political, economic, and informational characteristics; and the psychological vulnerabilities of a given country.
3. BPA (see: Battlefield Psychological Activities)
4. BPS (see: Basic PSYOP Study)
5. BPSE (see: Brigade PSYOP Support Element)
6. Brigade PSYOP Support Element (BPSE) (see Appendix 5)
7. Combined PSYOP Cell: Multi-national coordination/deconfliction cell formed by a CTF Commander to coordinate PSYOP activities of coalition partners ISO CTF mission(s).
8. COMMANDO SOLO (see Appendix 5 [193rd Special Operations Group])
9. Consolidation Psychological Activities: (NATO) (see: Psychological Consolidation Activities)
10. Consolidation PSYOP: (DoD) Psychological operations conducted in foreign areas inhabited by an enemy or potentially hostile populace and occupied by U.S. forces or in which U.S. forces are based, to result ultimately in behaviors by the foreign populace that support U.S. objectives in the area. (Jt Pub 3-53, GL-4)
11. Corps PSYOP Support Element (CPSE) (see Appendix 5)
12. CPSE (see: Corps PSYOP Support Element)
13. Division PSYOP Support Element (DPSE) (see Appendix 5)
14. DPSE (see: Division PSYOP Support Element)
15. EIP: (see: External Information Program)
16. Enemy Prisoner of War/Civilian Internee Battalion (EPW/CI BN) (see Appendix 5)
17. EPW/CI BN (see: Enemy Prisoner of War/Civilian Internee Battalion)
18. External Information Plan (EIP): A sub-component of the PSYOP Supportin Plan. Proposed actions and products for employment by other-than-DoD USG agencies and assets ISO USG objectives and the military mis-

NOTES: - Doctrinal references are identified at the end of each paragraph - where a doctrinal reference exists. In the spirit of this ED (to clarify and codify **what** and **how** PSYOP support is integrated into USEUCOM activities), the author has taken to liberty of elaborating upon some terms for clarification. These definitions lack any doctrinal reference at the end of the paragraph.

- This Appendix addresses PSYOP-peculiar terms and abbreviations. Readers are encouraged to review Jt Pub 1-02 if they encounter other terms or abbreviations for which they desire clarification.

sion; seeks to coordinate actions and activities of other USG agencies with military PSYOP. The EIP is prepared by the supporting POTF and forwarded via command channels to the JS for coordination, approval, and execution.

19. Joint PSYOP Task Force (JPOTF): POTF established with bi- or multi-service composition.

20. JPOTF (see: Joint PSYOP Task Force)

21. OP3 (see: Overt Peacetime PSYOP Program)

22. Operational/Operative Information (OPINFO): German MOD term for PSYOP-equivalent activities conducted by German forces.

23. Operational PSYOP: PSYOP conducted prior to, during war or conflict, and at the conclusion of open hostilities in a defined geographic area to promote the effectiveness of the area commander's campaigns and strategies. (Jt Pub 3-53, I-2)

24. OPINFO (see: Operational/Operative Information)

25. Overt Peacetime PSYOP Program (OP3) (see ref K): Programs developed by unified and specified commands, in coordination with the chiefs of U.S. diplomatic missions, that plan, support, and provide for the conduct, during peacetime and conflict, of psychological operations in support of U.S. regional objectives, policies, interests, and theater military missions. (Jt Pub 3-53, GL-5)

26. PDB (see: PSYOP Dissemination Battalion)

27. PDC (see: Product Development Center)

28. POAT (see: PSYOP Assessment Team)

29. POTF (see: PSYOP Task Force)

30. Product Development Center (PDC): That organization within the operations element of a regional

PSYOP battalion or company, or POTF in which programs of products or actions are developed. (FM 33-1, Glossary-10)

31. Propaganda: (DoD) Any form of communications ISO national objectives designed to influence the opinions, emotions, attitudes, or behavior of any group in order to benefit the sponsor, either directly or indirectly. (Jt Pub 3-53, GL-5)

32. Propaganda: (NATO) 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. (ACE Dir 80-11, A-1)

33. PSE (see: PSYOP Support Element)

34. Psychological Actions: Activities conducted for their psychological impact (ship visits, military-to-military contacts, sports activities). (FM 33-1, Glossary-10)

35. Psychological Consolidation Activities: (NATO) Planned psychological activities in peace and war directed at the civilian population located in areas under friendly control in order to achieve a desired behavior which supports the military objectives and the operational freedom of the supported commander. (ACE Dir 80-11, A-2)

36. Psychological Operations (PSY-OP): (DoD) Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of PSYOP is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. (Jt Pub 3-53, GL-5).

37. Psychological Operations (PSYOP): (NATO) Planned psychological activities in peace and war directed to enemy, friendly and neutral audiences in order to influence atti-

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tudes and behavior affecting the achievement of political and military objectives. They include strategic psychological activities, psychological consolidation activities and battlefield psychological activities. (ACE Dir 80-11, A-2)

38. PSYOP (see: Psychological Operations)

39. PSYOP Appendix: Appendix 4 to Annex C (Operations) of Joint orders. (see Appendix 4). Provides Commander's parameters for conduct of PSYOP. Prepared by PSYOP OPR at Unified Command and JTF staff levels.

40. PSYOP Assessment Team (POAT) (see Appendix 5)

41. PSYOP Campaign: A U.S. Army doctrinal PSYOP term heretofore referred to as "PSYOP Program" (See: PSYOP Program).

42. PSYOP Supporting plan: Mechanism used to clearly articulate the PSYOP actions and products employed ISO the supported commander's mission; who conducts these actions/this dissemination; when; where; and how. The PSYOP Supporting plan is prepared by the supporting POTF as a component of the PSYOP Supporting Plan.

43. PSYOP Concept Plan (see Appendix 4)

44. PSYOP Dissemination Battalion (PDB) (see Appendix 5)

45. PSYOP Estimate (see Appendix 4)

46. PSYOP Objective: A statement of a measurable response that reflects the desired attitude or behavior change of a selected foreign audience as a result of psychological operations. (FM 33-1, Glossary-11)

47. PSYOP Product: Any visual, audio, or audio-visual item generated and disseminated in support of a PSYOP program. (FM 33-1, Glossary-10)

48. PSYOP Program: A series of PSYOP products or actions that, at the theater level, achieve short and mid-term objectives ISO a CINC-

's/COMJTF's goals. (FM 33-1, Glossary-10). *Program is Joint terminology used within ED 55-1 to supersede U.S. Army doctrinal PSYOP terminology for "Campaign".

49. PSYOP Support Element (see Appendix 5)

50. PSYOP Supporting Plan (see Appendix 4)

51. PSYOP Task Force (POTF) (see Appendix 5)

52. Regional Support Battalion (RSB) (see Appendix 5)

53. RSB (see: Regional Support Battalion)

54. Special PSYOP Assessment (SPA): Contingency-related, quick-response PSYOP analyses of the situations in selected countries or regions where crises may be developing or the potential for crises is perceived. (Jt Pub 3-53, IV-7)

55. Special PSYOP Study (SPS): Country, regional, or issue oriented analytical product designed to provide PSYOP planners with basic source documents for developing PSYOP estimates and plans. SPS's also assist planners in assessing the feasibility and appropriateness of using PSYOP in a given region or to address a specific issue ISO U.S. national objectives and military operations.

56. SPA (see: Special PSYOP Assessment)

57. SPS (see: Special PSYOP Study)

58. SSD (see: Strategic Studies Detachment)

59. Strategic Psychological Activities: (NATO) Planned psychological activities in peace and war which normally pursue objectives to gain the support and cooperation of friendly and neutral countries and to reduce the will and capability of hostile or potentially hostile countries to wage war. (ACE Dir 80-11, A-3)

60. Strategic PSYOP: International information activities conducted by USG agencies to influence foreign attitudes, perceptions, and behavior in favor of U.S. goals and objectives. These programs are conducted predominately outside the military arena but can utilize DoD assets and be supported by military PSYOP. Military PSYOP with potential strategic impact must be coordinated with national efforts. (Jt Pub 3-53, I-1)
61. Strategic Studies Detachment (SSD): Organization organic to the 4th PSYOP Grp (ABN) comprised of civilian analysts. Analysts provide dedicated research and analytical support to PSYOP efforts.
62. Symbol: A visual or aural means used to convey a theme. (FM 33-1, Glossary-11)
63. TA (see Target Audience)
64. Tactical PSYOP: PSYOP conducted in the area assigned a tactical commander during conflict and war to support the tactical mission against opposing forces. (Jt Pub 3-53, I-2)
65. Tactical PSYOP Team (TPT) (see Appendix 5)
66. Tactical Support Battalion (TSB) (see Appendix 5)
67. Target Audience (TA): An individual or group selected for influence or attack by means of PSYOP. (FM 33-1, Glossary-11)
68. Target Audience Analysis: The process by which potential TAs are identified and analyzed for effectiveness, accessibility, and susceptibility. (FM 33-1, Glossary-11)
69. Theme: A subject, topic, or line of persuasion used to achieve a psychological objective. (FM 33-1, Glossary-12)
70. TPT (see: Tactical PSYOP Team)
71. TSB (see: Tactical Support Battalion)

Appendix 3 - EUCOM PSYOP Branch Responsibilities

The PSYOP Branch within Operations-Plans Division, Operations Directorate, serves as EUCOM Office of Primary Responsibility (OPR) for all PSYOP matters in war and Operations Other Than War (OOTW). Specific responsibilities are found in refs C, D, F, H, J, K, L, M, O, P, and T - but principally include:

1. Planning, coordinating, expediting, and evaluating PSYOP support for and participation in CINCEUR operations in war and OOTW - to include developing PSYOP appendixes for pertinent CINCEUR Operational Plans (OPLANs), Contingency Plans (CONPLANs), Operations Orders (OPORDs), and Plans.
2. Acting as the focal point for provision of PSYOP assessments and analyses of political-military concern ISO CINCEUR.
3. Acting as the focal point for coordination of PSYOP-related intelligence support requirements within CINCEUR AOR.
4. Maintaining close liaison with and providing PSYOP guidance and assistance to component commands' and JTF's PSYOP staff elements.
5. Coordinating and monitoring development of PSYOP Supporting Plans by USSOCOM for pertinent CINCEUR OPLANs, CONPLANs, OPORDs, and Plans.
6. Reviewing and recommending revisions to the apportionment of forces in Annex D (PSYOP), Joint Strategic Capabilities Plan.
7. Providing staff coordination and maintaining liaison with in-theater USG agencies, NATO commands, and Allied PSYOP-related agencies/organizations on PSYOP-related matters.
8. Representing CINCEUR and participating in Worldwide, ACE/NATO, and USAREUR PSYOP conferences, meetings, and briefings relating to PSYOP plans, policies, and activities.
9. Promoting revitalization of military PSYOP and monitoring/coordinating the implementation of the DoD PSYOP Master Plan.
10. Coordinating and gaining approval for the CINCEUR Overt Peacetime PSYOP Program (OP3).

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Appendix 4 - Procedures

1. The matrixes at Tab A are intended to capture the pertinent PSYOP-related actions required to integrate PSYOP into USEUCOM and JTF planning and operations and tie those actions to specific phases/trip-wire events.
2. At Tab B are sample formats for accomplishing the "reactions" identified at Tab A.

Tab A (Execution Matrix)

Non-Crisis Preparations	4-A-1
Crisis Response	4-A-2
Termination	4-A-2

Tab B (Formats)

Special PSYOP Assessment Request	4-B-1
PSYOP Estimate Request	4-B-2
PSYOP Estimate Format	4-B-3
PSYOP Concept Plan	4-B-7
PSYOP Planning Guidance Format	4-B-8
PSYOP Supporting Plan Request	4-B-10
PSYOP Supporting Plan Format	4-B-11
PSYOP Appendix (4) to Operations Annex (C)	4-B-15
POAT Request	4-B-25
PSYOP SITREP Format	4-B-26

TAB A (Execution Matrix) to Appendix 4 (Procedures)

Non-crisis Preparations

ITEM NO.	ACTION	REACTION:	
		USEUCOM/ECJ35	USSOCOM/4th POG
1.	* Country/region is labeled EUCOM WATCHCON II or * EUCOM staff is directed to prepare Plan/Order	* Request Special PSYOP Assessment (SPA) & PSYOP Estimate	* Produce/update SPA * Produce/update PSYOP Estimate
2.	* Receipt of SPA and PSYOP Estimate	* Develop PSYOP Concept Plan - or - * Develop PSYOP para/appendix to CINCEUR Plan/Order for country/region (see footnote # ¹)	
----- ----- ----- (subsequent actions contingent upon level of planning effort at EUCOM; for Deliberate Planning - continue to item #5.)			
3.	* JS concurrence of PSYOP Concept Plan/CINCEUR Plan	* Request PSYOP Supporting Plan	* Prepare PSYOP Supporting Plan
4.	* Completion of PSYOP Supporting Plan		* Gain CINCEUR approval of PSYOP Supporting Plan
5.	* CINCEUR approval of PSYOP Supporting Plan		* Prepare and pre-position required PSYOP products (prepacks)

¹ The PSYOP Concept Plan (see Tab B) is developed to provide "base-line" information needed to garner JS coordination/approval for conduct of PSYOP and provision of PSYOP forces (in lieu of the PSYOP appendix in a Deliberate Plan). PSYOP Concept Plan is skeleton for development of PSYOP para/appendix to a CINCEUR Deliberate Plan. Hence, thorough development of the PSYOP Concept Plan, the PSYOP planner is prepared to support either a "Crisis Response" or a Deliberate/Contingency Planning option.

Crisis Response

ITEM NO.	ACTION	REACTION:	
		USEUCOM/ECJ35	USSOCOM/4th POG/POTF
1.	* Disintegration of situation (EUCOM WATCHCON I) or * EUCOM staff is directed to prepare Plan/Order	* Request/request update of SPA and PSYOP Estimate	* Produce/update SPA & PSYOP Estimate
2.	* Receipt of SPA & PSYOP Estimate	* Develop/update PSYOP Concept Plan	
3.	CJCS WARNING ORDER	* Staff PSYOP Concept Plan (at EUCOM) and submit to JS for coordination/approval	
4.	* Development of USEUCOM Planning Order	* Develop/update PSYOP Planning Guidance as appendage to USCINCEUR Planning Order (includes requesting development/update of PSYOP Supporting Plan)	* Prepare/update PSYOP supporting plan
5.	CJCS ALERT or PLANNING ORDER	* USCINCEUR establishes JTF * Request PSYOP planning assistance thru JS	* Deploys POAT
6.	* Upon determination of COMJTF	* Request SOCOM (thru JS) establish/deploy POTF (follow-up to item #3, as/if necessary)	* Establish and deploy POTF
7.	CJCS DEPLOYMENT ORDER for POTF	* TOA POTF to COMJTF	
8.	CJCS EXORD	* USCINCEUR EXORD	* POTF implements PSYOP Supporting plan

Termination

ITEM NO.	ACTION	REACTION:	
		USEUCOM/ECJ35	USSOCOM/4th POG
1.	* Mission Complete	* USCINCEUR REDEPLOYMENT ORDER * Redeploy POTF to CONUS & TOA POTF to USCINCSOC * Develop AAR IAW JULLES * Review and revision of PSYOP para/appendix to applicable Plan(s)/ORDER(s)	* Terminate POTF * Develop AAR IAW JULLES * Review and revision of applicable PSYOP Support Plan(s)

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- (2) () COAs. *State COAs under consideration by the supported UC*
- e. () Personnel Situation. *State known PSYOP personnel problems, if any, that may affect the PSYOP COAs (e.g.. linguistics, on-going deployment[s], etc...)*
- f. () Logistic Situation. *State known PSYOP-related logistic problems, if any, that may affect the PSYOP COAs (e.g... transportation constraints, insufficient print production ability, etc...)*
- g. () CA Situation. *State known and projected CA developments likely to affect the PSYOP COAs (e.g.. DCs, EPWs, infrastructure problems, etc...)*
- h. () CE Situation. *State the PSYOP-related CE situation, emphasizing known CE problems which may affect the PSYOP COAs*
- i. () Assumptions. *State PSYOP-specific assumptions used in evaluating COAs*
- j. () Special Features. *List any other considerations not appropriate for enclosure elsewhere*
- k. () Psychological Considerations
- (1) () Psychological Environment. *Address social/ethnic/religious/cultural considerations which will impact upon the ability of the UC (and PSYOP forces) to prosecute the mission (heavy reliance upon applicable PSYOP studies/assessment)*
- (2) () PSYOP Program. *State recommended PSYOP Objectives and Themes (to employ and avoid) per target audience. Identify recommended Military Actions to be encouraged and those to be discouraged*
3. () Analysis of COAs. *Examine each UC COA from designated aspects of feasibility and supportability*
- a. () COA 1.
- (1) () Psychological Implications. *Posit implications of the COA considering the social/ethnic/religious/cultural make-up, attitudes, behavior, and opinions of the various target audiences. Is this COA conducive to achievement of Commander's mission from PSYOP perspective?*
- (2) () PSYOP Requirements. *State what POTF would be required to accomplish to support this UC COA*
- (3) () Recommended PSYOP COA. *Suggest COA for employment of PSYOP forces and capabilities ISO this UC COA. Include suggested task organization(s) of PSYOP forces*
- b. () COA 2.
- (1) () Psychological Implications.
- (2) () PSYOP Requirements.
- (3) () Recommended PSYOP COA.

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- a. () Supported Commander. *State the mission of CINC/COMJTF*
 - b. () PSYOP. *State the anticipated mission of the supporting PSYOP organization to support the designated CINC's mission*
3. () Execution
- a. () Commander's Intent *COMPOTF's articulation of his intent and qualification of success*
 - b. () Concept of Operations
 - (1) () Overview. *Outline overall concept for using PSYOP ISO OPLAN mission accomplishment. Sequentially address PSYOP in peacetime, ISO pre-conflict deterrent options, ISO hostilities/OPLAN execution, and post conflict/operation termination*
 - (2) () Scheme of Maneuver. *Address scheme for employment of PSYOP force in the conduct of PSYOP; address by phase of operation [from UC plan/order]; how supporting organization will support UC. Refer to Annex C (Operations) and Annex D (TPFDDL)*
 - (3) () PSYOP Program(s). See Annex E (PSYOP Program[s]).
 - (4) () OPSEC. See Annex F (OPSEC).
 - c. () Situation Monitoring
 - (1) () Overview. *Briefly outline how intelligence, multi-discipline counterintelligence, security monitoring, and operational feedback are integrated by the POTF staff to ascertain the effectiveness and suggest modifications to the PSYOP Program(s)*
 - (2) () Situation Estimates. *State mechanism/requirement for development of assessments/studies and PSYOP Estimate up-date*
 - (3) () Impact Indicators. *Refer to Annex F (PSYOP Program[s]), but, state highlight indications of PSYOP Program effectiveness*
 - (4) () Intelligence Architecture. *Refer to Annex B (Intelligence) to establish intelligence requirements; and identify mechanisms for addressing intelligence requirements*
 - d. () Control. *Clarify how POTF/PSYOP efforts are centrally orchestrated and managed. Address coordination with other informational activities and adjacent commands*
 - e. () Subunit Instructions. *Identify and task subordinate/supporting units/organizations. Ensure that tasks clearly fix responsibilities and provide for feedback about effectiveness of PSYOP activities*
 - f. () Coordinating Instructions. *Provide additional tasking instructions common to two or more subordinate units/supporting organizations*
4. () Administration and Logistics
- a. () Concept of Support. *Outline how administrative and logistical support is provided to the POTF - when deployed into theater. (Refer to Annex G [Statement of Requirements {SOR}])*

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- b. () Logistics. *Address specific arrangements and requirements [of subordinate units] relating to the various classes of supply and other logistical, transportation, and maintenance issues. Ensure this para [or a Logistics Annex] addresses stocking of propaganda and information materials and provision to disseminating organizations*
- c. () Personnel. *State policies, guidance, and procedures for the administrative management of participating personnel; the reconstitution of forces; command replacement policies; and staff augmentation*
- d. () Public Affairs. *Discuss mechanism for coordination w/PA and outline procedures and directives relating to PA ISO the POTF*
- e. () Civil Affairs. *Outline CA plans, CA requirements for PSYOP support, and requirements for CA support to PSYOP efforts; and discuss procedures for supporting CA efforts and obtaining CA support*
- f. () Legal Support. *Discuss legal guidelines, status of forces, and support mechanisms.*
- g. () Meteorological Services. *Discuss requirements and procedures for obtaining required weather data*
- h. () Mapping, Charting, and Geodesy. *Discuss requirements and procedures for obtaining support*
- i. () Medical Services. *Discuss provision of medical support to POTF and detached forces*
5. () Command and Signal
- a. () Command Relationships. *Explain command relationships relating to PSYOP and supporting PSYOP organizations*
- b. () Approval Authority. *Articulate who approves PSYOP Supporting Plan, PSYOP Supporting plan, and PSYOP products*
- c. () Recognition and Identification Instructions. *As needed*
- d. () Headquarters Locations. *Provide locations/planned positioning of supporting PSYOP units' headquarters*
- e. () Communications and ADP. *Discuss requirements and mechanism for achieving support (refer to Annex H [Communications and ADP])
- f. () Reports. *Identify any requirements*

name
COL, USA
Commanding

OFFICIAL:

/s/
name
MAJ, USA
S-3

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ED 55-1

REF/D/CDR4THPSYOPGP/ddhmmZ MMM YY//

AMPN/PSYOP ESTIMATE - OPERATION PURPLE HAZE//

REF/E/DOC/ED 55-1, PSYCHOLOGICAL OPERATIONS/dd MMM YY//

AMPN/PROVIDES EUCOM FORMATE FOR PSYOP ESTIMATE//

(Additional references - as prudent)

RMKS/(U) THIS CONSTITUTES APPENDIX 4 TO ANNEX C (OPERATIONS) TO COMJTF PURPLE HAZE OPLAN 001 (PURPLE HAZE)//

NARR/1. () SITUATION. *Within the and the subordinate paras, every attempt will be made to refer to intelligence products and base OPLAN for information. However, PSYOP planner should draft subparas 1A., 1E., and 1F*

1A. () OVERVIEW. *Describe the general situation, competing goals, and the task to be accomplished - from a PSYOP perspective*

1B. () U.S. PERSPECTIVE *or U.S. and Allied Perspective - as appropriate; refer to applicable documents*

1C. () NEUTRAL PERSPECTIVE *if applicable); refer to applicable documents*

1D. () ENEMY PERSPECTIVE *if applicable; refer to applicable documents*

1E. () PSYOP CONSIDERATIONS *refer to applicable/supporting 4th PSYOP Group intelligence-related products*

1F. () ASSUMPTIONS *list pertinent assumptions*

2. () MISSION. *Restate the supported Commander's mission statement*

3. () EXECUTION

3A. () CONCEPT OF OPERATIONS

3A1. () OVERVIEW. *Outline overall concept for using PSYOP ISO OPLAN mission accomplishment*

3A2. () SCHEME OF MANEUVER. *Address anticipated scheme for conduct of PSYOP; address by phase of operation*

3A3. () TARGET AUDIENCES. *State broad categories of anticipated target audiences (found in pertinent PSYOP Estimate[s]/SPA[s])*

3A4. () PSYOP OBJECTIVES AND THEMES. *List as indicated*

3A4A. () PSYOP OBJECTIVES

3A4B. () THEMES TO STRESS

3A4C. () THEMES TO AVOID

3A5. () PSYOP Program(S). *Refer to PSYOP Supporting Plan*

3A6. () MILITARY ACTIVITIES AND ACTIONS.

3A6A. () MILITARY ACTIVITIES AND ACTIONS WHICH WILL FACILITATE MISSION SUCCESS. *List activities/actions which, if conducted by the implementing force, will facilitate mission success - based upon PSYOP considerations*

3A6B. () MILITARY ACTIVITIES AND ACTIONS WHICH WILL HINDER MISSION SUCCESS. *List activities/actions which, if conducted by the implementing force, will hinder mission success - based upon PSYOP considerations*

3A7. () C2W PLANNING GUIDANCE. *Provide guidance relating to integration of PSYOP into C2W effort; refer to C2W portion of OPLAN*

3A8. () OPSEC PLANNING GUIDANCE. *Refer guidance found within Base OPLAN. Provide additional guidance, as required, particularly regarding sensitivities relating to the term "PSYOP"; employment of PSYOP ISO OPSEC, C2W, and deception operations; and classification authority for PSYOP*

3B. () SITUATION MONITORING

3B1. () OVERVIEW. *Briefly outline how intelligence, multi-discipline counterintelligence, security monitoring, and operational feedback are integrated by the supporting PSYOP Task Force (POTF) to ascertain the effectiveness and suggest modifications to the PSYOP Program(s). Heavily reliant upon PSYOP Supporting Plan*

3B2. () SITUATION ESTIMATES. *Refer to pertinent PSYOP Assessments and Studies, and PSYOP Estimates; and state mechanism/requirement for Assessment/Study and Estimate up-date*

3B3. () IMPACT INDICATORS. *Refer to the PSYOP Supporting plan contained w/in the PSYOP Supporting Plan*

3B4. () CURRENT INTELLIGENCE REQUIREMENTS. *Identify requirements and mechanisms for addressing these requirements (ref to PSYOP Supporting Plan)*

3C. () CONTROL. *Address how PSYOP efforts are centrally orchestrated and

the task to be accomplished - from a PSYOP perspective*

- b. () US (or US and Allied) Perspective. *Briefly outline goals of the US and Allies (if applicable) relating to this OPLAN, "friendly" capabilities/resources which may be made available to support this OPLAN, and current/on-going activities in the PSYOP realm being conducted or which may be conducted by US and Allies which have bearing upon this OPLAN. This sub-para will rely heavily upon and should refer to the pertinent PSYOP Assessments and Studies, and PSYOP Estimate(s), and G (PSYOP/PSYOP Related Resources) of this Appendix*
- c. () Neutral Perspective (if applicable). *Briefly outline estimated goals of neutral governments and organizations, neutral governments' and organizations' capabilities/resources, and current/on-going and expected (future) activities in the PSYOP realm being or which may be conducted by neutral governments and organizations which could have bearing upon this OPLAN. This sub-para will rely heavily upon and should refer to pertinent PSYOP Assessments and Studies, and PSYOP Estimate(s); Appendix 3 (C2W); and Annex B (Intelligence) to this OPLAN*
- d. () Enemy Perspective. (if applicable) *Briefly outline estimated goals of hostile governments and organizations relating to this OPLAN, hostile governments' and organizations' capabilities/resources which could impact upon execution of this OPLAN, and current/on-going and expected (future) activities in the PSYOP realm being/which may be conducted by hostile governments and organizations which have bearing upon this OPLAN. This sub-para will rely heavily upon and should refer to pertinent PSYOP Assessments and Studies, and PSYOP Estimate(s)*
- e. () Psychological Considerations. *Outline cultural and psychological characteristics of social/linguistic/ethnic groups to aid operational planners in selecting COAs and interacting with local populace in AO(s). Refer to pertinent PSYOP Assessments and Studies, and PSYOP Estimate(s); and Tab A for more detail*
- f. () Assumptions. *Identify assumptions made which are crucial to OPLAN execution. Assumptions are dropped when plan is executed*
2. (U) Mission. *State mission as extracted from Plan Summary; this is NOT the restated mission of the supporting PSYOP organization*
3. (U) Execution
- a. (U) Concept of Operations
- (1) (U) Overview. *Outline overall concept for using PSYOP ISO OPLAN mission accomplishment. Sequentially address PSYOP in peacetime, ISO pre-conflict deterrent options, ISO hostilities/OPLAN execution, and post conflict/operation termination*
- (2) (U) Scheme of Maneuver. *Address anticipated scheme for conduct of PSYOP; address by phase of operation*
- (3) (U) Target Audiences. *State broad categories of anticipated target audiences (found in pertinent PSYOP Estimate[s]). (Supporting PSYOP element will conduct detailed target audience analysis to determine specific audiences which are in fact susceptible to PSYOP.) Refer to Tab B (PSYOP Objectives and Themes) and the PSYOP Supporting plan (w/in the PSYOP Supporting Plan - TBP)*

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- (4) (U) PSYOP Objectives and Themes. *Refer to Tab B (PSYOP Objectives and Themes)*
- (5) (U) PSYOP Program(s). *Refer to PSYOP Supporting Plan - TBP*
- (6) (U) Military Activities and Actions. *Refer to Tab C (Military Activities and Actions)*
- (7) (U) C2W Planning Guidance. *Provide guidance relating to integration of PSYOP into C2W effort; refer to Appendix C-3 (C2W)*
- (8) (U) OPSEC Planning Guidance. *Refer to Annex L, Appendix 3 to Annex C, and Plan Summary (Classification Guidance). Provide additional guidance, as required, particularly regarding sensitivities relating to the term "PSYOP"; employment of PSYOP ISO OPSEC, C2W, and deception operations; and classification authority for PSYOP*
- b. (U) Situation Monitoring
- (1) (U) Overview. *Briefly outline how intelligence, multi-discipline counterintelligence, security monitoring, and operational feedback are integrated by the supporting PSYOP Task Force (POTF) to ascertain the effectiveness and suggest modifications to the PSYOP Program(s). Heavily reliant upon PSYOP Supporting Plan - TBP*
- (2) (U) Situation Estimates. *Refer to pertinent PSYOP Assessments and Studies, and PSYOP Estimates; and state mechanism/requirement for Assessment/Study and Estimate up-date*
- (3) (U) Impact Indicators. *Refer to the PSYOP contained w/in the PSYOP Supporting Plan -TBP*
- (4) (U) Current Intelligence Requirements. *Identify requirements and mechanisms for addressing these requirements (ref to PSYOP Supporting Plan - TBP*
- c. (U) Control. *Address how PSYOP efforts are centrally orchestrated and managed. Address coordination with other informational activities and adjacent commands*
- d. (U) Tasks. *Identify and task component/supporting organizations. Ensure that tasks clearly fix responsibilities and provide for feedback about effectiveness of PSYOP activities. Additionally, ensure supporting PSYOP organization is addressed/tasked*
- e. (U) Coordinating Instructions. *Provide additional tasking instructions common to two or more components/supporting organizations*
4. (U) Administration and Logistics. *Provide information relating to meeting specific, PSYOP-unique requirements. Should address requirements to be identified in SOR provided with PSYOP Supporting Plan - TBP*
- a. (U) Logistics. *Address stocking of propoganda and informational materials, and provision of materials to disseminating organizations; provisions for control and maintenance of PSYOP-unique supplies and equipment; and other PSYOP-unique issues not addressed in Annex D (refer to Annexes D, M, and P to Base Plan)*.
- b. (U) Administration. *Address any peculiar PSYOP requirements/information not addressed in applicable Annexes to Base OPLAN (Annexes E,

Non-crisis Preparations

1. (U) Herein depicted are activities conducted in anticipation of a CJCS ALERT Order to execute this operation.
2. (U) See ref e (ED 55-1) for further clarification of actions.

ITEM NO.	ACTION	REACTION:	
		USEUCOM/ECJ35	USSOCOM/4th POG
1.	* Country/region is labeled EUCOM WATCHCON II or * EUCOM staff is directed to prepare Plan/Order	* Request Special PSYOP Assessment (SPA) & PSYOP Estimate	* Produce/update SPA * Produce/update PSYOP Estimate
2.	* Receipt of SPA & PSYOP Estimate	* Develop PSYOP para/appendix to CINCEUR Plan/Order for country/region	
3.	* JS concurs w/ CINCEUR OPLAN	* Request PSYOP Supporting Plan	* Prepare PSYOP Supporting Plan (including TPFDD, SOR,)
4.	* PSYOP Supporting Plan completed		* Gain CINCEUR approval of PSYOP Supporting Plan
5.	* CINCEUR approves PSYOP Supporting Plan	* Validate TPFDD * Coordinate/support as required	* Prepare and pre-position prepacks

PHASE I - Alert & Activation of JTF HQ

1. (U) Initiated by CJCS ALERT Order or USCINCEUR determination based upon situation.
2. (U) End state: JTF is activated and COMJTF is prepared to assume control of designated forces.
3. (U) See Base Plan and ANNEX C.

ITEM NO.	USEUCOM/ECJ35	USSOCOM/4th POG/POTF
1.	* Direct establishment of JTF	USAREUR - provides JTF Core PSYOP officer
2.	ECJ1 - Requests SOCOM provision of JTF PSYOP officer (to replace Core officer)	* Deploys JTF PSYOP officer (replaces Core officer)
3.	* Request PSYOP planning assistance	* Deploys POAT/Staff augmentee(s) (if requested)
4.	* Request update of SPA & PSYOP Estimate	* Updates SPA & PSYOP Estimate
5.	* Update PSYOP Appendix, Task Organization, TPFDD, etc. of PLAN/ORDER	* Updates PSYOP Supporting Plan
6.	* Request SOCOM (thru JS) establish/deploy POTF	* Establish and deploy POTF
7.	* TOA POTF to COMJTF	

PHASE II - Deployment to Area of Operations (AO)

1. (U) Initiated by CJCS EXORD directing USCINCEUR to conduct designated mission.
2. (U) End state: COMJTF forces are prepared to execute mission.
3. (U) See Base Plan and ANNEX C.

ITEM NO.	USEUCOM/ECJ35	USSOCOM/4th POG/POTF
1.		* Link-up w/JTF and components
2.	* EXORD to implement PSYOP	* Implementation of PSYOP Campaign
3.	* Monitor, support, and coordinate	* Monitor/revise PSYOP Supporting plan (as needed)

PHASE III - Conduct Operations

1. (U) Initiated by COMJTF EXORD.
2. (U) End state: (As expressed in Base OPLAN).
3. (U) See Base Plan and ANNEX C.

ITEM NO.	USEUCOM/ECJ35	USSOCOM/4th POG/POTF
1.	* Monitor and support	* Continue implementation of PSYOP Program
2.		* Monitor/revise PSYOP Supporting plan (as needed)

PHASE IV - Redeployment

1. (U) Initiated by USCINCEUR Redeployment Order.
2. (U) End state: All U.S. forces safely redeployed to their home station.
3. (U) See Base Plan and ANNEX C.

ITEM NO.	USEUCOM/ECJ35	USSOCOM/4th POG/POTF
1.		* Continue PSYOP Program until directed to redeploy/terminate
2.	* Redeployment Order	* Redeploy to Ft. Bragg
3.	* TOA POTF to USCINCSOC	* Terminate POTF
4.	* Develop AAR IAW JULLES	* Develop AAR IAW JULLES
5.	* Review and revision of PSYOP para/appendix(s) to pertinent Plans/Orders	* Review and revision of applicable PSYOP Support Plan(s) * Monitors/revises PSYOP Supporting plan (as needed)

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Appendix 5 - PSYOP Standard Force Packages

1. On subsequent pages are identified the standard force packages used by the supporting PSYOP organizations as the basis for PSYOP task organization development and movement planning. These depictions do **not** represent the entirety of the forces/force packages which may be employed ISO UC/JF operations. These are provided to facilitate planning during contingency and/or crisis action planning. Expectation is that "longer-range"/deliberate planning will allow PSYOP planners at the UC and JF level more time to coordinate requirements with JS, SOCOM and HQDA for the appropriate mix of forces to support the mission at hand.

2. These packages are provided for generic planning only - specific compositions are totally mission/situation specific. USCINCSOC tailors PSYOP teams, elements, and task forces - as needed/directed.

3. Descriptions of the PSYOP parent units (PSYOP EPW/CI BN, RSB, TSB, 193rd SOG, etc.) which contribute subordinate units and personnel to these force packages, and may themselves - in entirety - be placed ISO CINCEUR, are found in FM 33-1 (Chapters 4 and 6). Furthermore, Jt Pub 3-53 (Appendix B) discusses the Service-unique PSYOP and PSYOP-related units of the Army, Navy, Marine Corps, and Air Force.

PSYOP Assessment Team (POAT)	5-2
Brigade PSYOP Support Element (BPSE)	5-3
Tactical PSYOP Company/ Division PSYOP Support Element (DPSE)	5-3
Corps PSYOP Support Element (CPSE)	5-4
PSYOP Task Force (POTF) Package A	5-4
PSYOP Task Force (POTF) Package B	5-5
PSYOP Task Force (POTF) Package C	5-6
PSYOP Task Force (POTF) Package D	5-7
PSYOP Support Element	5-8

PSYOP Assessment Team (POAT)

This team deploys to determine feasibility of PSYOP application; and is capable of augmenting a UC or JTF staff and providing a full range of PSYOP planning and limited product prototype development. It may consist of as few as 1-4 regional/operational planners, to 12 or more personnel including tactical, print, broadcast, and communications representatives. Figure 2 portrays possible composition of a small POAT deployed to assess feasibility of PSYOP employment. Figure 3 and Table 1 depict a more robust POAT such as could be deployed to augment and support a UC or JTF.

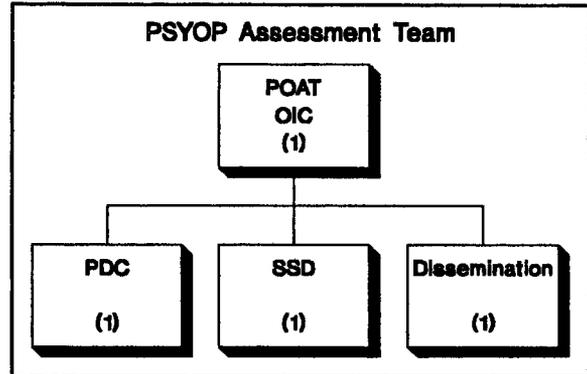


Figure 2

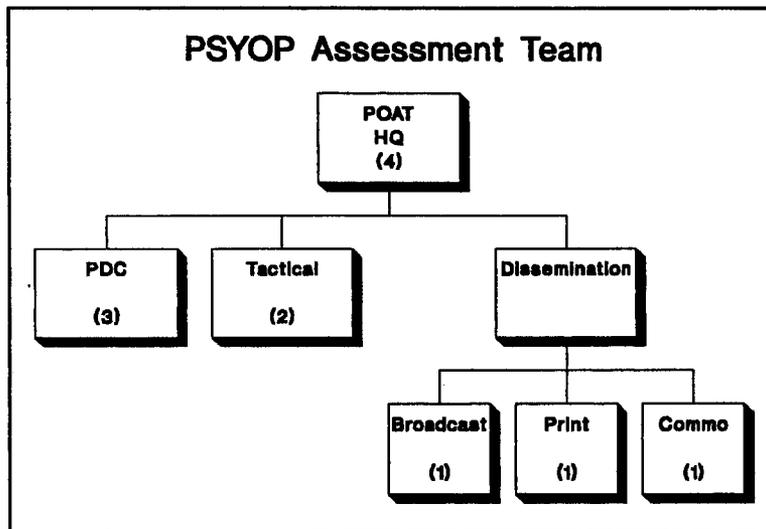


Figure 3

ELEMENT	UNIT	FUNCTION	# PAX	EQUIPMENT
POAT	RSB	C2 Admin/Log Planning	02 01 01	2 x M1038 w/M101
	Subtotal:	Intel Planning Product Development	03 07	
	TSB	Subtotal:	Tactical Planning	
POAT	PDB	Commo Planning Broadcast Planning	01 01	
	Subtotal:	Print Planning	01 03	
	TOTAL:		12	

Table 1

Brigade PSYOP Support Element (BPSE)

This package is the standard tactical PSYOP element. The BPSE consists of a 4-5 man Hqs and 3-5 tactical PSYOP Teams (TPTs) of 3 personnel each. The BPSE analyzes the Division OPORD and PSYOP Annex to determine what PSYOP tasks must be incorporated into the brigade order. The BPSE is primarily a tactical PSYOP dissemination and collection element. It will be attached to the supported ground combat element, but will maintain communication with the DPSE. The BPSE has no PSYOP production capability. (See Figure 4/Table 2).

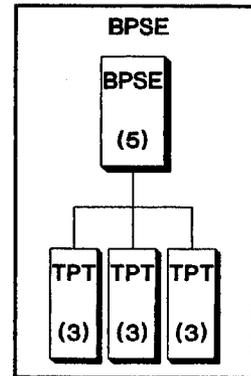


Figure 4

ELEMENT	UNIT	FUNCTION	# PAX	EQUIPMENT
BPSE HQ	TSB	C2	03	1 x M1025
	PDB	Commo	01	
	PDB	EMS	01	
	Subtotal:		05	
TPT	TSB	Tactical PSYOP	09	3 x M1025
	Subtotal:		09	
TOTAL:			14	

Table 2

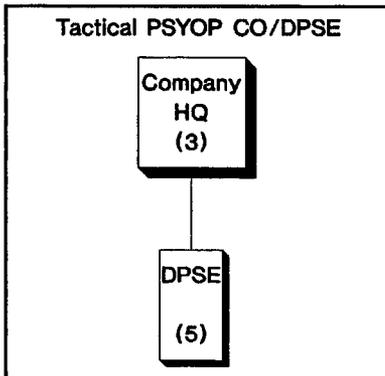


Figure 5

**Tactical PSYOP Company/
Division PSYOP Support Element (DPSE)**

The DPSE is a staff planning section with a limited PSYOP product development capability. The DPSE is attached to a ground combat Division G-3. The DPSE coordinates with the POTF and the Division staff for the development and production of PSYOP products to support the division commander's mission(s). The DPSE concurrently acts as a communication channel between the BPSEs and the POTF for the transmission of PSYOP specific intelligence. (See Figure 5/Table 3).

ELEMENT	UNIT	FUNCTION	# PAX	EQUIPMENT
Company HQ	TSB	C2	03	1 x M998 w/M101
	Subtotal:		03	
DPSE	TSB	Tactical PSYOP	05	1 x M998 w/M101; 1 x M1037 w/Shelter (MSQ)
	Subtotal:		05	
TOTAL:			08	

Table 3

Corps PSYOP Support Element (CPSE)

The CPSE is attached to a Corps or equivalent unit to provide PSYOP staff planning and supervise the activities of the subordinate tactical PSYOP elements. Typically, the CPSE consists of the Tactical PSYOP BN CDR, his Operations and Intelligence Officers, and selected personnel from their staffs. (See Table 4).

ELEMENT	UNIT	FUNCTION	# PAX	EQUIPMENT
CPSE	TSB	C2	01	1 x M1038 1 x M998 w/M101
		Intelligence	02	
		Operations	04	
	Subtotal:		07	
	TOTAL:		07	

Table 4

PSYOP Task Force (POTF) Package A

This package provides the POTF Hqs element for complete PSYOP planning and product development, along with limited print and radio capabilities. It is envisioned that this package would deploy in situations where there are limited production and dissemination requirements or where host nation assets are available to fulfill such requirements. (See Figure 6/ Table 5).

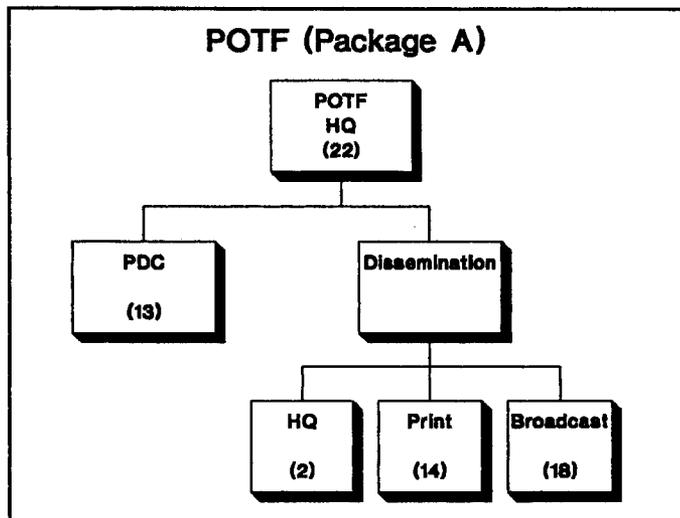


Figure 6

ELEMENT	UNIT	FUNCTION	# PAX	EQUIPMENT	
POTF HQ	RSB	C2	04	1 x M1038 w/M101; 1 x M998	
		Admin/Personnel	02		
		Intelligence	02		
		Operations	04		
		Logistics	03		
		Tactical Planning	02		
		Commo	05		
	Subtotal:		22		
PDC	RSB	Subtotal: Product Development	13	13	2 x M998 w/M101; 1 x M1037 w/Shelter (MSQ)
Dissemination	PDB	C2	02	1 x M35A2; 1 x P0751; 2 x Risograph; 1 x PAMT 400	
		Print	14		
		Broadcast	18		
	Subtotal:		34		
	TOTAL:		69		

Table 5

PSYOP Task Force (POTF) Package B

The package is the POTF HQ element as in Figure A. It includes the tactical planning and dissemination assets available (see Figure 7 and 6).

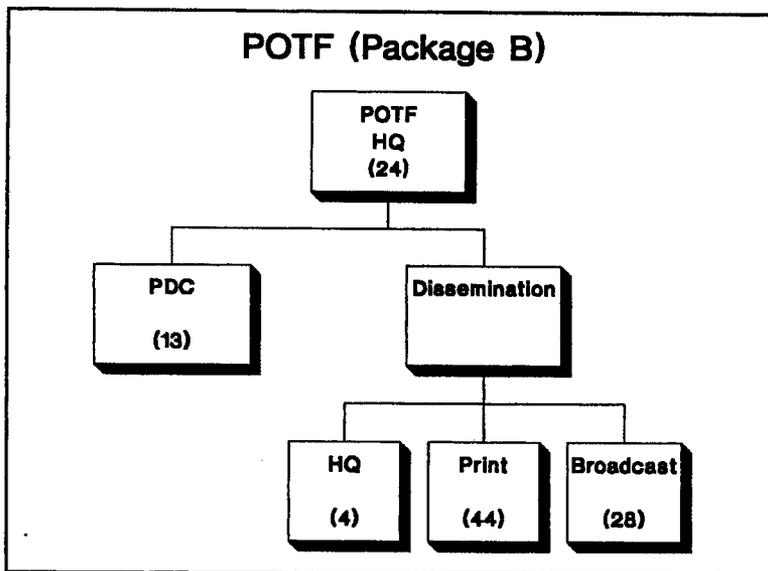


Figure 7

ELEMENT	UNIT	FUNCTION	# PAX		EQUIPMENT	
POTF HQ	RSB	C2	04		1 x M1038 w/M101 1 x M998	
		Admin/Personnel	02			
		Intelligence	02			
		Operations	04			
		Logistics	03			
	Subtotal:	Commo	05	20		
Tactical Planning	TSB	Subtotal:	Tactical Planning	04	04	1 x M998
PDC	RSB	Subtotal:	Product Development	13	13	2 x M998 w/M101 1 x M1037 w/Shelter (MSQ)
Dissemination	PDB	C2	04		3 x M9252; 3 x S280; 2 x PO406; 2 x PO650; 1 x PO751	
		Print	44			
		Subtotal:	Broadcast	28		76
	TOTAL:			113		

Table 6

PSYOP Task Force (POTF) Package C

This package provides Group-level C2 and staff assets, in addition to the full PSYOP planning and product development capabilities. It provides limited print and radio capabilities - as in POTF Package A. This package would normally deploy when Group-level C2 is required, but host nation production/dissemination assets are available. (See Table 7/Figure 8).

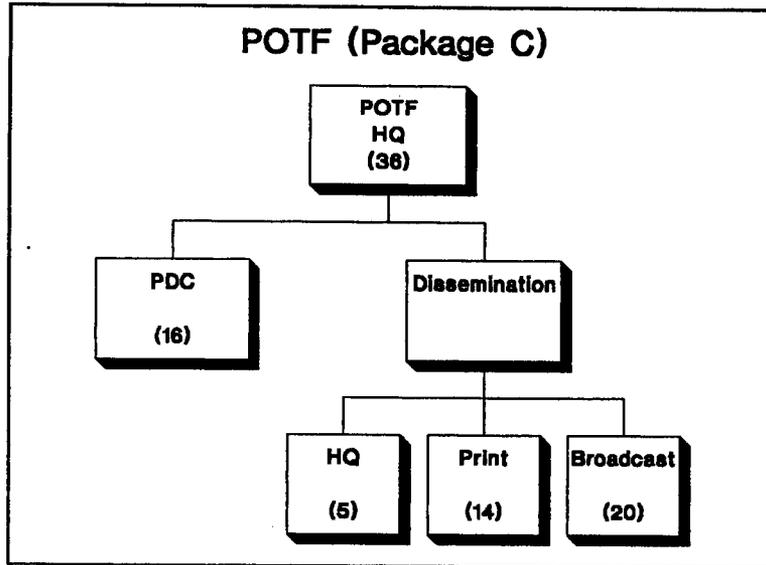


Figure 8

ELEMENT	UNIT	FUNCTION	# PAX	EQUIPMENT	
POTF HQ	RSB	C2	06	1 x M998 w/M101; 2 x M1038	
	Group HHC	C2	01		
	RSB	Admin/Personnel	02		
	Group HHC	Admin/Personnel	02		
	RSB	Intelligence	02		
	Group HHC	Intelligence	02		
	RSB	Operations	03		
	Group HHC	Operations	05		
	RSB	Logistics	02		
	Group HHC	Logistics	02		
	PDB	Subtotal:	05	32	
Tactical Planning	TSB	Subtotal:	04	04	1 x M998 w/M101
PDC	RSB	Subtotal:	16	16	1 x M998; 1 x M1037 w/Shelter (MSQ)
Dissemination	PDB	C2	05	39	1 x M998; 1 x M35; 1 x M200; 1 x PO751
		Print	14		
		Broadcast	20		
	TOTAL:			91	

Table 7

PSYOP Task Force (POTF) Package D

This package provides the same C2 and development capabilities as POTF Package C, but adds a more robust production/dissemination capability. (Figure 9/Table 8).

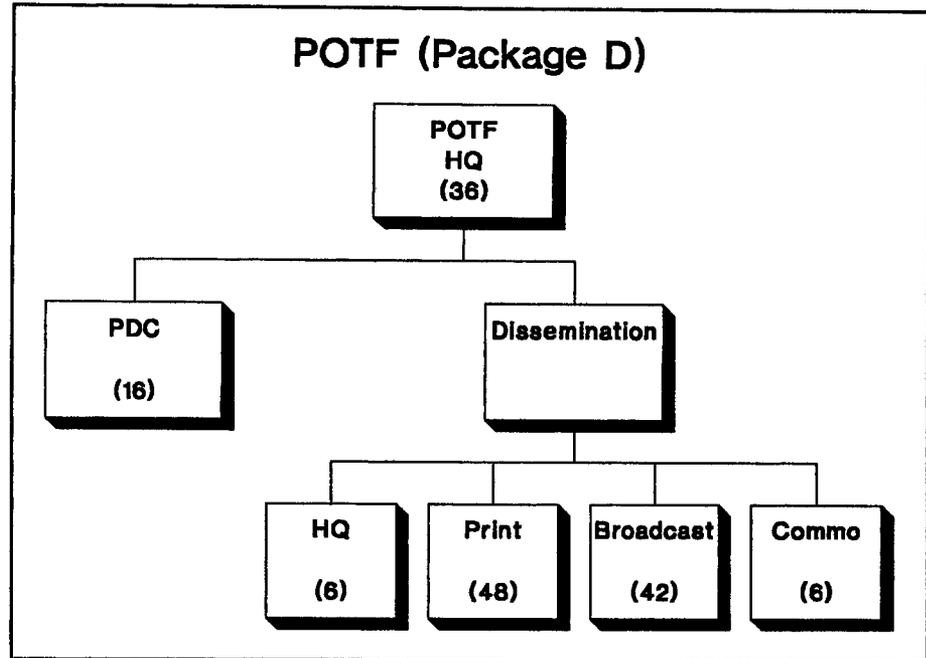


Figure 9

ELEMENT	UNIT	FUNCTION	# PAX	EQUIPMENT		
POTF HQ	RSB	C2	06	1 x M998 w/M101; 2 x M1038		
	Group HHC	C2	01			
	RSB	Admin/Personnel	02			
	Group HHC	Admin/Personnel	02			
	RSB	Intelligence	02			
	Group HHC	Intelligence	02			
	RSB	Operations	03			
	Group HHC	Operations	05			
	RSB	Logistics	02			
	Group HHC	Logistics	02			
PDB	Subtotal:	Commo	05	32		
Tactical Planning	TSB	Subtotal:	Tactical Planning	04	04	1 x M998 w/M101
PDC	RSB	Subtotal:	Product Development	16	16	1 x M998; 1 x M1037 w/Shelter (MSQ)
Dissemination	PDB	Subtotal:	C2	06	102	1 x M998; 1 x M35 w/M105; 2 x M35 w/Shelter (MOD Print); 3 x M925; 3 x S280 (Hvy Print); 1 x PAMT 400; 2 x Risograph
		Print	48			
		Broadcast	42			
		Commo	06			
TOTAL:				154		

Table 8

PSYOP Support Element (PSE)

This element is a subordinate element to any supporting POTF which is detailed to a location/HQs separate from the POTF. It differs from a POAT in that its mission is essentially one of execution in addition to providing PSYOP planning support and limited product prototype development. It may consist of as few as 1-4 regional/operational planners, to 12 or more personnel including tactical, print, broadcast, and communications representatives. Figure 10 portrays possible composition of a small PSE deployed to coordinate implementation of PSYOP. Figure 11 and Table 9 depict a more robust PSE such as could be deployed to augment and support a UC or JTF in the execution of PSYOP when deployment of the supporting POTF is not necessary.

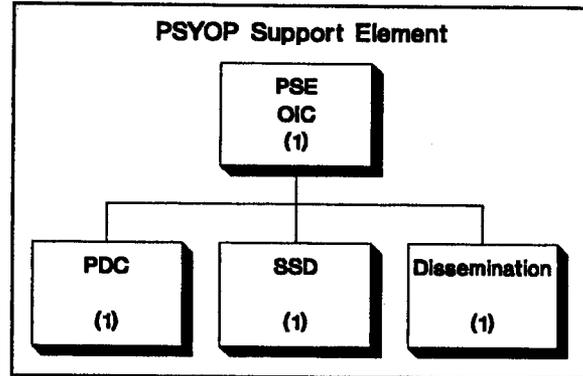


Figure 10

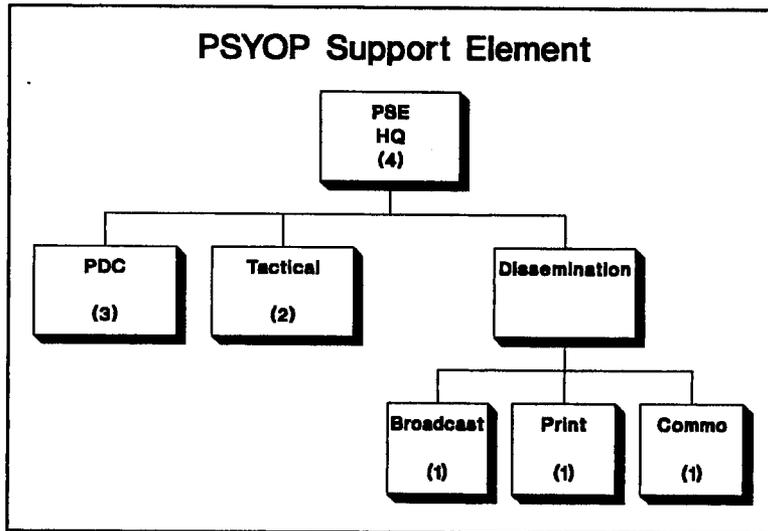


Figure 11

ELEMENT	UNIT	FUNCTION	# PAX	EQUIPMENT	
PSE	RSB	C2 Admin/Log Intel Product Development	02 01 01 03	07	2 x M1038 w/M101
	Subtotal:				
	TSB	Tactical	02	02	
	Subtotal:				
PDB	Commo Broadcast Print	01 01 01	03		
	Subtotal:				
TOTAL:			12		

Table 9

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Appendix 6 - Distribution

USEUCOM -

ECJ1	ECJ2	ECJ3	ECJ4	ECJ5	ECJ6
ECSO	ECPA	ECPLAD	ECMD	ECLA	ECCM
ECPAS	ECIG	NCEUR	ECJ35	ECJ37	ECSM

USSOCOM -

HQ, USSOCOM, ATTN: SOJ3-CP, Bldg 501, MacDill AFB, FL 33608-6001
HQ, USSOCOM, ATTN: SOJ5-O, Bldg 501, MacDill AFB, FL 33608-6001
CDR, USASOC, ATTN: AOP-POL, Ft. Bragg, NC 28307
CDR, USACAPOC, ATTN: AOC-P-SC, Ft. Bragg, NC 28307
CDR, 4th POG (A), ATTN: S-3, Ft. Bragg, NC 28307
CDR, 6th POB (A), ATTN: S-3, Ft. Bragg, NC 28307
CDR, 2d POG, ATTN: S-3, 5301 Hauserman Rd, Cleveland, OH 44130
CDR, 7th POG, ATTN: S-3, Bldg 1750, Golden State Reserve Center,
Presidio, San Francisco, CA 94129-7000
CDR, 7th RSB, ATTN: S-3, Southern Maryland Memorial USAR Center,
5550 Dower House Rd, Washington, DC 20315-0320
COM, Command and Control Warfare Group, Atlantic, 2555 Amphibious
Drive, Norfolk, VA 23521-3225
CDR, USAFSOC, Hurlburt Field, FL 32544
CDR, 193rd SOG, PANG, Harrisburg International Airport,
Middletown, PA 17057-5086

COMPONENTS -

HQ, USAREUR & 7th Army, ATTN: AEAGC-P-PSYOP, APO AE 09014
CDR, V Corps, ATTN: AETV-GC, Unit 25202, APO AE 09079
CDR, SETAF, ATTN: AESE-BT-PSYOP, Unit 31401, Box 4, APO AE 09630
CDR, 7th SOSC, ATTN: S-3, APO AE 09050
HQ, USNAVEUR, ATTN: N511, FPO NY 09510
HQ, SIXTH Fleet, ATTN: Operations, FPO AE 09501-6002
HQ, MARFOREUR, ATTN: ACOS G3, APO AE 09046
HQ, USAFE, ATTN: AOS-AOXO, APO AE 09009
COMSOCEUR, ATTN: SOJ3, APO AE 09128
COMSOCEUR, ATTN: SOJ5, APO AE 09128