

APPENDIX I

Tactical Operations

Tactical PSYOP battalions and companies normally provide PSYOP support at corps level and below. Support elements are tailored to provide PSYOP staff planning support to the supported headquarters as well as to conduct tactical PSYOP in support of combat operations. All tactical PSYOP however, must conform to the PSYOP guidelines determined by the operational-level commander and national policy and strategy. Tactical PSYOP personnel can conduct PSYOP with all types of media-audio, visual, and audiovisual. However, during combat operations, the loudspeaker is the PSYOP medium that can achieve the most immediate and direct contact with the opponent.

Tactical PSYOP

Tactical PSYOP are those psychological activities associated with “face-to-face” operations in support of maneuver units within the theater. Tactical PSYOP are conducted by the corps psychological support element (CPSE), division psychological support element (DPSE), brigade psychological support element (BPSE), and tactical PSYOP teams (TPTs). These elements enable the tactical maneuver commanders to communicate directly with opponent and foreign civilians. Tactical PSYOP elements disseminate products normally developed by operational level assets, such as regional battalions or the POTF.

Tactical PSYOP elements have proven highly effective in supporting maneuver as well as special operations commanders. In addition to their primary mission of directing PSYOP against an opponent, tactical PSYOP elements can effectively support—

- Humanitarian assistance.
- NEO.
- Crowd control.
- CD operations.
- Mobile training teams (MTTs) in FID/UW.

In tactical operations, the CPSE, DPSE, and BPSE are tasked to support the ground commander. Tactical-level PSYOP support is divided into time types: rear, close, and deep as illustrated in Figure I-1, page I-2. In supporting the tactical commander, the PSYOP element is limited only by its own creativity and ingenuity.

In rear operations, PSYOP units can assist the commander by—

- Providing a PSYOP area assessment.
- Creating a favorable image of U.S. and friendly forces in the local populace.
- Countering hostile propaganda.
- Publicizing civilian control measures.
- Assisting in the control of opponent and friendly civilians.

In close operations, PSYOP can—

- Facilitate ground operations by communicating surrender instructions or other messages designed to lower enemy morale and efficiency.
- Discourage and/or disrupt opponent operations.
- Assist in control of civilians or opponent personnel.
- Assist in cover and deception operations.

In deep operations, PSYOP units can—

- Assist in inducing the opponent to surrender in deep strikes.
- Support strategic/theater PSYOP.
- Discourage and disrupt opponent operations.
- Create a favorable image in the civilian populace to U.S. forces.
- Assist in tactical cover or deception operations.

Figure I-1. Tactical-level PSYOP support.

Tactical PSYOP 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 PSYOP campaigns, deployment with the supported unit, and immediate operations upon arrival. When PSYOP are incorporated early and operations are coordinated at all levels, tactical PSYOP provide an effective weapons system for the maneuver commander.

The corps commander's OPLAN provides guidance to subordinate elements. It provides the division, brigade, and battalion commanders with specified PSYOP tasks and the assets to accomplish those tasks. The detailed PSYOP annex to the OPLAN is the key to a coordinated PSYOP campaign. PSYOP guidance is received from the PSYOP annex and PSYOP reports. This guidance is then transmitted through the supported unit's operations and intelligence channels. Ongoing direct coordination also occurs between PSYOP elements.

Organization

The tactical PSYOP battalion is responsible for PSYOP staff planning and tactical PSYOP at corps and below. Its organization is shown in Figure I-2, page I-3. The tactical battalion has a limited audiovisual product development and production capability.

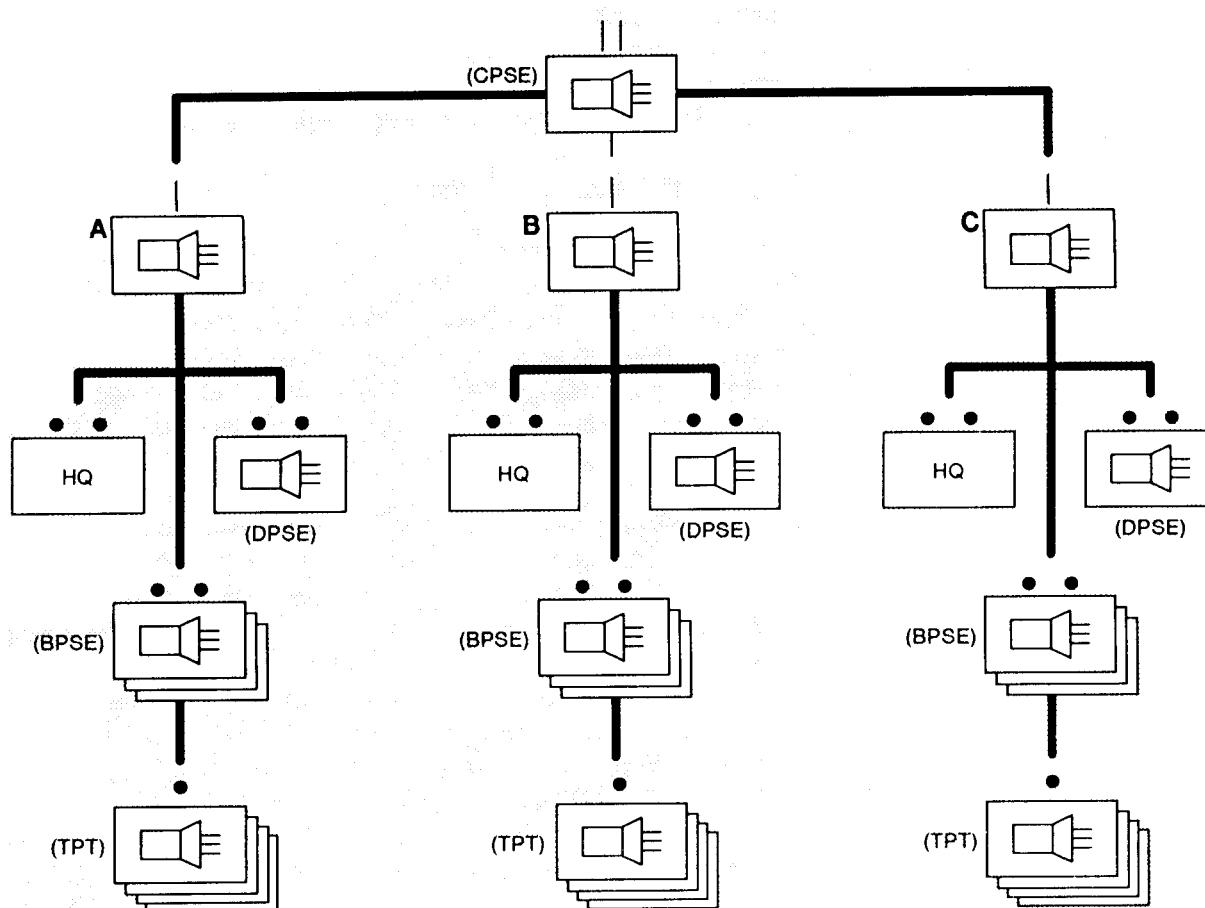


Figure I-2. Tactical PSYOP battalion organization.

Tactical PSYOP elements develop products to support unusual or transient situations in the corps or division area. However, dissemination requires POTF approval.

PSYOP Task Force or Group

During small contingencies or tactical operations, a regional battalion normally forms a POTF. For larger contingencies supported by two or more regional PSYOP battalions, the PSYOP group commander forms a POTG. If other service assets (such as EC-130E COMMANDO SOLO aircraft of the Pennsylvania Air National Guard) are included within the task organization, the POTF or POTG is designated a joint PSYOP task force or group (JPOTF or JPOTG). The PSYOP POTF or PTOG works directly for the theater or JTF commander. The POTF or POTG, following the guidelines provided by Joint Chiefs of Staff (JCS), develops the overall PSYOP campaign to support the operation. The development, production, and dissemination of radio, television, and printed products are normally centralized at the POTF or POTG level.

The POTF has primary responsibility for leaflet production and dissemination. The POTF provides the leaflet dissemination plan to tactical PSYOP elements

through G3 or S3 channels. Tactical PSYOP elements monitor the plan. If additional leaflet drops are needed within the AO, they ask the POTF for approval, production, and dissemination through G3 or S3 channels. Tactical PSYOP elements must also ensure the units they support are swam of procedures outlined in surrender leaflets so that surrendering opponents are not fired upon.

Corps PSYOP Support Element

As stated, the tactical PSYOP battalion provides PSYOP support at corps level and below. Tactical PSYOP support is normally attached to the supported unit. The tactical PSYOP battalion commander, with elements of his staff, forms the CPSE. The CPSE consists of 12 to 15 personnel who conduct PSYOP staff planning for the corps. It also coordinates with the POTF or POTG and subordinate companies when the corps is in support of a JTF. When the corps is the JTF, the POTF provides to the corps tactical PSYOP planning support with selected CPSE personnel.

The CPSE cell includes the PSYOP battalion commander (except when the corps is the JTF, in which case the POTF is at corps and the POTF battalion commander is the senior PSYOP officer), the battalion S2 and S3 and selected personnel from the S2 and S3 sections. Because tactical PSYOP is centrally planned and decentrally executed, priority for CPSE staff support is corps G3 plans, corps G3 operations, and the corps tactical operations center (TOC) or assault command post (CP). The S2 and his section support the corps TOC support element, corps G3 plans, corps G3 operations, and assault CP. A tactical planning cell supports the POTF or POTG at JTF headquarters with personnel from the battalion S2 and S3 sections. The HHC commander, tactical PSYOP battalion, operates a battalion CP and administrative/logistics TOC in the corps rear.

Division PSYOP Support Element

Within the division, the DPSE provides PSYOP support. The DPSE is comprised of individuals and equipment from a tactical PSYOP company. The DPSE exercises C² overall PSYOP assets attached to, or in direct support of, the division. It also provides PSYOP-unique service support, with help from the CPSE and POTF, to PSYOP elements under its control.

The DPSE is a seven- to nine-man staff planning section that works directly for the G3 of the supported division. Its primary task is to ensure that PSYOP is fully integrated into the division's staff planning process. It accomplishes this task by fully participating in the division's mission analysis, COA development, wargaming, and OPORD development. The DPSE writes the PSYOP annex to all division OPLANs or OPORDs. It also coordinates the PSYOP annex with other division staff sections to ensure complete integration of PSYOP into the operation.

The DPSE advises the commander and G3 on the employment and capabilities of PSYOP assets controlled by the POTF or POTG as well as those organic to the tactical company. The DPSE provides assistance, as required, to the BPSE. It also ensures that the brigade PSYOP OPLAN conforms with the guidance from both the division and the higher PSYOP headquarters.

The DPSE has limited PSYOP product development capability. It develops only products that have immediate tactical application in the supported unit's AOR. Production of all products is normally the responsibility of the POTF. The DPSE coordinates with the POTF for the development and production of PSYOP products to meet the division commander's requirements. Because the division commander normally does not have release authority of PSYOP products, any products developed by the DPSE must be submitted to the POTF or POTG for CINC or JTF commander's approval.

Depending on the division's PSYOP OPLAN, the DPSE may retain control of some of the TPTs assigned to the BPSEs. These teams may be used for a specific PSYOP mission under division control, or they may be held for use in general support of the division.

Brigade PSYOP Support Element

The BPSE consists of a three- to four-man headquarters and three to five TPTs each containing three personnel. The BPSE augments the brigade S3 section and performs many of the same tasks as the DPSE. The BPSE integrates PSYOP into the brigade's operations by advising the brigade commander and S3 on the use of PSYOP and the psychological impact of their planned operations. The BPSE officer in charge (OIC) must have direct access to the brigade S3 to ensure that PSYOP is considered during the brigade's COAs development.

The BPSE analyzes the division OPORD and PSYOP annex to determine specified and implied PSYOP tasks for the brigade. These tasks are incorporated into the brigade PSYOP OPLAN, which is published as the PSYOP annex to the brigade OPORD. At brigade level, the PSYOP annex must focus specifically on the PSYOP tasks to be accomplished and how these tasks will support the scheme of maneuver. The BPSE coordinates with the rest of the brigade staff to ensure the PSYOP OPLAN is executed smoothly and correctly.

Based on the PSYOP OPLAN, the BPSE recommends to the S3 either retention of the TPTs under brigade control or allocation to subordinate battalions. The BPSE exercises staff supervision over TPTs allocated to battalions. It monitors their status and provides assistance in PSYOP planning as needed. The BPSE provides PSYOP-unique service support to the TPTs. It also evacuates PSYOP equipment to the DPSE if necessary.

Unlike the DPSE, the BPSE does not have any PSYOP product development capability. The focus of brigade-level PSYOP planning is on the integration and dissemination of previously developed and approved products to support the maneuver commander. Should the BPSE identify a need for a product that is not currently in the PSYOP program, it can submit a request for product development through the DPSE to the POTF or POTG.

In addition to conventional operations, a DPSE or BPSE may be tasked to support a Special Forces group or Ranger regiment in unconventional operations. Although a BPSE would normally support a group or regiment, the mission may require additional PSYOP assets.

Tactical PSYOP Teams

TPTs can work either for the DPSE, the BPSE, or directly for a maneuver battalion commander. When attached to a maneuver battalion, the TPT chief acts as the PSYOP staff advisor to the battalion S3. As such, he must be fully prepared to explain the capabilities of his team and how it can contribute to the battalion mission. To perform his mission properly, he must have direct access to the battalion S3.

The TPT conducts loudspeaker operations using themes and scripts approved by the POTF or POTG. 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 can conduct other types of PSYOP. They can disseminate approved printed materials and conduct face-to-face PSYOP. As the PSYOP personnel at the front lines, they can—

- Gather and assess the effectiveness of hostile PSYOP.
- Gather PSYOP-relevant information from and on the local populace.
- Make an initial assessment of the effectiveness of U.S. and/or allied PSYOP efforts in their area.

PSYOP Command and Control

Tactical PSYOP support at each level, from corps down to the TPTs, must integrate the needs of the maneuver commander with the CINC/JTF PSYOP campaign plan implemented by the higher PSYOP headquarters. This integration ensures a PSYOP OPLAN that supports the maneuver commander at each level. It also ensures consistent PSYOP themes and objectives at all levels. When the desires of the maneuver commander conflict with the PSYOP guidance from higher PSYOP headquarters, the PSYOP guidance takes priority. Should a conflict remain, the PSYOP staff planner must refer the matter up the chain to higher headquarters for resolution.

PSYOP elements must also be incorporated into, and be active participants in, the planning process. A consistent, structured PSYOP campaign requires both regional analysis and coordination at all levels. Figure I-3, page I-8, illustrates PSYOP C².

Loudspeaker Operations

Tactical PSYOP personnel can conduct PSYOP with all types of media. Through direct, face-to-face contact, tactical PSYOP elements can also evaluate the impact of the overall PSYOP campaign. They can—

- Distribute products.
- Gather PSYOP intelligence.

- Assess the PSYOP implications of all operations.
- Provide input and assist in the management of leaflets.

However, during combat operations, the loudspeaker is the PSYOP medium that can achieve the most immediate and direct contact with the opponent. For this reason, the focus of this appendix is on tactical loudspeaker operations.

When a loudspeaker broadcasts, the opponent becomes a captive audience that cannot escape the message. As a result, tactical PSYOP rely heavily on loudspeaker operations at the CPSE, DPSE, and BPSE levels. The advantages and limitations of loudspeaker systems are shown in Figure I-4, page I-9.

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. Figure I-5, page I-9, illustrates conditions that permit operation at maximum range.

The key to a successful loudspeaker operation lies in tailoring each message to fit the situation. Loudspeakers are particularly useful in tactical support of the exploitation, the retrograde movement, and the static situation. They are also valuable in support of consolidation and counterinsurgency operations.

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.

In the retrograde movement, loudspeakers can be especially useful in controlling fleeing civilians and keeping the roads open to facilitate the operation.

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.

During consolidation operations in newly occupied terrain, loudspeakers can be used to help in civilian, traffic, or mob control.

During counterinsurgency operations, loudspeakers can be used to broadcast a wide variety of programs and propaganda messages to civilian populations and insurgents.

When conducting loudspeaker operations, C² 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.

I-8

Advantages	Limitations
Flexibility.	Employment of enemy countermeasures.
Exploitation of targets of opportunity.	Loss or distortion of message over time.
Range of transmission.	Vulnerability to enemy fire.
Mobility.	
Effectiveness with illiterate audiences.	
Ability to pinpoint target.	

Figure I-4. Advantages and limitations of loudspeaker systems.

Terrain	Line of sight to target. Lack of man-made features (buildings). Lack of vegetation.
Environmental	Low-humidity cold temperatures. Wind speed less than 15 knots. Wind direction toward target.

Figure I-5. Conditions for operation at maximum range.

Major Systems

The DPSE in its normal configuration deploys with one MSQ-85B audiovisual system. This system is vehicle-mounted S-250 shelter and provides the DPSE limited audio, visual, and audiovisual capability.

For audio missions, the system normally contains a 350-watt backpacked loudspeaker, a multiband receiver, and a mobile editor/dubbing unit. For visual production and presentation, the system contains a wide-screen video projection unit, video camera, 35-mm still camera, and a Polaroid camera. The system also contains a Canon 660 paper copier for limited, immediate leaflet production.

Overall, the MSQ-85B system can present audio and/or video presentations, photographic slides, and loudspeaker broadcasts. It can also produce small quantities of leaflets. It can receive television, amplitude modulated, frequency modulated, and short wave programs for recording and editing. It is rapidly deployable and can be airlifted by a C-130 or larger aircraft.

Mounted Loudspeaker Systems

The loudspeaker mounted on a high mobility multipurpose wheeled vehicle (HMMWV) is the primary system and the workhorse of tactical loudspeaker

operations. It can also be used in deception operations. It has an output of 450 or 900 watts and a normal broadcast range of 1,000 to 1,800 meters. The system is normally operated by a three-man team and employed in the mounted mode. However, due to increased range and maneuverability requirements, the mission may require the team to operate dismounted using the backup manpacked units.

In addition to the HMMWV-mounted systems, limited numbers of helicopter-mounted systems are available in the active component. The airborne systems can output 2,100 or 2,700 watts. They can operate in either the UH-1H or UH-60 aircraft. Vehicle-mounted systems may also be used in rotary-wing aircraft, but range is limited due to difficulty in overcoming the sound of the aircraft. These systems can also be mounted in boats for waterborne operations. Vehicle- and helicopter-mounted loudspeaker system data is shown in Table I-1, page I-10.

Dismounted Loudspeaker Systems

Dismounted (backpacked) systems add diversity to the growing PSYOP equipment inventory. Missions may dictate dismounted operations. Dismounted systems can also be used for operations using vehicles and watercraft. Table I-2, page I-11 provides dismounted loudspeaker system data.

Dismounted systems output 250 or 350 watts, depending on the system used. Maximum range varies between 700 and 1500 meters, depending on the system used, terrain, and atmospheric conditions. All systems operate with rechargeable batteries and nonrechargeable lithium batteries (BA-5590). A dismounted TPT consists of one system and three personnel. Although a team can operate light, with two personnel, this configuration greatly reduces the team's ability to conduct continuous, sustained operations.

When planning dismounted operations, PSYOP planners must consider team extraction. Since loudspeaker operations sometimes draw opponent fire, the team's lack of mobility, coupled with its proximity to the opponent force, requires

Table I-1. Vehicle- and helicopter-mounted loudspeaker system data.

System	Platform	Output	Range	Notes
AEM-900/AEM-700	HMMWV	900/700 watts	1,200 to 1,800 meters	
AEM-450/TEL-450	HMMWV	450 watts	1,000 to 1,500 meters	TEL-450 is currently being phased out due to reliability problems.
AEM-2700/AEM-2100	UH-1H	2,700/2,100 watts	Optimum altitude: 900-1,200 meters on linear targets, 600-900 meters on point targets	May be mounted in UH-60 with auxiliary power and installation kits

Table I-2. Dismounted loudspeaker system data.

System	Weight	Output	Range	Notes
LSS-1	34 pounds	350 watts	700 to 1,000 meters	LSS-40 prototype
AEM-250	28 pounds	250 watts	400 to 600 meters	
LSS-40	34 pounds	350 watts	700 to 1,000 meters	Primary system
LSS-20	17 pounds	33 watts	100 meters	Short-range system; capable of wireless remote, limited tactical use due to range.