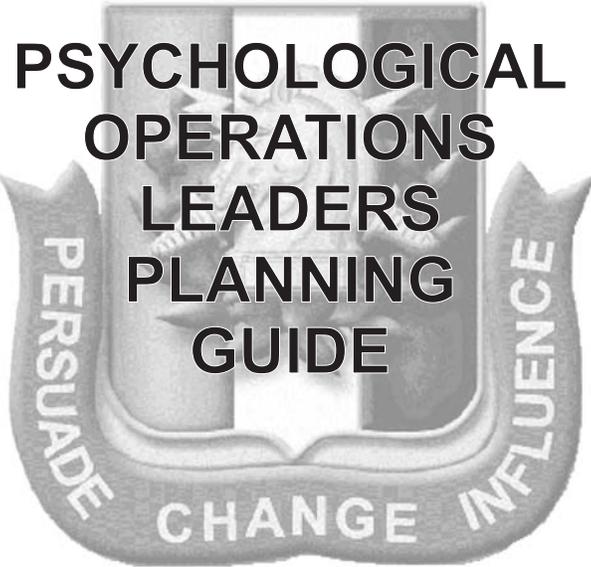


GTA 33-01-001



**PSYCHOLOGICAL
OPERATIONS
LEADERS
PLANNING
GUIDE**

November 2005

Approved for public release; distribution is unlimited.

DISTRIBUTION:

U.S. Army Training Support Centers

HEADQUARTERS, DEPARTMENT OF THE ARMY

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INTRODUCTION

This graphic training aid (GTA) is an indispensable reference tool for tactical Psychological Operations (PSYOP) Soldiers assigned to leadership positions. It contains valuable, comprehensive, and timesaving information in a concise format, making it easily transportable and simple to use. The focus of this GTA is to provide requisite information to help the tactical PSYOP Soldier better plan and execute PSYOP in support of a maneuver commander. Noncommissioned officers (NCOs) leading a three-man tactical Psychological Operations team (TPT) or planning PSYOP at division or corps levels will find this GTA extremely helpful.

This GTA includes a number of worthwhile tools and techniques to assist in the planning and conduct of tactical-level PSYOP. From the basic principles of military decision-making process (MDMP) and PSYOP planning through the determination of measures of effectiveness (MOEs), this GTA will help the PSYOP NCO plan and execute doctrinally accurate and successful PSYOP. Numerous formats and guides, such as how to conduct PSYOP estimates, complete operational area assessments, and radio station assessments, are also included.

The proponent of this GTA is the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Submit comments and recommended changes to Commander, USAJFKSWCS, ATTN: AOJK-DTD-PO, Fort Bragg, NC 28310-5000.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

SUPPORTED UNIT INTEGRATION

The PSYOP Soldier's ability to integrate with a supported unit is key in the overall success of the mission. Failure to properly integrate with the supported unit may cause the supported commander to lose trust and respect for PSYOP and its ability to effectively support the mission.

LINKUP COORDINATION WITH A SUPPORTED UNIT

The following are necessary steps in establishing initial linkup coordination:

- Contact the supported commander or designated representative (chief of staff or J-3/G-3/S-3), and brief the supported commander on—
 - PSYOP capabilities (capabilities brief and Appendix B), including the battalion, company, tactical Psychological Operations detachment (TPD), or TPT organization, equipment, personnel, and employment options.
 - Available dissemination means, assets, or products.
 - Constraints and restrictions (approval process or themes and audiences to be used and avoided).
 - PSYOP assets on hand or available through coordination with higher PSYOP units.
 - For whom PSYOP works. Stress that PSYOP units and detachments work in or for the J-3 in joint operations, the G-3 at corps and division and the S-3 at brigade and battalion.
 - With whom the information operations (IO) officer works. Tactical PSYOP are a battlefield operating system (BOS), a form of nonlethal fire support; therefore, PSYOP works in the J-3/G-3/S-3.
- Ensure PSYOP are included in the mission planning.
- Ask for a briefing on the staff's battle rhythm, and the PSYOP and IO integration plan.
- Coordinate for PSYOP to take part in the decision-making process, staff planning for missions, and daily briefings or meetings.
- Ask for a copy of the supported unit's rules of engagement (ROE).
- Determine unit SOP or requirement for daily situation reports (SITREPs).
- Provide a memorandum from the Psychological Operations group (POG) or Psychological Operations battalion (POB) S-2 confirming the security clearances of all PSYOP Soldiers involved in the mission.
- Provide a copy of current PSYOP priority intelligence requirements (PIR).

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- Request access to maneuver unit SITREPs and spot reports (SPOTREPs), enemy prisoner of war (EPW) interrogations, and interrogation reports.
- Ensure PSYOP are coordinated in mission planning with other nonlethal fires.
- Ensure that PSYOP are included in the air-targeting meetings and that targets do not conflict with IO targets.
- Contact the supported unit J-9/G-9/S-9 and—
 - Ascertain if host nation (HN) assets are available for product production and dissemination.
 - Request access to message traffic.
- Contact the supported unit J-6/G-6/S-6 or signal officer, and—
 - Determine the communications systems the supported unit has available, especially Internet, SECRET Internet Protocol Router Network (SIPRNET), and Non-Secure Internet Protocol Router Network (NIPRNET) connectivity.
 - Determine on what radio frequencies the supported unit operates.
 - Coordinate for a PSYOP internal radio frequency.
 - Coordinate for AN/CYZ-10 secure fills.
- Contact the J-1/G-1/S-1, and—
 - Provide a copy of attachment orders and information on the Soldiers to be attached to the supported unit.
 - Provide two copies (one paper copy and one electronic); include (for each attached Soldier) the Soldier's full name, rank, duty position, social security number, security clearance, blood type, next of kin, and next of kin contact information.
 - Determine task organization and which of the supported units the element will be attached to for administrative and logistics support (normally the supported unit's headquarters [HQ] company); provide unit standing operating procedure (SOP) for personnel reporting (for example, daily personnel status [PERSTAT] report).
 - Confirm unit's plan for or availability of mail services and Internet accesses, chaplain or religious services, finance services, and personnel or administrative services.
- Contact the J-4/G-4/S-4, and—
 - Provide information on the number of personnel being attached.
 - Provide the number and types of vehicles and generators.
 - Provide the estimated daily fuel consumption for vehicles and generators.
 - Provide the number and types of weapons systems.

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- Provide battery requirements.
- Learn the unit SOP for requesting supplies and the availability, if any, of PSYOP-specific supplies in the supported unit's supply chain.
- Learn the unit SOP for logistics reporting (for example, daily logistical status report [LOGSTAT]).
- Learn the location of fuel points.
- Learn the location of water points and bath and laundry facilities.
- Learn the availability of sundry and comfort packages.
- Learn the location of supported unit's aid station.
- Learn the location of ammunition supply point (ASP) and ammunition basic load or force protection basic load per weapon.

LIAISON OFFICER GUIDE

LNOs are a vital part to the integration of PSYOP forces into the supported unit's plans and operations. LNOs normally are located in the J-3/G-3/S-3 at all levels of command from the geographic combatant command to the division level. LNOs should—

- Be able to answer the following types of questions:
 - Does the sending unit have a copy of the receiving unit's latest operation plan (OPLAN), operation order (OPORD), and fragmentary order (FRAGO)?
 - Does the receiving unit's plan support the plan of the higher HQ, including logistics and the tactical concept?
 - What are the receiving unit's commander's critical information requirements (CCIR)? At what time, phase, or event are they expected to change? Are there any items the CCIR do not contain that the sending unit can help with?
 - Which sending commander's decisions are critical to executing the receiving unit operation?
 - What are the "not-later-than" times for those decisions?
 - What assets does the unit need to acquire to accomplish its mission? How would they be used? How do they support attaining the more senior commander's intent? Where can the unit obtain them from higher HQ? Other Services?
 - How are aviation assets (rotary- and fixed-wing) being used?
 - How can the LNO communicate with the sending unit? Are telephones, radios, facsimile machines, computers, and other information systems (INFOSYS) available? Where are they located? Which ones are secure?
 - What terrain has been designated as key? Decisive?
 - What weather conditions would have a major impact on the operation?

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- What effect would a chemical environment have on the operation?
- What effect would large numbers of refugees or EPWs have on the receiving unit's operations?
- If your unit is placed under operational control (OPCON) of a larger multinational force, or given OPCON of a smaller such force, what special problems would it present?
- If going to a multinational force HQ, how do the tactical principles and command concepts of that force differ from those of United States (U.S.) forces?
- What HN support is available to the sending unit?
- Understand what the sending commander wants the receiving commander to know. LNOs—
 - Receive a briefing from operations, intelligence, and other staff elements on current and future operations.
 - Receive and understand the tasks from the sending unit staff.
 - Obtain the correct maps, traces, and overlays.
 - Arrange for transport, communications and cryptographic equipment, codes, and signal instructions, including their protection and security.
 - Arrange for replacement of these items, as necessary.
 - Complete route-reconnaissance and time-management plans so the LNO party arrives at the designated location on time.
 - Make sure liaison personnel and interpreters have security clearances and access appropriate for the mission.
 - Verify that the receiving unit received the liaison team's security clearances and will grant access to the level of information the mission requires.
 - Verify courier orders.
 - Know how to destroy classified information in case of an emergency during transit or at the receiving unit.
 - Inform the sending unit of the LNO's departure time, route, and arrival time.
 - Pick up all correspondence designated for the receiving unit.
- Pack the following items:
 - Credentials (including permissive jump orders, if qualified).
 - Forms: Department of the Army (DA) Form 1594 (Daily Staff Journal or Duty Officer's Log) and other blank forms, as required.
 - References.
 - Excerpts of higher and sending HQ's orders and plans.

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- Sending unit SOP.
- The unit modification table of organization and equipment (MTOE), unit status report (if its classification allows).
- Computers and other INFOSYS required for information and data exchange.
- Signal operating instructions extract.
- Security code encryption device.
- Communications equipment, including remote frequency modulated (FM) radio equipment.
- Sending unit telephone book.
- List of commanders and staff officers.
- Telephone calling (credit) card.
- Movement table.
- Administrative equipment.
- Map and chart equipment.
- Tent (camouflage net, cots, stove, and other CTA-50 equipment, as appropriate).
- Foreign phrase book and dictionary.
- Local currency, as required.

COMMAND RELATIONSHIPS

One of the most difficult points to contend with in advising the staff and commander is the command relationship of PSYOP forces. The chart on page 7 should help in determining the relationship of any given element or subelement. PSYOP elements will also have reporting requirements with the PSYOP chain for products and other PSYOP-specific information.

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IF RELATIONSHIP IS:		INHERENT RESPONSIBILITIES ARE:							
		Has Command Relationship With:	May Be Task-Organized By:	Receives Combat Service Support From:	Assigned Position or Area of Operation By:	Provides Liaison To:	Establishes/ Maintains Communications With:	Has Priorities Established By:	Gaining Unit Can Impose Further Command or Support Relationship Of:
COMMAND	Attached	Gaining unit	Gaining unit	Gaining unit	Gaining unit	As required by gaining unit	Unit to which attached	Gaining unit	Attached; OPCON; TACON; GS; GSR; R; DS
	OPCON	Gaining unit	Parent unit and gaining unit may pass OPCON to lower HQ NOTE 1	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	OPCON; TACON; GS; GSR; R; DS
	Tactical Control (TACON)	Gaining unit	Parent unit	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	GS; GSR; R; DS
	Assigned	Parent unit	Parent unit	Parent unit	Gaining unit	As required by parent unit	As required by parent unit	Parent unit	Not applicable
SUPPORT	Direct Support (DS)	Parent unit	Parent unit	Parent unit	Supported unit	Supported unit	Parent unit; supported unit	Supported unit	NOTE 2
	Reinforcing (R)	Parent unit	Parent unit	Parent unit	Reinforced unit	Reinforced unit	Parent unit; reinforced unit	Reinforced unit; then parent unit	Not applicable
	General Support Reinforcing (GSR)	Parent unit	Parent unit	Parent unit	Parent unit	Reinforced unit and as required by parent unit	Reinforced unit and as required by parent unit	Parent unit; then reinforced unit	Not applicable
	General Support (GS)	Parent unit	Parent unit	Parent unit	Parent unit	As required by parent unit	As required by parent unit	Parent unit	Not applicable

NOTE 1. In North Atlantic Treaty Organization (NATO), the gaining unit may not task-organize a multinational unit (see TACON).
NOTE 2. Commanders of units in DS may further assign support relationships between their subordinate units and elements of the supported unit after coordination with the supported commander.
NOTE 3. Coordinating Authority — A commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more military departments, two or more joint force components, or two or more forces of the same Service. The commander or individual has the authority to require consultation between the agencies involved, but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. Coordinating authority is a consultation relationship, not an authority through which command may be exercised. Coordinating authority is more applicable to planning and similar activities than to operations.

PLANNING

The importance of planning cannot be overstated in relation to the overall success of an operation. Military planning is a continuous process that incorporates supported unit and operational planning. Supported unit planning includes deliberate and crisis-action planning where the end state is the production of an OPLAN or OPORD for a supported unit. The OPLAN or OPORD for a supported unit will include a PSYOP annex or tab, depending on the echelon that the planner is working. Operational planning develops a PSYOP support OPLAN or OPORD that considers all the facets of how PSYOP will achieve its stated objectives. Operational planning continues throughout the operation, incorporates all PSYOP assets, and addresses external requirements. Army planning, regardless of whether it is supported unit or operational, is performed within the framework of the MDMP and the five-paragraph format. MDMP is the standard for Army planning.

MILITARY DECISION-MAKING PROCESS

PSYOP planners are integrated at various levels from combatant command to battalions. Therefore, PSYOP planners need to be familiar with the Joint Operations Planning and Execution System (JOPES) and the Army's MDMP. Although these processes have slightly different methodologies, the essence of what they accomplish is the same. Military planners use both processes to make decisions and ultimately publish OPLANs and OPORDs. The MDMP is shown on page 9.

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THE PSYOP ESTIMATE

The PSYOP estimate is a tool used to conduct PSYOP planning. It is the product of PSYOP IPB and begins during Step II of the MDMP. Its usefulness continues throughout the remainder of the MDMP. The PSYOP estimate is continually updated and may not be submitted as a formal estimate, particularly in crisis-action planning. The MDMP serves as a valuable checklist to remind planners of required information for continued planning. FM 3-05.301, *Psychological Operations Tactics, Techniques, and Procedures*, provides additional information on the PSYOP estimate.

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The estimate should be as detailed as possible, and the PSYOP planner should request assistance in preparing this document from the regional PSYOP battalion and the strategic studies detachment (SSD). The better the estimate, the better the planner will be able to integrate PSYOP into the rest of the supported commander's plan.

The estimate follows a standard five-paragraph format similar to an OPORD. The supported unit's G-2 or S-2 may be able to assist greatly in completing portions of the estimate. The more detail it contains, the better tool it will be.

THE PSYOP ESTIMATE

(Classification)

Headquarters

Place

Date, time, and zone

PSYOP ESTIMATE OF THE SITUATION NO. _____

(U) REFERENCES:

- a. () List maps and charts.
- b. () Include other relevant documents (military capability study, special Psychological Operations studies [SPSs], special Psychological Operations assessments [SPAs], and intelligence estimates).

(1) () When the PSYOP estimate is distributed outside the issuing HQ, the first line of the heading is the official designation of the issuing command, and the final page of the estimate is modified to include authentication by the originating section, division, or other official, according to local policy.

(2) () Normally, PSYOP estimates are numbered sequentially within a calendar year. The estimate is usually distributed as an appendix to the operations annex.

1. () MISSION.

- a. () Supported unit's restated mission resulting from mission analysis.
- b. () PSYOP mission statement. Describe the PSYOP mission to support the maneuver commander's mission.

2. () SITUATION AND CONSIDERATION.

- a. () Characteristics of the AO.
 - (1) () Weather.
 - (2) () Terrain.
 - (3) () Media infrastructure.

THE PSYOP ESTIMATE (CONTINUED)

b. () Key target sets:

- (1) () Hostile target sets.
- (2) () Friendly target sets.
- (3) () Neutral target sets.

c. () Friendly forces.

- (1) () Supported unit COAs.
- (2) () Current status of organic personnel and resources.
- (3) () Current status of nonorganic personnel and resources.
- (4) () Comparison of requirements versus capabilities and recommended solutions.
- (5) () Key considerations for COA supportability.

d. () Assumptions.

3. () ANALYSIS OF COAs.

- a. () Analyze each COA from the PSYOP point of view to determine its advantages and disadvantages.
- b. () The evaluation criteria listed in paragraph 2.
- c. Paragraph (5) above establishes the elements to be analyzed for each COA under consideration.

4. () COMPARISON OF COAs.

- a. () Compare the proposed COAs to determine the one that offers the best chance of success. List the advantages and disadvantages of each COA. Comparison should be visually supported by a decision matrix.
- b. () Develop and compare methods of overcoming disadvantages, if any, in each COA.
- c. () State a general conclusion on the COA that offers the best chance of success from a PSYOP perspective.

5. () RECOMMENDATIONS AND CONCLUSIONS.

- a. () Recommended COA based on comparison. Rank COAs from best to worst.
- b. () Issues, deficiencies, and risks for each COA, with recommendations to reduce their impact.

(signed) _____

G-3/G-7 PSYOP Officer

ANNEXES:

DISTRIBUTION:

(Classification)

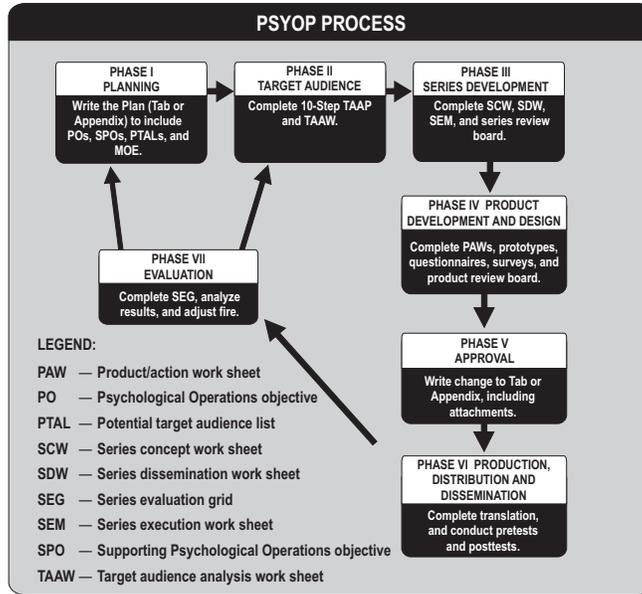
THE PSYOP PROCESS

The PSYOP process is a systematic and continuous method. The PSYOP process includes the elements of planning, analyzing, synchronizing, developing, designing, producing, distributing, disseminating, managing, and evaluating PSYOP products and actions presented to selected target audiences (TAs). The Psychological Operations task force (POTF) or Psychological Operations support element (PSE) HQ and each detachment or team within the Psychological Operations development center (PDC) or tactical Psychological Operations development detachment (TPDD) has specific tasks and responsibilities to complete throughout this process. They complement each other and are mutually coordinated and supportive.

The missions of the POTF, PSE, PDC, and TPDD during PSYOP development are mutually supportive and require continuous coordination. For example, the G-1 or S-1 produces attachment orders that ensure appropriate manning of the POTF. The POTF or PSE G-2 or S-2 submits intelligence requests (information requirement [IRs] and PIR), monitors intelligence reports, gathers PSYOP-relevant information, and searches all available means to collect impact indicators. The G-2 or S-2 supports the target audience analysis process (TAAP) and assists in the evaluation process. The POTF or PSE G-3 or S-3 coordinates and tracks aspects of production, distribution, and dissemination of products and actions. The G-3 or S-3 coordinates and synchronizes the assets needed to ensure a cohesive PSYOP effort. The G-4 or S-4 obtains the assets needed to produce products. The SSD supports the PSYOP development process by providing expert analysis, and advises the commander and the PDC on TAs and the AO. The PDC and TPDD plan, develop, design, and obtain approval of programs.

The PSYOP process encompasses the seven phases shown on page 13. Certain components of the seven phases are accomplished concurrently. The PSYOP process must be applied in its entirety to all products.

The format of the PSYOP appendix to the IO annex to an OPORD (pages 13 through 15) follows the five-paragraph format. Although it is usually designated Appendix 2, the S-3/G-3 may designate it with another letter. All information in this appendix should be PSYOP-relevant. FM 3-05.301 provides additional information on the PSYOP appendix to the IO annex.



PSYOP APPENDIX TO IO ANNEX

(Classification)

**APPENDIX 2 (PSYOP) TO ANNEX P (IO) OPERATION
ORDER NO. ____**

1. SITUATION.

Hostile. Resources and elements available to conduct propaganda.

Friendly. Identify ongoing PSYOP series, tasks, and goals.

Neutral. Identify neutral outlets that may conduct PSYOP; for example, al-Jazeera.

Attachments and Detachments.

PSYOP APPENDIX TO IO ANNEX (CONTINUED)

2. MISSION.

3. EXECUTION.

- a. Scheme of PSYOP.
- b. Tasks to Subordinate Units.

(1) Tactical Psychological Operations company (TPC) HQ: Responsible for the coordination and execution of distributing all product(s) to the TPDs.

(2) TPDD: Responsible for all contracts for airtime of audio and audiovisual products. Responsible for the development of PSYOP series. Also responsible for deployable audio production system (DAPS) team.

(3) TPD 123: Responsible for the distribution and dissemination of audio, visual, and audiovisual products within their AO. Responsible for series testing within their AO.

(4) TPD 124: Responsible for the distribution and dissemination of audio, visual, and audiovisual products within their AO. Responsible for series testing within their AO.

(5) TPD 125: Responsible for the distribution and dissemination of audio, visual, and audiovisual products within their AO. Responsible for series testing within their AO.

- c. Coordinating Instructions.

(1) Presidential and/or Secretary of Defense (SecDef) themes to stress or avoid.

(a) Themes to stress:

(b) Themes to avoid:

(2) POs, SPOs, potential target audiences (PTAs), and MOE are listed in Appendix 1. Tactical PSYOP elements when faced with situations where approved series do not have the level of specificity necessary can create impromptu provisional loudspeaker and face-to-face products concerning only deception, force protection, or civilian noninterference.

(3) Specific timelines for distribution and dissemination of PSYOP products will be given once a series is approved.

(4) Requests for PSYOP support must be submitted through the S-3 or G-3.

PSYOP APPENDIX TO IO ANNEX (CONTINUED)

(5) All aerial delivery of PSYOP products must be coordinated between the PSYOP commander and the division aviation officer.

(6) See Appendix 3 for the SITREP format.

4. SERVICE SUPPORT.

a. Resources. Identify resources required to conduct PSYOP actions. Additional printing and audio materials will be requested through the G-4 and purchased through contracts.

b. Supply Distribution Plan. 2d Infantry Division (ID) supply channels will provide all Army common items. PSYOP-specific equipment will be requested through PSYOP channels to the special operations theater support element (SOTSE).

5. COMMAND AND SIGNAL.

- a. Command.
 - (1) Succession of command.
 - (2) PSYOP approval process is outlined in Appendix 2.

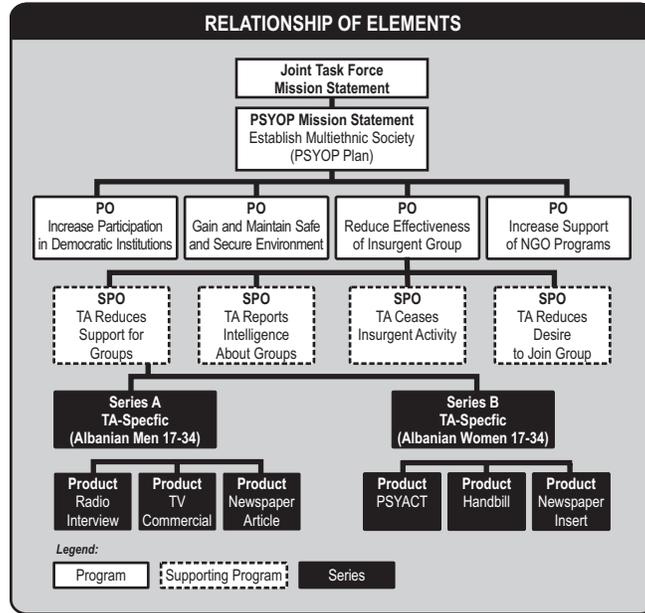
(Classification)

THE PSYOP PLAN

Military planning is extremely complex and must be integrated, synchronized, and coordinated at many different levels. PSYOP planners must be involved in the supported unit's planning, including the seven steps of MDMP. In addition, five PSYOP-specific planning requirements must be completed for PSYOP forces to conduct the PSYOP process. The five requirements are:

- Develop POs.
- Develop SPOs.
- Identify PTAs.
- Determine MOEs.
- Write the PSYOP appendix.

Although the PSYOP plan may have more POs and SPOs, the following graphic on page 16 shows the correct relationship of the elements of all PSYOP plans. FM 3-05.302, *Tactical Psychological Operations Tactics, Techniques, and Procedures*, provides additional information on PSYOP plans.



ORDERS

Receipt of a mission may occur in several ways. It may begin with the initial WARNO or with the TPT leader’s receipt of an OPORD. Frequently, leaders receive a mission in a FRAGO over the radio. Ideally, they receive a series of WARNOs, the OPORD, and a briefing from their commander. The ideal sequence of orders flows from WARNO to OPORD to FRAGO.

- WARNO:**
- 1) A preliminary notice of an order or action that is to follow.
 - 2) A crisis action planning directive issued by the Chairman of the Joint Chiefs of Staff that initiates the development and evaluation of COAs by a supported commander and requests that a commander’s estimate be submitted.
 - 3) A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning.

OPORD: A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

FRAGO: An abbreviated form of an operation order (verbal, written, or digital) usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic OPORD. It may be issued in sections. It is issued after an OPORD to change or modify that order or to execute a branch or sequel to that order.

NOTE: The WARNO format is shown on pages 18 and 19; Quick WARNO Reference, page 19; OPORD, pages 20 and 21; and FRAGO, pages 21 and 22.

Upon receipt of a mission, TPT leaders perform an initial assessment of the situation and allocate the time available for planning and preparation, including rehearsals and movement. This initial assessment and time allocation form the basis of their initial WARNO. Leaders issue the initial WARNO quickly to give subordinates as much time as possible to plan and prepare.

The initial assessment addresses the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC). The order and detail in which TPT leaders analyze the factors of METT-TC are flexible, depending on the amount of information available and the relative importance of each factor. For example, TPT leaders may concentrate on the mission, enemy, and terrain, leaving weather and civil considerations until they receive more detailed information.

Often, TPT leaders do not receive their final unit mission until dissemination of the WARNO after COA approval or the OPORD. Effective leaders do not wait until their higher HQ completes planning to begin their planning. Using all information available, TPT leaders develop their unit mission as completely as possible. They focus on the mission, commander's intent, and concept of operations (CONOPS) of their higher and next-higher PSYOP unit. They identify the major tasks their team most likely will be assigned and develop a mission statement based on information they have received. At this stage, the mission may be incomplete.

Based on what they know, Army leaders estimate the time available to plan and prepare for the mission. They begin by identifying the times at which major planning and preparation events, including rehearsals, must be completed. Reverse planning helps in estimating time. TPT leaders identify the critical times specified by higher HQ and work back from them, estimating how much time each event will consume. Critical times might include aircraft loading times, the line of departure (LD) time, or the start point (SP) time for movement. Through reverse planning, leaders arrive at

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the time available to plan and prepare for the operation. They limit the amount of time they use to one-third and allocate the remaining two-thirds of time for preparing subordinates.

WARNO FORMAT

(Classification)

(Change from oral orders, if any) (Optional)

A WARNING ORDER DOES NOT AUTHORIZE EXECUTION
UNLESS SPECIFICALLY STATED

WARNING ORDER

References: Refer to higher HQ OPLAN/OPORD, and identify map sheet for the operation. (Optional)

Time Zone Used Throughout the Order: (Optional)

Task Organization: (Optional) (See paragraph 1c.)

1. SITUATION.

- a. Enemy forces:
- b. Friendly forces: (Optional) Only address is essential to the WARNO.
 - (1) Higher commander's mission.
 - (2) Higher commander's intent.
- c. Attachments and detachments: Initial task organization. Address only major unit changes.

2. MISSION. Issuing HQ mission at the time of the WARNO. Include the higher HQ restated mission or the commander's decisions during MDMP.

3. EXECUTION.

Intent:

- a. Concept of operations: Provide as much information as available (may be none during the initial WARNO).
- b. Tasks to maneuver units:
- c. Tasks to combat support units: See paragraph 3b.
- d. Coordinating instructions:
 - (1) CCIR.
 - (2) Risk guidance.
 - (3) Deception guidance.
 - (4) Specific priorities, in order of completion.
 - (5) Timeline.

WARNO FORMAT (CONTINUED)

- (6) Guidance on orders and rehearsals.
- (7) Orders group meeting (attendees, location, and time).
- (8) Earliest movement time and degree of notice.

4. SERVICE SUPPORT: (Optional) Include any known logistics preparation for the operation.

- a. Special equipment: Identifying requirements and coordinating transfer to using units.
- b. Transportation: Identifying requirements and coordinating for pre-position of assets.

5. COMMAND AND SIGNAL: (Optional)

- a. Command: State the chain of command, if different from the unit SOP.
- b. Signal: Identify current signal of interest (SOI) edition and pre-position signal assets to support operation.

ACKNOWLEDGE: (Mandatory)

NAME (Commander's last name)

RANK (Commander's rank)

OFFICIAL: (Optional)

(Classification)

QUICK WARNO REFERENCE

SITUATION:

ENEMY:

FRIENDLY:

MISSION:

Task Organization	Equipment Common to All	Special Equipment	Who	What	TIME SCHEDULE	
					When	Where
				Draw Equipment		
				Inspection		
				All	OPORD	
				All	Rehearsal	
				All	Marshal	

SPECIAL INSTRUCTIONS: (For example, special instructions could include additional coordination conducted by a member of the team.)

OPORD FORMAT

(Classification)
(Change from oral orders, if any)

OPERATION ORDER _____ (number)

References:

Time Zone Used Throughout the Plan (Order):

Task Organization:

1. SITUATION.

- a. Enemy forces.
- b. Friendly forces.
- c. Attachments and detachments.
- D. Assumptions (OPLAN only).

2. MISSION.

3. EXECUTION.

Intent:

- a. Concept of operations.
 - (1) Maneuver.
 - (2) Fires.
 - (3) Reconnaissance (recon) and surveillance.
 - (4) Intelligence.
 - (5) Engineer
 - (6) Air defense.
 - (7) IO.
- b. Tasks to maneuver units.
- c. Tasks to combat support units.
 - (1) Intelligence.
 - (2) Engineer.
 - (3) Fire support.
 - (4) Air defense.
 - (5) Signal.
 - (6) Nuclear, biological, and chemical (NBC).
 - (7) Provost marshal.
 - (8) PSYOP.
 - (9) Civil military.
 - (10) As required.
- d. Coordinating instructions.
 - (1) Time or condition when a plan or order becomes effective.

OPORD FORMAT (CONTINUED)

- (2) CCIR.
- (3) Risk reduction control measures.
- (4) Rules of engagement.
- (5) Environmental considerations.
- (6) Force protection
- (7) As required.

4. SERVICE SUPPORT.

- a. Support concept.
- b. Materiel and services.
- c. Medical evacuation (MEDEVAC) and hospitalization.
- d. Personnel.
- e. Civil-military.
- f. As required.

5. COMMAND AND SIGNAL.

- a. Command.
- b. Signal.

ACKNOWLEDGE:

NAME (Commander's last name)

RANK (Commander's rank)

OFFICIAL:

Name and position

ANNEXES:

(Classification)

FRAGO FORMAT

(Classification)

(Change from oral orders, if any)

FRAGMENTARY ORDER _____

References: (Mandatory) Reference the order being modified.

Time Zone Used Throughout the Order (Optional)

1. SITUATION. (Mandatory) Include any changes to the existing order.

2. MISSION. (Mandatory) List the new mission.

FRAGO FORMAT (CONTINUED)

3. EXECUTION.

Intent: (Optional)

a. Concept of operations. (Mandatory)

b. Tasks to subordinate units. (Mandatory)

c. Coordinating instructions. (Mandatory) Include statement, "Current overlay remains in effect" or "See Change 1 to Annex C, Operations Overlay." Mark changes to control measures on overlay, or issue a new overlay.

4. SERVICE SUPPORT. Include any changes to existing order or the statement, "No change to OPORD xx."

5. COMMAND AND SIGNAL. Include any changes to existing order or the statement, "No change to OPORD xx."

ACKNOWLEDGE:

NAME (Commander's last name)

RANK (Commander's rank)

OFFICIAL:

Name and position

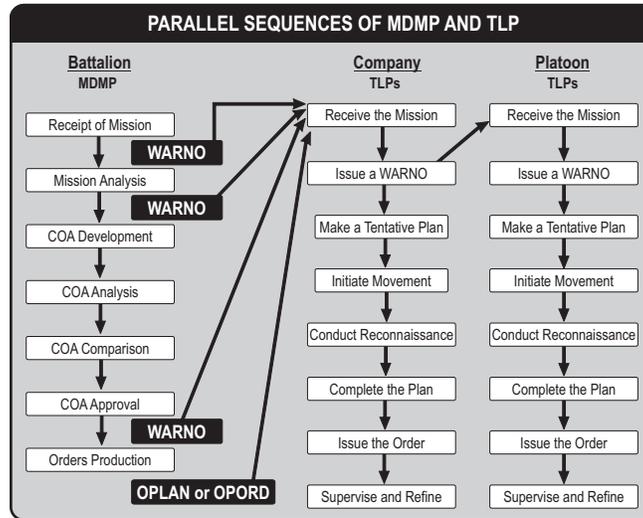
ANNEXES:

(Classification)

TROOP-LEADING PROCEDURES

Troop-leading procedures (TLPs) extend the MDMP to small-unit level. Where the MDMP provides a structure for interaction between a commander and staff, TLPs prescribe a sequence of activities for planning and preparing for operations. While the two processes are similar, they are not identical. TLPs and the MDMP are linked by information flow. The type, amount, and timeliness of the information passed from higher to lower HQ directly impact the lower unit leader's TLP. The example on page 23 illustrates the parallel sequences of the MDMP and TLP. However, events do not always occur in the order shown. For example, TLP may start with receipt of an OPORD.

WARNOs may arrive at any time. Team and detachment leaders should remain flexible. They adapt TLPs to fit the situation, rather than try to alter the situation to fit a preconceived idea of how events should flow. Team and detachment leaders should use the TLP guidance shown on pages 23 and 24 when working with TLPs.



TLP GUIDANCE

- 1. RECEIVE THE MISSION.**
 - a. Understand commander's intent.
 - b. Received by OPORD, WARNO, or FRAGO.
 - c. Perform an initial assessment (METT-TC).
 - d. Implement 1/3-2/3 rule for time management.
- 2. ISSUE A WARNO.**
 - a. Mission or nature of the operation.
 - b. Time and place for issuing the OPORD.
 - c. Units participating in the operation.
 - d. Specific tasks.
 - e. Timeline for operation.
- 3. MAKE TENTATIVE PLAN.**
 - a. Conduct mission analysis.
 - b. Consider higher HQ mission and commander's intent.
 - c. Consider higher HQ concept of the operation.
 - d. Consider specified, implied, and essential tasks.

TLP GUIDANCE (CONTINUED)

- e. Identify constraints.
 - f. Consider METT-TC and observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment (OAKOC).
 - g. Develop COAs.
 - h. Analyze and compare COAs.
- 4. INITIATE MOVEMENT** (includes recon element, guides, quartering parties, or whole units).
- a. Move to an assembly area.
 - b. Move to a new AO.
 - c. Move to battle position.
- 5. CONDUCT RECONNAISSANCE.**
- a. Seek to confirm or deny information that supports tentative plan.
 - b. Conduct first-hand assessment of METT-TC.
 - c. Conduct minimum recon (consists of map recon and imagery).
 - d. Focus on information gaps.
- 6. COMPLETE THE PLAN.**
- a. Incorporate results of recon into selected COA.
 - b. Prepare overlays.
 - c. Conduct or complete coordinations with adjacent units, higher HQ, and CSS.
- 7. ISSUE THE ORDER.**
- a. May be verbal or written.
 - b. Use five-paragraph format.
 - c. Use terrain model, maps, and detailed sketches.
- 8. SUPERVISE AND REFINE.**
- a. Throughout TLP, monitor mission preparation and refine the plan.
 - b. Conduct initial and final inspections of personnel and equipment.
 - c. Conduct rehearsals.
 - d. Conduct confirmation brief.
 - e. Conduct briefback.
 - f. Conduct combined arms rehearsal.
 - g. Conduct support rehearsal.
 - h. Conduct battle drill or SOP rehearsal.

CAPABILITIES BRIEF

The capabilities (CAPES) brief usually sets the tone for the effectiveness of tactical PSYOP with the supported unit. The brief can be a full PowerPoint slide presentation, a desk-side briefing, or simply an oral presentation. No

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matter the briefing type, the briefing must be planned, rehearsed, and tailored to the supported commander. FM 3-05.302 provides additional information on the CAPES brief.

The briefer should advise the commander that he is his PSYOP subject-matter expert and staff planner. To perform as such, he works directly for the commander and the S-3. This relationship requires direct access to the commander and participation throughout the MDMP. The briefer should explain his dual chain of command—he has a coordinating chain for PSYOP-specific support, such as product requests and approval, yet falls under the supported commander's chain of command.

The briefer should advise the commander on the types of products he physically has with him, the types to which he has access, and the product request process. The goal of the briefer should be to let the commander know what he currently has and how he can get more or new products.

All capabilities briefs should be formatted in the same manner whether a TPT-level or a TPC-level briefing. The format should contain the following:

- Introduction.
- How the TPT will support the commander, including—
 - PSYOP plan.
 - Three key PSYOP points.
- Product support and approval chain.
- Equipment.
- Support required.
- Closing.

The most important aspect of the capabilities brief is the presentation of the appropriate information. The briefer must prepare and deliver a professional brief (content, appearance, and delivery). A professional brief will ensure that PSYOP capabilities will be fully nested in the supported unit's concept of operations.

PSYOP capabilities and the supported unit's mission will determine the format and content of the capabilities brief. However, the PSYOP mission statement is critical because it links the SPOs with the supported unit's objectives. The brief may contain the following information; however, the actual content of the brief will be tailored to the specific supported commander:

- PSYOP mission statement (for example: On order TPT/TPD/TPC XXXX will support the unit's mission by providing tactical PSYOP support to SPO A and SPO B).

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- Command relationships.
- Person PSYOP are working for in the supported unit.
- PSYOP coordination chain.
- Propaganda assessment.
- Ongoing PSYOP programs and their effects in the supported unit's AOI.
- Additional organic capabilities.
- Higher PSYOP capabilities.
- Limitations on PSYOP and higher capabilities.
- Approval process and authority.
- Preapproved series that PSYOP are resourced to execute.
- Preapproved series that PSYOP are not resourced to execute.
- PSYOP MOEs.
- Series development timeline.
- Unresolved issues that require the supported commander's attention.

PSYOP TOOLS

PSYOP leaders use a variety of tools and techniques in planning and conducting tactical-level PSYOP. The tools and techniques are discussed and depicted on pages 26 through 31.

PSYOP MAPPING SYMBOLS

PSYOP leaders use PSYOP mapping symbols to annotate the location of PSYOP activities such as the location of a PSYOP TA. The graphic on page 27 shows PSYOP mapping symbols and their descriptions.

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PSYOP MAPPING SYMBOLS		
Symbol Title	Description	Symbol
Propaganda	The location of propaganda.	
PSYOP Written	The location for hand dissemination of PSYOP leaflets, handbills, flyers, and posters.	
PSYOP Leaflets, Helicopter (Rotary-Wing)	The location for the helicopter dissemination center of impact area of PSYOP leaflets.	
PSYOP Leaflets, Aerial (Fixed-Wing)	The area for the airborne dissemination center of impact area of PSYOP leaflets. Military or commercial fixed-wing aircraft may make delivery.	
PSYOP TA Location	The location of a PSYOP TA.	
PSYOP Loudspeaker Broadcast, Wheeled-Vehicle Mounted	The location of a ground-based mounted PSYOP loudspeaker broadcast event or loudspeaker team.	
PSYOP Loudspeaker Broadcast, Helicopter (Rotary-Wing) Mounted	The location of a helicopter- (rotary-wing) mounted loudspeaker, PSYOP broadcast mission or event, or a helicopter loudspeaker system or unit.	
PSYOP Broadcast, Aerial (Fixed-Wing) Station	The location of an aerial broadcast transmitted over radio or television (TV) frequencies, or a location of an aerial broadcast PSYOP system or unit.	
PSYOP Radio Broadcast	The location of a civilian- or military-operated radio broadcast tower or station used to broadcast PSYOP messages.	
PSYOP TV Broadcast	The location of a civilian- or military-operated TV broadcast tower or station used to broadcast PSYOP messages.	
PSYOP Face-to-Face	The location of direct face-to-face of tactical PSYOP, used in establishing legitimacy and credibility of messages with foreign populations.	
PSYOP Printing Service	The location of a civilian- or military-operated print facility used to print PSYOP messages.	
PSYOP Distribution Center	The location of a civilian- or military-operated distribution facility or area used as a holding or distribution point for PSYOP messages.	
PSYOP Unmanned Aerial Vehicle	The location of PSYOP unmanned aerial vehicle (wind supported aerial delivery system [WSADS]).	

INTERPRETERS

PSYOP Soldiers may require an interpreter to effectively communicate with the local populace. Guidance on how to select an interpreter, what to do and not do when using an interpreter, and how to work with the interpreter is provided on pages 28 through 31.

GUIDANCE FOR USE OF INTERPRETER

Interpreter Selection:

- An interpreter should be a native speaker of the socially or geographically determined dialect.
- An interpreter's speech, background, and mannerisms should be completely acceptable to the TA so that no attention is given to the way he talks, only to what he says.
- An interpreter may be limited in his effectiveness with a TA if his social standing is considerably lower than that of the audience. Examples include significant differences in military rank or membership in an ethnic or religious group.
- Interpreting goes both ways. The interpreter must be able to convey the information expressed by the interviewee or TA.
- An interpreter should be quick, alert, and responsive to changing conditions and situations.
- An interpreter must be able to grasp complex concepts and discuss them without confusion in a reasonably logical sequence.
- Generally speaking, the better educated the interpreter, the better he will perform because of increased exposure to diverse concepts.
- You may need an interpreter with technical training or experience in special subject areas. This type of interpreter will be able to translate the "meaning" and the "words." For instance, if the subject is very technical or specialized, with terms such as "nuclear physics," background knowledge is useful.
- Beware of the potential interpreter who arrives late for the interview. Make sure the interpreter understands the military's preoccupation with punctuality.
- If the interpreter is a local national, his first loyalty is most likely to the local populace or subgroup, not to the U.S. military.
- Interpreters, for political or personal reasons, may have ulterior motives or a hidden agenda when they apply for the interpreting job.

GUIDANCE FOR USE OF INTERPRETER (CONTINUED)

If you detect or suspect such motives, you should tell the commander or security manager.

- Gender, age, and race have the potential to affect the mission seriously. An interpreter from outside the TA's group may have limited effectiveness, since traditions, values, and biases vary from country to country.
- Interpreters must be honest and free from unfavorable notoriety among the local inhabitants.
- Orient the interpreters as to the nature of their duties, expected standards of conduct, techniques of interview to be used, and any other requirements necessary. The orientation may include the following:
 - Current tactical situation.
 - Background information obtained on the source, interviewee, or TA.
 - Specific objectives for the interview, meeting, or interrogation.
 - Method of interpretation to be used—simultaneous or alternate.
 - Conduct of the interview, lesson, or interrogation.
 - Need for interpreters to avoid injecting their own personality, ideas, or questions into the interview.
 - Instruction to the interpreters to mirror the Soldier's tone and personality of speech.
 - Instruction to the interpreters to inform you if they notice any inconsistencies or peculiarities from sources.
 - Possible need for interpreter to assist in after-action reports (AARs) or assessments.

Interpreter Session:

- You and the interpreter must work as a team. The TA is quick to recognize personality conflicts between the Soldier and the interpreter, which can undermine the effectiveness of the communication effort.
- About 4 hours of active interpreting is the maximum for peak efficiency.
- Be cautious about what information you give the interpreter. Certain tactical situations may require the use of uncleared indigenous personnel as "field-expedient" interpreters. Commanders should be

GUIDANCE FOR USE OF INTERPRETER (CONTINUED)

aware of the increased security risk involved in using such personnel and carefully weigh the risk versus the potential gain. If uncleared interpreters are used, any sensitive information should be kept to a minimum.

- Be aware that some interpreters, because of cultural differences, may try to “save face” by purposely concealing their lack of understanding. They may try to translate what they think you said or meant without asking for a clarification or vice versa.

Dos and Don'ts

- Present one major thought in its entirety, and allow the interpreter to reconstruct it in his language and culture.
- Insist that the interpreter always asks for clarification before interpreting whenever he is not certain of the meaning.
- Ensure the interpreter understands that if questions are asked, he should immediately relay them to the PSYOP Soldier for an answer.
- Ensure the interpreter understands he should never try to answer a question, even though he may know the correct answer.
- Consider the use of profanity, slang, and colloquialisms. In many cases, such expressions cannot be translated.
- If a technical term or expression must be used, ensure the interpreter conveys the proper meaning in the target language.
- Never say more in one sentence than the interpreter can easily repeat word for word immediately after hearing it.
- Each sentence should contain a complete thought without verbiage.
- Keep the entire presentation as simple as possible, using short sentences and simple words (low context).
- Avoid idiomatic English.
- Avoid tendency toward flowery language.
- Avoid slang and colloquial expressions.
- Identify any cultural restrictions before interviewing, instructing, or conferring with an interpreter.
- Position the interpreter by your side (or even a step back). This method keeps the subject or audience from shifting attention or from fixating on the interpreter and not on the PSYOP Soldier.
- Always look at and talk directly to the subject or audience. Guard against the tendency to talk to the interpreter.

GUIDANCE FOR USE OF INTERPRETER (CONTINUED)

- Speak slowly and clearly. Repeat as often as necessary.
- Periodically check the interpreter's accuracy, consistency, and clarity.
- Check with the audience whenever misunderstandings are suspected, and clarify immediately. Using the interpreter, ask questions to elicit answers that indicate the point is clear.
- Make the interpreter feel like a valuable member of the team. Give the interpreter recognition commensurate with the importance of his contribution.
- Do not address the subject or audience in the third person through the interpreter.
- Do not make side comments to the interpreter that he should not translate. This action usually creates the wrong atmosphere for communication.
- Do not be a distraction while the interpreter is translating and the subject or audience is listening.

RAPID LOCAL ASSESSMENT

For planning purposes, PSYOP leaders may require information quickly about the local area. The Rapid Local Assessment shown on pages 31 through 34 will aid them in acquiring this information. FM 3-05.302 provides additional information on Rapid Local Assessment.

RAPID LOCAL ASSESSMENT

I. GENERAL INFORMATION.

- a. Village name: _____

- Location: _____
- b. Population total: _____ Male: _____
Female: _____
- c. Pro-U.S., neutral, or pro-enemy comments: _____

RAPID LOCAL ASSESSMENT (CONTINUED)

- d. Language: _____
- e. Currency: _____
- f. Refugees? Yes / No
 Total: _____ From: _____
- g. Ethnic makeup: _____
- h. Religious makeup: _____
- i. Tribe: _____
- j. Key communicators:
 1. _____ Title: _____
 2. _____ Title: _____
 3. _____ Title: _____
- k. Mayor or leader: _____
- l. Police chief: _____
- m. Local military leaders: _____
- n. School leaders: _____
- o. Type of dwellings: _____
 Overall category: _____

STRUCTURAL EVALUATION CHART

 Category 1. <ul style="list-style-type: none"> • Broken windows, door locks and hinges, and roof tiles • Cut off from electricity and water • Can be repaired 	 Category 3. <ul style="list-style-type: none"> • Over 30% roof damage • Severe fire damage • Need for replacement of floors • Doors and windows destroyed • All piping and wiring destroyed • Can be repaired
 Category 2. <ul style="list-style-type: none"> • Up to 30% roof damage • Light shelling or bullet impact on walls • Partial fire damage • Can be repaired 	 Category 4. <ul style="list-style-type: none"> • Destroyed • Needs reconstruction • Cannot be repaired

- p. Number of dwellings: _____
- q. Average number in dwellings: _____
- r. Power: _____ Reliability: _____
 Dwellings with: _____ %
- s. Water supply type: _____ Reliability: _____
 Dwellings with: _____ %

RAPID LOCAL ASSESSMENT (CONTINUED)

t. Sewage: _____ Reliability: _____

Dwellings with: _____ %

u. Transportation between villages: _____

v. Contact with other villages? Yes / No

Reason: _____

w. Medical facilities? Yes / No

Description: _____

Limitations: _____

Doctors:

1. _____

2. _____

2. ECONOMIC CHARACTERISTICS.

a. Natural resource types:

1. _____

2. _____

3. _____

b. Monetary system used: _____

c. Black market activities? Yes / No

Type? _____

d. Agriculture and domestic food supply main

crop: _____

e. Industry type: _____

Owner: _____

f. Unemployment rate: _____ %

g. Fuels supply type: _____ Availability: _____

h. NGO activity type: _____

Name: _____

Point of contact (POC): _____

i. Traditions, customs, and taboos:

Comments: _____

RAPID LOCAL ASSESSMENT (CONTINUED)

3. MEDIA.

- a. Television (TV):
Number per household or village: _____
Channel: _____ Location: _____
- b. Radio:
Number per household or village: _____
Frequency: _____
Location: _____
- c. Newspaper: Yes / No
Name: _____
Owner: _____ Frequency: _____

4. CONTACT WITH FORCES.

- a. U.S.: Date-time group (DTG): _____
Who? _____
Why? _____
- b. Positive and negative comments: _____

- c. Coalition: DTG: _____
Who? _____
Why? _____
Positive and negative comments: _____

- d. Enemy: DTG: _____
Who? _____
Positive and negative comments: _____
- e. PSYOP:
DTG: _____
Product type: _____
Positive or negative comments: _____

DELIBERATE LOCAL ASSESSMENT

For planning purposes, PSYOP leaders require comprehensive information about the local area. The Deliberate Local Assessment shown on pages 35 through 45 will aid them in acquiring this information.

DELIBERATE LOCAL ASSESSMENT					
Location:					
Province: _____					
District: _____					
Alternate district: _____					
Settlement name (English): _____					
Settlement name (HN language): _____					
Geographic (geo) code: _____					
Alternate name 1: _____					
Alternate name 2: _____					
Alternate name 3: _____					
Latitude: _____					
Longitude: _____					
Datum or coordinate system (for example, WGS84/decimal degrees): _____					
(Or military grid reference system [MGRS] with grid zone designator): _____					
Coordinate location (Where was the global positioning system [GPS] waypoint taken? For example, was it taken from the center of the settlement?): _____					
Physical size (approximate radius in meters from town center): _____					

Is settlement province center?	Y	N			
Is settlement district center?	Y	N			
Type of settlement (Circle all that apply.):	Urban	Suburban	Rural		
	Compact	Dispersed	Seasonal	Nomadic	Unknown
Other: _____					
Is settlement subdivided?	Y	N			

DELIBERATE LOCAL ASSESSMENT (CONTINUED)

Subsettlement(s):

Name 1: _____

Name 2: _____

Name 3: _____

Name 4: _____

Population:

Total population: _____

% Pro-U.S.: _____ % Neutral: _____ % Pro-enemy: _____

Total number of families: _____ Average family size: _____

% Male: _____ % Female: _____

% Children: _____

Number of female-headed households: _____

Ethnicity by %: _____ Religious makeup by %: _____

Literacy %: _____

Number by ethnicity of permanent resident families: _____

Number by ethnicity of refugee returnee families: _____

Number by ethnicity of internally displaced person families: _____

Where are they displaced from (approximate proportion by location):

Reasons for displacement (approximate proportion by reason): _____

Conditions for resettlement (approximate proportion by condition): _____

Population structure:

AGE	MALE	FEMALE
0-4		
5-9		
10-14		
15-19		
20-24		
25-29		
30-34		
35-39		
40-44		
45-49		
50-54		
55-59		
>59		

DELIBERATE LOCAL ASSESSMENT (CONTINUED)

Local government or institutions:
 Type of government (tribal, elected, and so on): _____
 How chosen? _____

Key leaders: (names and titles)

Police or security force?	Y	N
Key leaders:		

Number of police: _____		
Armed?	Y	N
Reliable?	Y	N
If no police, how is security and order kept? _____		

Legal system:

Reliable?	Y	N
-----------	---	---

Security:
 Settlement access restricted because of—

Landmines?	Y	N
Roadblocks?	Y	N
Other: _____		
I) Evidence of weapons?	Y	N
II) Evidence of recent fighting?	Y	N
III) Evidence of criminal activity?	Y	N
IV) Local rivalry leading to hostility?	Y	N
V) Was the team made to feel welcome?	Y	N
VI) Any open hostility?	Y	N
VII) Pro- or anti-central government?	Pro	Anti

Explanation of remarks I-VII above:

DELIBERATE LOCAL ASSESSMENT (CONTINUED)

Media Services:

Radio station(s)? _____ Y N

Orientation: Pro-U.S. Anti-U.S. Neutral

Location(s): _____

Owner(s): _____

Frequency(ies): _____

Types of programs: _____

Times of programs: _____

Newspaper(s)? _____ Y N

Orientation: Pro-U.S. Anti-U.S. Neutral

Location: _____ Owner: _____

Frequency of editions: _____

Television? _____ Y N

% of populace with access to television: _____

Orientation: Pro-U.S. Anti-U.S. Neutral

Channel(s): _____ Program(s): _____

% of household: _____ Language(s): _____

Information environment:

Propaganda encountered: _____

What influence does the settlement have upon or from other settlements? (Include names.)

Means of communication (internal and external):

How is information posted or exchanged?

Who are the key communicators? _____

What are the most prestigious symbols of wealth? _____

DELIBERATE LOCAL ASSESSMENT (CONTINUED)

Natural resources:
 Mineral deposits? Y N
 Describe: _____
 Oil or gas? Y N
 Describe: _____
 Gemstones? Y N
 Describe: _____
 Local industry? Y N
 Description: _____
 Major employer: _____

Infrastructure:

Housing: (For a description of Categories 1 through 4, see the illustration below.)

STRUCTURAL EVALUATION CHART

<p style="text-align: center;">Category 1.</p>  <ul style="list-style-type: none"> • Broken windows, door locks and hinges, and roof tiles • Cut off from electricity and water • Can be repaired 	<p style="text-align: center;">Category 3.</p>  <ul style="list-style-type: none"> • Over 30% roof damage • Severe fire damage • Need for replacement of floors • Doors and windows destroyed • All piping and wiring destroyed • Can be repaired
<p style="text-align: center;">Category 2.</p>  <ul style="list-style-type: none"> • Up to 30% roof damage • Light shelling or bullet impact on walls • Partial fire damage • Can be repaired 	<p style="text-align: center;">Category 4.</p>  <ul style="list-style-type: none"> • Destroyed • Needs reconstruction • Cannot be repaired

Total number of houses:
 Category 1: _____
 Category 2: _____
 Category 3: _____
 Category 4: _____
 Electricity available? Y N
 Number of hours per day: _____
 Source of supply: _____
 Sewage disposal system: _____
 Trash removal system: _____

DELIBERATE LOCAL ASSESSMENT (CONTINUED)

Safe water sources (for example, closed well with hand pump, piped system from protected source with standposts, and protected spring):

Reliable? Y N

Number of wells: _____

Number of standposts: _____

Perceived water quality? Good Bad

Actual water quality? Adequate Inadequate

Grid locations of operational wells:

a. _____

b. _____

c. _____

Petroleum, oil, and lubricants available (POL)? Y N

Reliable? Y N

Schools:

Number of primary schools for boys: _____

Condition: 1 2 3 4

Number of primary schools for girls: _____

Condition: 1 2 3 4

Number of primary coeducation schools: _____

Condition: 1 2 3 4

Number of secondary schools for boys: _____

Condition: 1 2 3 4

Number of secondary schools for girls: _____

Condition: 1 2 3 4

Number of secondary coeducation schools: _____

Condition: 1 2 3 4

Name(s) and grid locations of schools:

DELIBERATE LOCAL ASSESSMENT (CONTINUED)

Roads:

Route to district center: Name: _____ From: _____ To: _____

Distance from district center (kilometers): _____

Time from district center (four-wheel drive [4WD]): _____

Distance from province center: _____

Time from province center (4WD): _____

Road condition (summer):

Usable by: (Circle all that apply.)

Donkey Motorcycle Car 4WD 6 x 6 Truck

Road condition (winter):

Usable by: (Circle all that apply.)

Donkey Motorcycle Car 4WD 6 x 6 Truck

Road type: Track Paved

Bridges:

Location(s): _____

Latitude: _____

Longitude: _____

Or grid reference: _____

Location(s): _____

Between Settlement 1 (name): _____

And Settlement 2 (name): _____

Distance from Settlement 1: _____

Distance from Settlement 2: _____

Type(s) of bridge: (Circle all that apply.)

Road Emergency Floating Auxiliary Foot Ford

Condition:

Summer usable by: (Circle all that apply.)

Donkey Motorcycle Car 4WD 6 x 6 Truck

Winter usable by: (Circle all that apply.)

Donkey Motorcycle Car 4WD 6 x 6 Truck

Capacity: (Maximum weight and maximum dimensions): _____

Medical Services:

Hospital(s): _____

Name(s): _____

Ownership: _____

DELIBERATE LOCAL ASSESSMENT (CONTINUED)

Organizations Working in the Settlement: (Circle all that apply.)

NONE

Name 1: _____

Projects: Health Education Water and sanitation Agriculture

Shelter orientation: Pro-U.S. Anti-U.S. Neutral

Name 2: _____

Projects: Health Education Water and sanitation Agriculture

Shelter orientation: Pro-U.S. Anti-U.S. Neutral

Name 3: _____

Projects: Health Education Water and sanitation Agriculture

Shelter orientation: Pro-U.S. Anti-U.S. Neutral

Name 4: _____

Projects: Health Education Water and sanitation Agriculture

Shelter orientation: Pro-U.S. Anti-U.S. Neutral

Description and grids of other religious, cultural, and historical sites.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Summary and additional remarks:

MEDIA ASSESSMENT GUIDE

The information from the media assessment is crucial in supporting the interaction of PSYOP Soldiers with local media assets, such as newspapers and radio and TV stations. The list of questions is not all-inclusive. Some of these questions may not be relevant to all media assets or cannot be initially answered. When visiting a newspaper office or a TV or radio station, forces must not make promises that cannot be supported. Unfulfilled promises can quickly destroy any relationship with the facility and its manager. An example of a Media Assessment Guide is shown on pages 46 through 50. FM 3-05.302 provides additional information on the Media Assessment Guide.

MEDIA ASSESSMENT GUIDE

1. RADIO/TELEVISION STATIONS

- a. What is the location of the radio station?
Town name: _____
Street name: _____
Neighborhood: _____
Universal transverse mercator [UTM] coordinates: _____
Geographic coordinates: _____
Proximity to landmarks: _____
- b. Who is the manager?
Owner, or POC: _____
Professional background: _____
Languages spoken: _____
Ethnic group: _____
Tribal affiliations: _____
Family background: _____
Religion: _____
Political agenda: _____
- c. How can we contact the station manager or POC?
Telephone number: _____
E-mail: _____
Residence: _____
- d. Who else can act as a facilitator in doing business with this radio station?
Village headman, political party official, and so on: _____

MEDIA ASSESSMENT GUIDE (CONTINUED)

- e. What other media facilities are collocated with this radio station?
(For example, a TV station or audio recording studio in the same
or adjacent building.) _____

- f. What are program times and formats?
(For example, music, 0600-1000; news, 1000-1200; music,
1200-1600; talk radio, 1600-2200.) _____

- g. What are the demographics for the station's audience?
(Ethnicity, ages, socioeconomic standing, and so on.) _____

- h. What are the station's sources of broadcast material?
(Internet downloads, satellite network rebroadcasts,
commercially purchased programs or CDs, black market
materials, recordings of local artists, live performers, gifts from
NGOs, and so on.) _____

- i. What are the station's sources of news broadcast material?
Commercial news services: _____
Local newspapers: _____
Reporters: _____
Internet: _____
Local journalists: _____
- j. What advertisers are currently doing business with the station?
Political parties: _____
Local businesses: _____
NGOs and so on: _____
- k. How does the station charge advertisers? (Barter for free airtime?
Price per minute? What national currencies does the radio station
accept? What form of payments does the station accept?) _____

MEDIA ASSESSMENT GUIDE (CONTINUED)

- i. What broadcast equipment does the station use? Format? (CD, DVD, MP3, Betamax, PAL, or NTSC? Manufacturer and model number? Recommend taking a digital photograph of the radio station's broadcast equipment. We want to provide compatible media for broadcast and maybe replacement parts or upgrades; a photograph will facilitate this.) _____

- m. What electrical power source does the station use? (Commercial power or generator. What type of electrical outlets is used in the radio station—American or European, 110V or 220V?) _____

- n. What are the parameters of the station's electrical power supply? Voltage: _____ Hertz [Hz]: _____
- o. What is the reliability of the station's electrical power supply? (How often do blackouts, brownouts, and surges occur?) _____

- p. Where is the station's antenna located? (Is the antenna collocated with the broadcast studio or is it in a remote location? UTM: _____ Geo coordinates: _____
- q. What type of antenna does the station use? (Dipole, single pole, and so on.) _____
- r. What type of soil is prevalent at the antenna site? (Sand, loam, clay, and gravel.) _____
- s. What is the station's broadcast output? (In watts) _____
- t. What is the radio station manager's estimate of the broadcast footprint? _____
- u. What is the total estimated audience size, and what are the peak audience hours and days? _____
- v. What nearby terrain features affect the station's broadcast footprint? (Mountains, steep valleys, large buildings.) _____

MEDIA ASSESSMENT GUIDE (CONTINUED)

w. What is the operating frequency or channel designation for the station? _____

2. NEWSPAPER/PRINT

a. What is the location of the newspaper/print office?

Town name: _____

Street name: _____

Neighborhood: _____

UTM coordinates: _____

Geo coordinates: _____

Proximity to landmarks: _____

b. Who is the manager? _____

Owner or POC: _____

Professional background: _____

Languages spoken: _____

Ethnic group: _____

Tribal affiliations: _____

Family background: _____

Religion: _____

Political agenda: _____

c. How can we contact the editor/manager or POC?

Telephone number: _____ E-mail: _____

Residence: _____

d. Who else can act as a facilitator in doing business with this organization? (Village headman, political party official, and so on.) _____

e. What is the overall format and tone of the print source? (Local/town newspaper, national, international, entertainment, general interest, black and white, full color, and so on.) _____

f. What is the orientation of the newspaper/print source? (Pro-U.S. anti-U.S., or central government and so on.) _____

MEDIA ASSESSMENT GUIDE (CONTINUED)

- g. What are the station's sources of news material?
Commercial news services: _____
Staff reporters: _____
Internet: _____
Local journalists: _____
- h. What advertisers are currently doing business with the newspaper/print source?
Political parties: _____
Local businesses: _____
NGOs: _____
Others: _____
- i. How does the newspaper/print source charge advertisers? (Barter for free ad space? Price per minute? What national currencies do they accept? What form of payment do they accept?) _____

- j. What editing equipment does the newspaper/print source use? (PC or Macintosh, hardcopy typesetting, and so on. We want to provide compatible media, so ensure we find out what format is needed.) _____

- k. What is the publishing frequency? (Daily, 5 days/week, weekly, monthly, and so on.) _____
- l. What is the approximate readership? (Readers per issue or per week.) _____

- m. What are the demographics of their readership? (Ethnicity, socioeconomic standing, and so on.) _____

- n. What are the most heavily read publishing days (if applicable)? _____

MESSAGE TRAFFIC AND SITREPs

Managing message traffic is an essential task for LNOs and PSYOP staff officers and NCOs. A standard message-numbering format is necessary to ensure a smooth flow of information between elements. Information shown below goes in the upper left corner of all messages distributed.

STANDARD MESSAGE FORMAT					
(1) Priority and Distribution: Received by:			From: Message Identification:		
(2) Message Identification Format:					
In or Out	Date	Hour	Time	Month	
Year					
I	17	0714	Z	Jun	02
Example:	(Incoming message) I170714ZJun 02				

SITREPs are a daily (or more) task for an LNO. A sample format is shown on pages 51 through 55.

STANDARD SITREP FORMAT
1. SITUATIONAL REPORTS (SITREPs). <ul style="list-style-type: none">a. How to send and format.b. SITREP archives.c. Current situation.<ul style="list-style-type: none">1) Friendly.2) Enemy.<ul style="list-style-type: none">a) Propaganda.b) Source, content, audience, media, and effects (SCAME).3) TA.<ul style="list-style-type: none">a) Key communicators.b) Religious leaders.c) TA language and literacy percentage.d) Conditions.e) Vulnerabilities.f) Current lines of persuasion.g) Susceptibility.h) Accessibility.i) Effectiveness.j) PO, SPO, and MOE.4) Neutral.5) ROE.

STANDARD SITREP FORMAT (CONTINUED)

- 6) Rules of interactions (ROI).
- d. Lessons learned.
 - 1) AAR.
 - 2) See also (SITREPs).
- 2. BATTLE RHYTHM.**
 - a. Update briefs.
 - 1) Decision briefs.
 - 2) Staff briefs.
 - 3) Staff estimates.
 - b. Chain of command.
 - 1) Commanding officer (CO), executive officer (XO), S-1, S-2, S-3, and so on.
 - c. Planning tools.
 - 1) Briefings.
 - 2) Model outlines.
 - 3) Maps.
 - 4) PSYOP-specific (SEM and SDW).
 - 5) Current OPORD, Annex, and Tab.
 - 6) Field manual (FM).
- 3. SUPPORT CHANNELS.**
 - a. Product development detachment.
 - 1) Website.
 - 2) Capabilities.
 - 3) Product turnaround time.
 - 4) Quality.
 - 5) Product books.
 - 6) Current project status.
 - 7) Read on yes or no.
 - 8) Location.
 - 9) Novelty items.
 - 10) Numbering and tracking.
 - 11) Chain of command.
 - b. Special Operations Media System-B (SOMS-B).
 - 1) Capabilities, recording, and reproduction.
 - 2) Product turnaround time.
 - 3) Interpreter.

STANDARD SITREP FORMAT (CONTINUED)

- 4) Footprint.
- 5) Programs.
- 6) Frequency.
- 7) Issues.
- 8) Current and proposed projects.
- c. Reachback to TPD.
 - 1) SIPRNET address.
 - 2) Army Knowledge Online (AKO) address.
 - 3) IP address.
 - 4) Red phone.
- d. Reachback to company.
 - 1) Secure phone.
 - 2) SIPRNET address.
 - 3) AKO address.
 - 4) Rear detachment battalion S-3.
- e. Supported unit's assets.
 - 1) Supply.
 - 2) Quarters.
 - 3) Security.
 - 4) Airflow.
 - 5) Motorpool.
 - 6) Civil-military.
 - 7) Logistics transport means and schedule.
- f. Interpreter.
 - 1) Strength.
 - 2) Weakness.
 - 3) Language.
 - 4) Clearance.
 - 5) Location.
 - 6) Writing ability.
 - 7) Vocabulary.
 - 8) Supervisor.
 - 9) Ethnicity.
 - 10) Overall assessment.
 - 11) Equipment needs and issue.
 - 12) Personnel issues.

STANDARD SITREP FORMAT (CONTINUED)

- g. Additional support.
 - 1) Operational detachment A.
 - 2) Other government agency (OGA).
 - 3) Civil Affairs (CA).

4. AREA OF OPERATIONS.

- a. PSYOP assessment.
 - 1) Country.
 - 2) Province.
 - 3) Village.
 - 4) Tribes.
- b. CA assessments.
- c. Availability of contracted assets.

5. ASSIGNMENT OF EQUIPMENT.

- a. DA Form 2062 (Hand Receipt/AnnexNumber).
- b. Deployment report.
- c. Weapons.
- d. Vehicles.
- e. Radios.
- f. Loudspeakers.
- g. Minidisk player and recorder.
- h. Media kit.
- i. Supplies (medical, office, and NBC).
- j. Keys, locks, and combinations (CONEX, safe, and tactical operations center [TOC]).
- k. Batteries for radios, minidisc player, and cameras.
- l. Maps.
- m. GPS.
- n. Computers.
- o. Hard drives (SECRET and UNCLASSIFIED).
- p. Storage units (CONEX, ISU-90, and safe).

6. PRODUCTS.

- a. PSYOP series.
 - 1) PO and SPO.
 - 2) MOE.
 - 3) SDW.
 - 4) TA.

STANDARD SITREP FORMAT (CONTINUED)

- 5) SCW and SEM.
- b. Products.
 - 1) Pretest.
 - 2) Posttest.
- c. Evaluation.
 - 1) Impact indicators.
 - 2) Spontaneous events.
 - 3) Testing results.
 - 4) New series.
 - a) TA.
 - b) PO and SPO.
- d. Product book and product CD.
- e. Product approval process.
- f. Product inventory.
- g. Distribution process.
- 7. COMMUNICATIONS.**
 - a. Comm procedures.
 - b. Comm chief and location.
 - c. Signal operating instructions (SOI).
 - 1) Call signs.
 - 2) Frequencies.
 - 3) Current challenge and password.
 - 4) Next frequency changeover.
 - d. Type of reachback to use:
 - 1) MBITR.
 - 2) SIPRNET.
 - 3) Advanced System Improvement Program (ASIP).
 - 4) NIPRNET.
 - 5) Fox.
 - 6) Giant.
 - 7) 150.
 - 8) STU.
 - 9) IRIDIUM access code.
 - e. Comm fill.
 - f. Address to PSYOP SITREP archives.
 - g. PSYOP web addresses.
 - h. Passwords for laptops and IRIDIUM.

PROPAGANDA ANALYSIS

PSYOP leaders can use propaganda to sway the opinion of the local populace. The Propaganda Analysis, shown on pages 56 and 57, is a tool for PSYOP leaders to use in determining the effects of propaganda.

PROPAGANDA ANALYSIS

Source Analysis: What is the real source?

DTG: When last updated?

1. Elements of the source:

- a. Actor.
- b. Authority.
- c. Author.

2. Type:

White _____ Gray _____ Black _____

3. Credibility of each source element:

- a. Actor.
- b. Authority.
- c. Author.

Content Analysis: What does the propaganda say? What is it trying to get the TA to do?

- 1. Objective of the message.
- 2. Line of persuasion used.
- 3. Morale of the source.
- 4. Involuntary information in the message (news, opinions, and entertainment).
- 5. Biographical information (new leader and so on).
- 6. Economic information.
- 7. Propaganda inconsistencies.
- 8. Intentions or agenda of the source.
- 9. Geographic information.

Audience Analysis: Who are the audiences?

- 1. Apparent audience:
 - a. Perception of the message.
 - b. Reason selected.
- 2. Ultimate audience:
 - a. Perception of the message.
 - b. Reason selected.

PROPAGANDA ANALYSIS (CONTINUED)

- 3. Intermediate audience:
 - a. Perception of the message.
 - b. Reasons selected.
- 4. Unintended audience:
 - a. Perception of the message.
 - b. Reason selected.

Media Analysis: What media are used and why?

- 1. Type:
 - a. Radio.
 - b. Television.
 - c. Print (specific type).
 - d. Newspaper/magazine.
 - e. Internet.
 - f. Other.
- 2. Frequency.
- 3. Placement.
- 4. Place of origin.
- 5. Technical characteristics.
- 6. Method of dissemination.
- 7. Transmission mode.

Effects Analysis: What impact is this propaganda having?

- 1. Methods used in analysis.
- 2. Impact indicators.
- 3. Conclusions.

TOOLS TO SUPPORT TACTICAL OPERATIONS

PSYOP planners have tools that they use to support tactical operations. These tools include the following:

AFTER ACTION REVIEWS

AARs can be formal or informal and internal or external. Leaders should, time permitting, do internal AARs with their teams and detachments. Since PSYOP units are attached to combat units, PSYOP team leaders will inevitably have to take part in the AAR(s) of the supported unit. The sequence on page 58 is reproduced from GTA 25-06-023, *After Action Review (AAR) Pocket Reference Guide*. Leaders who will be taking part in several AARs may wish to obtain GTAs 25-06-023 and 08-01-002, *Leader's Guide to After-Action Debriefing*.

AFTER ACTION REVIEW SEQUENCE

1. State training or mission objectives.
2. Have the unit leader restate his mission and present his plan.
3. Review actions before detection or contact.
4. Review first detection or contact.
5. Review report of first detection or contact.
6. Review reaction to first detection or contact.
7. Review FRAGO, if used.
8. Review events during engagement.
9. Review subsequent events.
10. Review extent to which unit met training objectives. (Training, practice required, and untrained performance.)
11. Have participants summarize the major learning points. (Basic for training objectives in next exercise.)
12. Describe clear and concise training objectives for the next exercise. (Objectives must be measurable or observable.)

CIVIL DISTURBANCE GUIDELINES

PSYOP leaders may be faced with a civil disturbance. Guidelines for handling a civil disturbance are shown on pages 58 through 60.

CIVIL DISTURBANCE GUIDELINES

1. Conduct link-up with the supported commander, as needed.
 - a. Receive mission, and confirms ROE.
 - b. Receive update on current situation.
 - c. Assess situation on ground.
 - d. Establish liaison with other quick-reaction force (QRF) and graduated response measure (GRM) components, as required.
2. Maintain communications with higher HQ, and submit SITREPs, as required. The team leader conducts a mission analysis.
 - a. Identify facts and assumptions (about the TA). Use the following questions as a guide:
 - 1) Identify key communicator or lead agitator. What is his or her message?
 - 2) What is the general attitude or behavior of the group(s)?
 - 3) How many people are present in the group(s)?
 - 4) What are the demographics (age and gender)?
 - 5) What is the cultural composition of the group(s)?
 - 6) How are they moving (mounted or dismounted)?
 - 7) Are signs or banners present and, if so, what is the message?

CIVIL DISTURBANCE GUIDELINES (CONTINUED)

- 8) Are media on site? If so, identify who they represent.
 - 9) Are there weapons present?
 - 10) Who else is present at the location (police, elected public officials, NGOs, CA, or other forces)?
 - 11) Is the group(s) from that location or have they come from abroad? If from abroad, where and why?
 - 12) How did the people know or hear about the gathering, rally, or demonstration?
 - 13) What are the underlying grievances or stated objectives for the event?
 - 14) What are the locations of food storage?
 - 15) Is there any Government representation in the area? (Who, what, where, local, national, and so on.)
 - 16) Have there been any reports of war crimes?
 - 17) Has there been any use of propaganda?
 - 18) How are people usually addressed?
 - 19) Historically, do civilians tend to stay in their homes during conflict or do they tend to flee?
 - b. Specified and implied tasks (see commander's intent, scheme of maneuver, and coordinating instructions).
 - c. Constraints and limitations (to include resources available to address needs and grievances of the crowd and ROE).
3. Be prepared to create a message for broadcast, if needed.
 4. Monitor message content (face-to-face or loudspeaker):
 - a. Give simple directions and clear and concise instructions, and maintain your composure.
 - b. Avoid using the word "please" to avoid a passive appearance.
 - c. Do not issue ultimatums that are not approved by the commander. Give crowds time to conform to ultimatums.
 - d. Continually monitor impromptu messages.
 - e. Use approved IO themes, when available.
 - f. Translate message into TA language, and pretest, if possible.
 5. Isolate and conduct face-to-face communication with key communicator(s). Document actions with still or video images.
 6. Conduct loudspeaker operations, if necessary:
 - a. Use only when necessary to address a large crowd or if communications break down.

CIVIL DISTURBANCE GUIDELINES (CONTINUED)

- b. Direct broadcast toward agitators.
 - c. Write scripts, and then read them verbatim. Conduct impromptu broadcasting only if necessary.
 - d. Use interpreter, if available. Conduct rehearsals with this interpreter before going "live." Ensure gender and other social aspects of interpreter are credible in the eyes of the TA.
 - e. Select a broadcast position to address the crowd effectively and not compromise the security of the team.
 - f. Maintain communications with commander or his representative.
 - g. Limit volume so as not to appear too overbearing. Do not "harass" unless necessary.
7. The team leader ensures that PSYOP-relevant information, human intelligence (HUMINT), and PIR are forwarded through appropriate channels.
- a. If a counterintelligence (CI) team is on the mission, conduct a debrief with that team.
 - b. If no CI team is on the mission, debrief with the supported unit S-2.
 - c. Forward any relevant PSYOP information back up through normal PSYOP channels.

PREPARATIONS FOR MOVEMENT

The graphics on page 61 provide quick guides to determining necessary fuel and water stores for any movement. These graphics provide good estimates, but specific mission parameters may rotate figures upward. For instance, frequent loiters or security halts may increase fuel consumption. Water consumption will go up during dismounted operations or mounted operations in extreme heat. The recommended water consumption level in extreme situations (the necessity of still conducting operations during Heat Category 5) is 1 quart per hour.

GTA 33-01-001

FUEL ESTIMATION

divide by _____ total miles of mission (mission distance)
 _____ vehicle mpg average
 light load highway = 12 mpg
 heavy load highway = 10 mpg
 light load cross-country = 10 mpg
 heavy load cross-country = 7 mpg
 fully loaded trailer = subtract 5 mpg
 equals _____ gallons necessary per vehicle
 plus _____ % of gallons necessary
 1:250,000 = 15%
 added for map error 1:100,000 = 10%
 1:50,000 = 5%
 equals _____ adjusted gallons necessary per vehicle
 multiply by _____ number of vehicles on mission
 equals _____ gallons necessary for detachment
 plus _____ 15% safety factor
 equals _____ total detachment fuel requirements
 minus _____ gallons carried in vehicle fuel tanks
 (25 gallons per vehicle tank)
 equals _____ gallons of fuel to be carried in 5-gallon fuel cans
 divide by _____ gallons per can (U.S. fuel can = 5 gallons)
 equals _____ 5-gallon cans necessary for remaining fuel requirements

WATER ESTIMATION FORMULA

multiply by _____ number of personnel
 _____ number of quarts per day (minimum 4 to 6 quarts)
 multiply by _____ number of days of mission duration
 equals _____ mission water requirements
 plus _____ 15% safety factor
 equals _____ total% safety factor
 divide by _____ gallons per can (U.S. water can = 5 gallons)

VEHICLE AND CONVOY OPERATIONS

The graphics on pages 62 through 66 aid PSYOP planners in preparing for movements.

VEHICLE AND CONVOY OPERATIONS PLANNING

1. General threats:

- a. Vehicle-born improvised explosive devices (IEDs).
- b. Suicide bombers.
- c. Rocket-propelled grenades.
- d. Sniper fire.
- e. Direct-fire ambushes.
- f. Grenade attacks.
- g. Motor attacks.
- h. Hostile crowds.
- i. Terrorist or hostile surveillance.

2. Potential specific threats:

- a. Entrances to alleys.
- b. Rooftops or balconies.
- c. Overpasses.
- d. Vans with sliding doors.
- e. Motorcycles.

3. Characteristics:

- a. Aggressiveness.
 - 1) Use aggressive driving skills.
 - 2) "Porcupine" muzzles in an outward posture.
 - 3) Demonstrate a positive readiness and willingness to engage threats.
 - 4) Potentially use vehicle as weapon.
 - 5) Dominate your environment.
- b. Situation awareness:
 - 1) 360-degree security.
 - 2) Recon.
 - 3) Knowledge of route.
 - 4) Collective mission knowledge.
 - 5) Well-rehearsed internal communications.
 - 6) Communications to higher HQ.
 - 7) Scanning in 3-dimension (depth, width, and elevation).
 - 8) Watching people, their hands, and behavior.

VEHICLE AND CONVOY OPERATIONS PLANNING (CONTINUED)

- c. Unpredictability:
 - 1) Vary routes, departure times, and vehicle intervals and speeds.
 - 2) Think like the enemy. (How would I attack me?)
 - 3) Convoys should not be easily timed, observed, or approached.
 - 4) Do not appear lost.
- d. Agility:
 - 1) Drive as fast as appropriate.
 - 2) Maneuver through or around motorist, pedestrians, and so on.
 - 3) Compress or expand intervals.
 - 4) Be prepared to rapidly change course.
- e. Protection:
 - 1) Stay alert, and make yourself a hard target.
 - 2) Be prepared for an IED attack followed by an ambush.
 - 3) Maintain maximum safe speeds.
 - 4) Maintain vehicle dispersion.
 - 5) Be extra cautious at choke points, broken-down vehicles, bridges, one-way streets, and sharp turns.
 - 6) If something causes the convoy to stop, watch the flanks and dismount vehicle.
 - 7) Rehearse actions on contact.
 - 8) Get out of "kill zone" fast.
 - 9) Do not approach IED. IEDs are often command-detonated.
 - 10) Keep up to date with recent threats and enemy tactics.
 - 11) Rehearse dismounted and mounted shooting drills.
 - 12) Place tire on brush guard in the absence of bumper for pushing objects or ramming.
 - 13) Ensure load-out vehicles are nearly identical.
 - 14) Ballistic blankets should be used with 1/4-inch steel plate and strapped and secured to areas needing extra protection.
 - 15) Sandbags should be used with discretion considering weight and secondary missile effect.
 - 16) Remove doors from light-skinned vehicles (situation-dependent).
- f. Possible ambush indicators:
 - 1) Absence of women and children when normally present.
 - 2) Dramatic changes in population from one block to the next.

VEHICLE AND CONVOY OPERATIONS PLANNING (CONTINUED)

- 3) Signals with flares and/or lights (turned off or on) as convoy approaches.
- 4) Vehicle following convoy for long period of time and then pulling off the side of the road.
- 5) Broken-down vehicles along roadway.
- 6) Dead animals along roadway.
- 7) Freshly dug hole along roadway.
- 8) Obstacles in roadway used to channel convoy.
- 9) Personnel on overpass.
- 10) Personnel in traffic circle.

4. Communication:

- a. Ensure everyone knows how to zero all radios.
- b. Use intrasquad and intervehicle radios.
- c. During missions, have a computer with imagery or Falcon View in the primary navigation vehicle for contingency situations and positive target identification.
- d. AN/PRC-150 for command and control (C2) vehicle.
- e. External speaker.
- f. Use an AN/PRC-148 (MBITR) for ground and air communications.
- g. Use an intersquad radio system.
- h. Have cryptography equipment for all radios.
- i. Use Blue Force Trackers IAW unit SOP.
- j. Use primary, alternate, contingency, and emergency (PACE).

5. Battle drills:

- a. Ramming techniques.
- b. Down driver.
- c. Vehicle recovery.
- d. React to contact, near ambush.
- e. React to contact, far ambush.
- f. React to sniper fire.
- g. React to suspected ground IED.
- h. React to IED detonation.
- i. React to roadblock.
- j. React to vehicle-born improvised explosive device (VBIED).
- k. React to large crowd.
- l. Consolidation and reorganization.

CONVOY ANNEX

1. Situation.
 - a. Enemy forces.
 - b. Friendly forces.
 - c. Attachments and detachments.
2. Mission.
3. Execution.
 - a. Concept of the operation.
 - 1) Maneuver.
 - 2) Fires.
 - b. Tasks to combat units.
 - c. Tasks to combat support units.
 - d. Coordinating instructions.
 - 1) Time of departure and return.
 - 2) Start point procedures.
 - 3) Don equipment ("jock-up").
 - 4) Loading plan.
 - 5) Order of movement.
 - 6) Route (primary and alternate).
 - 7) Security.
 - 8) Planned danger areas.
 - 9) Timeline.
 - 10) Preventive maintenance checks and services (PMCS).
 - 11) Headlight status.
 - 12) Air guards.
 - 13) Actions at off-loading and onloading point.
 - 14) Actions upon halts.
 - 15) Convoy speed.
 - 16) Vehicle interval.
 - 17) ROE.
 - 18) Rehearsals.
 - 19) Recovery plan.
 - 20) Action on enemy contact.
 - a) IED detonation.
 - b) Suspected IED.
 - c) Small-arms fire (direct or indirect).
 - d) Roadblock.
 - e) Disabled vehicle.
 - f) Down driver.

CONVOY ANNEX (CONTINUED)

- g) Dead end.
- h) Break in contact.
- 4. Service and support.
 - a. Individual.
 - b. Team.
 - c. Vehicle.
- 5. Command and signal.
 - a. Command.
 - 1) Chain of command.
 - 2) Location of leaders.
 - b. Signal (PACE).
 - 1) Call signs.
 - 2) Long range.
 - 3) Squad.
 - 4) Intervehicle.
 - 5) Hand and arm.
 - 6) Pyrotechnics.
 - 7) QRF.
 - 8) Close air support evacuation (CASEVAC).
 - 9) Code words.

FIVE-POINT CONTINGENCY PLAN

Leaders give a five-point contingency plan to subordinates as direction and guidance for actions that may happen during the leaders' absence. The leader leaves for many reasons throughout the planning, coordination, preparation, and execution of his patrol mission. Each time the leader departs without radio or wire communications, he must issue a five-point contingency plan. The contingency plan includes the following:

FIVE-POINT CONTINGENCY PLAN (GOTWA)

- GOING:** Where you are going.
- OTHERS:** Who you are taking with you.
- TIME:** Time you will be done.
- WHAT:** What to do if you do not return in time.
- ACTIONS:** Actions upon enemy contact for both elements.

ASSUMPTION OF COMMAND

Any member may have to take command of the unit at any time during an emergency. When this occurs, continuation of the mission may be necessary.

Assumption of Command

During the assumption of command, situation permitting, the following tasks must be accomplished applying METT-TC:

NOTE: Tasks are not necessarily accomplished in the following order:

- Inform the unit of the command change (use subordinate leaders), and notify higher HQ.
- Check security.
- Check crew-served weapons.
- Pinpoint your location.
- Coordinate, and check equipment status.
- Check personnel status.
- Issue FRAGO (if required).
- Reorganize, as needed, and move out as soon as possible.
- Maintain light and noise discipline.
- If done in a patrol base, do not violate the activities of the patrol base—especially security.

CALL FOR FIRE

The call for fire, shown on pages 67 through 69, is a concise message prepared by the observer. It contains all information needed by the fire direction center (FDC) to determine the method of target attack. It is a request for fire, not an order. It must be sent quickly but clearly enough that it can be understood, recorded, and read back, without error, by the FDC recorder.

CALL FOR FIRE

1. ***OBSERVER IDENTIFICATION:** Use call signs from the SOI.
2. ***WARNING ORDER:**
 - a. Type of mission:
 - (1) Adjust fire.
 - (2) Fire for effect.
 - (3) Suppress (planned target).
 - (4) Immediate suppression.
 - b. Size of element to fire:
 - (1) Omission indicates a request for one field artillery battery.
 - (2) Larger units by stating size desired.

CALL FOR FIRE (CONTINUED)

c. Method of target location:

- (1) Grid: No announcement.
- (2) Polar plot: Announce the word "polar."
- (3) Shift from a known point: Announce the word "shift"

followed immediately by the designation (target number) of the known point.

3. *TARGET LOCATION:

- a. Grid: Two-character, six-digit grid; for example, BS123456.
- b. Polar: Direction and distance to the target from the observer's position.
- c. Shift: Direction to the target.
 - (1) Lateral shift (left or right) in meters.
 - (2) Range shift (add or drop) in meters.
 - (3) Vertical shift (up or down) in meters, if significant.

4. *TARGET DESCRIPTION: A word picture of the target (for example, the number and type of vehicles and personnel observed).

5. METHOD OF ENGAGEMENT:

- a. Type of engagement:
 - (1) Area fire: Standard without request.
 - (2) Precision fire: Used only with destruction or registration missions.
- b. Danger close: Announced when applicable.
- c. Trajectory:
 - (1) Low angle: Standard without request.
 - (2) High angle: Upon request of observer or when required because of masking terrain.
- d. Ammunition:
 - (1) Type projectile desired in fire-for-effect phase.
 - (2) Type of fuze action desired in fire-for-effect phase.
 - (3) Volume of fire desired in fire for effect stated in rounds per howitzer.
- e. Distribution: Type sheaf desired. Parallel is standard without request.

6. METHOD OF FIRE AND CONTROL:

- a. Method of fire:
 - (1) Center platoon and center section (one weapon) is standard for adjustment phase.

CALL FOR FIRE (CONTINUED)

- (2) Battery or platoon right or left on request.
 - (3) Time interval (5 seconds is standard when (2) above is used).
 - b. Method of control.
 - (1) Fire when ready: Standard—no request required.
 - (2) At my command: Weapons fire at observer's command.
 - (3) Cannot observe: Fire will not be observed.
 - (4) Time on target: Rounds land at specified time.
 - (5) Continuous illumination: FDC will determine when to fire.
 - (6) Coordinated illumination: Observer determines when illumination is fired.
 - (7) Cease loading: Used on missions with more rounds in effect. Causes the firing unit to stop loading rounds.
 - (8) Check firing: Temporary halt in firing.
- * Minimum information required.
- NOTE:** Danger close must be included when target is within 630 meters, 750 meters for naval guns 5-inch and under, and 1,000 meters for guns larger than 5 inches. Danger close adjustments are made in 100-meter increments.

NINE-LINE MEDEVAC REQUEST

Knowledge of the proper procedures for requesting a MEDEVAC is imperative to the survival of wounded Soldiers on the battlefield. The graphic on pages 69 and 70 outlines the information needed to properly request a MEDEVAC.

NINE-LINE MEDEVAC REQUEST

- 1. LOCATION OF PICKUP.**
- 2. RADIO FREQUENCY, CALL SIGN, AND SUFFIX.**
- 3. NUMBER OF PATIENTS BY PRECEDENCE.**
 - URGENT** - Must be evacuated immediately and in no case more than 2 hours to save life, limb, and eyesight.
 - PRIORITY** - Patient must be evacuated within 4 hours, or medical condition will deteriorate to urgent.

NINE-LINE MEDEVAC REQUEST (CONTINUED)

ROUTINE - Requires evacuation but condition not expected to deteriorate within next 24 hours.

TACTICAL IMMEDIATE - Medical condition is not urgent or priority but evacuation is needed as soon as possible to not endanger unit's tactical mission.

4. SPECIAL EQUIPMENT NEEDED.

Hoist, ventilator, and jungle penetrator are examples.

5. NUMBER OF PATIENTS BY LITTER AND AMBULATORY.

6. SECURITY TO THE PICKUP SITE (in peacetime becomes type of injury, wound, or illness).

No enemy troops in the area.

Possible enemy troops in the area.

Enemy troops in the area (approach with caution).

Enemy troops in the area (armed escort required).

7. METHOD OF MARKING PICKUP SITE.

8. PATIENT NATIONALITY AND STATUS.

U.S. Military.

U.S. Civilian.

Non-U.S. Military.

Non-U.S. Civilian.

EPW.

9. NBC CONTAMINATION (in peacetime becomes terrain description).

MARKING OF LANDING ZONE

A leader must have a clear understanding of landing zone (LZ) procedures and proper markings. Without proper markings, the LZ becomes dangerous to not only those on the ground but to the aircrews, too. LZ markings are listed in the graphic on page 71.

MARKING OF LANDING ZONE

1. SIZE (DIAMETER) OF LZ FOR ONE HELICOPTER

OH-58	25 METERS
UH-1 & AH-1	35 METERS
UH-60 & AH-64	50 METERS
CH-47	80 METERS

2. SURFACE CONDITIONS

LZ should be free of tree stumps, large rocks, and other obstacles that might harm the aircraft, and firm enough to support the aircraft.

3. GROUND SLOPE

0 - 6%	LAND UPSLOPE
7 - 15%	LAND SIDE SLOPE
16% OR MORE	NO TOUCHDOWN

4. OBSTACLES

Use an obstacle clearance ratio of 10:1. For example, a 10-foot tree requires 100 feet of horizontal clearance if the aircraft must approach or depart directly over that tree.

5. MARKING - INVERTED Y

PRECOMBAT INSPECTIONS

Precombat inspections (PCIs) will be dictated primarily by mission requirements and by unit SOP. The general vehicle (page 72) and individual Soldier checks (page 72) and the precombat inspection list (pages 72 through 75) provide a baseline on which leaders can expand.

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GENERAL VEHICLE CHECKS:

1. Proper vehicle load plan	13. Fire extinguisher on hand and serviceable
2. Fuel level (including fuel can[s])	14. Fluid levels checked
3. Emergency POL packed	15. Lights and blackout drive functional
4. Water can(s) full and potable	16. Spare tire good
5. Meals, ready to eat (MREs) loaded	17. Vehicle warning triangle on hand
6. First-aid kit loaded and functional	18. Seat belts worn and serviceable
7. Operator (-10) technical manuals (TMs) on hand	19. Camouflage nets and poles loaded
8. Bill/OVM loaded and serviceable	20. All navigation gear functional
9. Vehicle radio loaded and operational	21. Proper dispatch and military license
10. Nine-line MEDEVAC request posted	22. Turret functional
11. Maps on hand and oriented	23. Loudspeaker operational
12. No Class III leaks	

INDIVIDUAL SOLDIER CHECKS:

1. Packing list—
 - Clothing and equipment
 - NBC gear
 - Identification (ID) tags, ID card, and military license
 - Water in canteens
 - Appropriate mission-oriented protective posture (MOPP) gear worn or carried
 - Specifically assigned team gear
2. Sensitive items—
 - Weapon (with cleaning kit)
 - Night vision devices (NVDs)
 - Precise lightweight GPS receiver (PLGR) and GPS
 - Automated net control device (ANCD)
3. Do they know the mission, situation, and detailed plan?
4. Do they know the challenge and password and comm call signs and frequencies?

PRECOMBAT INSPECTION LIST

- 1. Individual Preparation for Combat.**
 - a. Seasonal uniform.
 - b. Proper field uniform worn according to climate and mission.
 - c. Load-bearing equipment (LBE) properly assembled and serviceable.

PRECOMBAT INSPECTION LIST (CONTINUED)

- d. First-aid pocket complete.
 - e. Earplugs and case.
 - f. Full canteens with M17 drinking cap.
 - g. Kevlar helmet with camouflage cover and rank and helmet band with cat's eyes and name printed on band.
 - h. Individual weapon with magazines loaded and with sling. M9s must be secure with lanyards or 550 cord.
 - i. Night vision goggles (NVGs) complete, tied down, and operational with extra batteries.
 - j. Weapons cleaning kit.
 - k. ID tags around neck.
 - l. ID card on individual.
 - m. Current driver's license (CONUS and USAREUR).
 - n. Compass.
 - o. Eye protection (wind/dust goggles).
 - p. Wristwatch (optional).
 - q. NBC gear (training only):
 - 1) Protective mask with prescription inserts, if applicable.
 - 2) MOPP suit.
 - 3) M8 paper (1 pack).
 - 4) M256A1 sampler packet (1).
 - r. NBC individual chemical equipment (ICE) pack (real-world mission):
 - 1) Protective mask with prescription inserts, if applicable.
 - 2) MOPP suit.
 - 3) Gloves.
 - 4) Overboots.
 - 5) Filters for mask (2).
 - 6) M8 paper (2 packs).
 - 7) M291 kit (skin decontamination kit [SDK]).
 - 8) M295 (individual equipment decontamination kit [EDK]).
 - s. Briefed on current mission and situation.
 - t. Briefed on prevention of hot and cold weather injuries. Previous hot or cold weather injuries identified and properly marked.
 - u. Body armor worn properly.
- 2. Vehicles.**
- a. Current, valid PMCS and properly dispatched.
 - b. Operator (-10) TMs on hand.

PRECOMBAT INSPECTION LIST (CONTINUED)

- c. Pioneer tools complete, properly stored, clean, and serviceable.
- d. Tools and tool bag complete.
- e. Loaded according to loading plan.
- f. TA-50 loaded per loading plan.
- g. Fuel tank no less than 3/4 full.
- h. Fuel cans full (2).
- i. Water cans full (2).
- j. Fire extinguishers mounted, sealed, tagged, updated, and serviceable.
- k. MRE rations.
 - l. First-aid kits complete.
- m. Combat lifesaver (CLS) bag complete.
- n. M249 squad automatic weapon (SAW) properly mounted with ammunition, if applicable.
 - o. ASIP radios (2) with current fill, operational and properly mounted.
 - p. Additional (2) hand microphones.
 - q. MBITR AN/PRC-148 with fill and extra batteries.
- 3. PSYOP-Specific Equipment.**
 - a. Mounted operations (see TM for further detail).
 - b. Tactical loudspeaker system (family of loudspeakers [FOL]) complete and operational:
 - 1) Low-frequency (LF) speaker cover.
 - 2) LF module.
 - 3) High-frequency (HF) speaker cover.
 - 4) HF speaker array.
 - 5) HF array support tray.
 - 6) Control module assembly.
 - 7) Recorder and reproducer.
 - 8) Amplifier array assembly.
 - 9) Speaker stand assembly.
 - 10) HF speaker cables (15 feet and 50 feet).
 - 11) LF speaker cables (15 feet and 50 feet).
 - 12) Control cables (6 feet and 25 feet).
 - 13) Single-channel ground and airborne radio system (SINGARS) adapter cable (6 feet).
 - 14) System power cable, vehicle.
 - 15) Amplifier mounting base.

PRECOMBAT INSPECTION LIST (CONTINUED)

- 16) Guard assembly, amplifier.
- 17) Loudspeaker, interface, vehicle.
- c. Additional AA batteries for minidisc player and tape player.
- d. Additional minidiscs and cassette tapes.
- e. PSYOP products (sounds, leaflets, posters, and so on) present.
- f. M246A1 kit complete.
- g. M274 marking kit complete.
- h. M9 tape (1 roll).
- i. Dismounted operations (see TM for further detail).
- j. Tactical loudspeaker manpack (40C) complete and operational:
 - 1) Speaker array assembly.
 - 2) Amplifier and battery box.
 - 3) Control module assembly.
 - 4) Recorder and reproducer.
 - 5) Speaker cable (3 feet).
 - 6) SINCGARS radio adapter cable (6 feet).
 - 7) Control cable (6 feet).
 - 8) System interconnect cable (25 feet).
 - 9) Remote control cable (25 feet).
 - 10) Speaker extension cable (50 feet).
 - 11) Field pack.
 - 12) BA 5590 batteries (3).
- k. MBITR AN/PRC-148 radio operational with current fill.
- l. Long- and short-whip antennas.
- m. Additional (2) hand microphones.
- n. Additional AA batteries for minidisc player and tape player.
- o. Additional minidiscs and cassette tapes.
- p. Additional BA 5590 batteries.
- q. PSYOP products (sounds, leaflets, posters, and so on) present.
- r. CLS bag complete.
- s. M256A1 kit complete.
- t. M274 marking kit complete.
- u. M9 tape (1 roll).

