

CJCSM 3500.08  
26 May 1999

JOINT PSYCHOLOGICAL OPERATIONS  
TASK FORCE  
HEADQUARTERS MASTER  
TRAINING GUIDE



JOINT STAFF  
WASHINGTON, D.C. 20318-0300

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# CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

J-7

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## JOINT PSYCHOLOGICAL OPERATIONS TASK FORCE HEADQUARTERS MASTER TRAINING GUIDE

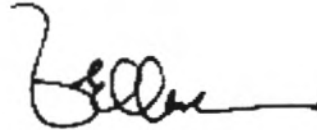
REFERENCES: See Enclosure B.

1. Purpose. This manual provides a descriptive, performance-oriented training guide to assist leaders in training their units and guiding the functions of the joint psychological operations task force (JPOTF) headquarters (HQ) in actual operations.
2. Cancellation. None.
3. Applicability. This CJCSM applies to the Joint Staff, Military Services, combatant commands, and activities and agencies responsive to the Chairman of the Joint Chiefs of Staff.
4. Procedures. Detailed procedures for implementing joint policy are contained in references 2, 3, and 4.
5. Additional Copies of Manuals. Joint Staff directorates may obtain a limited number of copies of this instruction from Information Management Division, Room 2B917. The Services, CINCs, Defense agencies, and all other holders are authorized to reproduce, print, and stock additional copies to meet their internal distribution requirements.
6. Summary. None.
7. Effective Date. This manual is effective upon receipt.
8. Releasability. This manual is approved for limited release. DOD components (to include the combatant commands) and other Federal agencies may obtain copies of this manual through controlled Internet

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For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read 'V.E. Clark', with a long horizontal stroke extending to the right.

V.E. CLARK  
Vice Admiral, U.S. Navy  
Director, Joint Staff

Enclosures:

- A -- Joint Psychological Operations Task Force Headquarters Master Training Guide
- B -- References
- GL -- Glossary

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ENCLOSURE A

JOINT PSYCHOLOGICAL OPERATIONS TASK FORCE  
HQ MASTER TRAINING GUIDE

SECTION 1

INTRODUCTION

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1.1 INTRODUCTION

This master training guide (MTG) provides commanders and staff members assigned to any JPOTF HQ with a comprehensive, doctrine-based list of tasks. These are organized on a mission and functional basis and grouped with associated conditions and standards. Additionally, this MTG serves as a descriptive, performance-oriented training guide whose purpose is to enhance the training and effectiveness of the JPOTF commander and staff. It is not intended as a single-source document. However, it serves as a guide for the JPOTF HQ in joint exercises and actual operations, and can assist commanders when assessing the performance of individual and collective tasks in a crisis situation. The MTG provides linkage to the Universal Joint Task List (UJTL), Joint Mission Essential Task List (JMETL), and contains tasks, conditions, and standards organized by staff function.

1.2 ASSUMPTIONS

The JPOTF HQ MTG has been written and organized based on several assumptions. They are:

- The JPOTF commander will organize the JPOTF HQ; functions associated with standing up the JPOTF are not addressed in this MTG.
- The personnel who man the JPOTF will be qualified in their own Service specialty, but may or may not be Joint or PSYOP qualified.
- Service components will be mission capable.

1.3 THE JPOTF HQ MTG AS PART OF A FAMILY OF PUBLICATIONS

This document is part of a series of publications that will provide joint tasks, conditions, and standards for the training and operation of joint



organizations. These publications will be specific to the following organizations:

- joint task force headquarters (JTF HQ)
- joint force air component commander (JFACC)
- joint force land component commander (JFLCC)
- joint force maritime component commander (JFMCC)
- joint psychological operations task force (JPOTF) headquarters
- joint civil military operations task force (JCMOTF) headquarters
- joint special operations task force (JSOTF) headquarters

An illustration of the relationship between the JPOTF HQ MTG and other MTGs is depicted in Figure A-1.

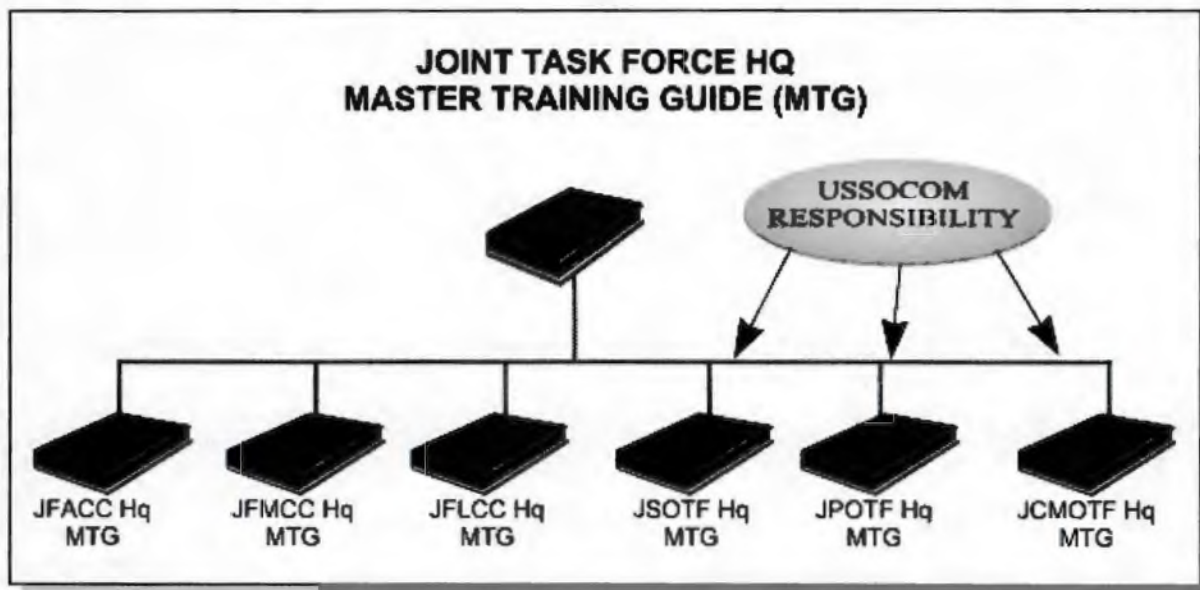


Figure 1-1. Family of MTGs

The JPOTF HQ MTG provides a direct link to the JTF MTG by providing the JPOTF HQ staff members with a PSYOP-specific set of tasks, conditions, and standards (T/C/S). Those tasks that are common to all JTF HQ are listed, but conditions and standards for those tasks are published in references a and b. Service component T/C/S are provided

in appropriate service publications. No attempt has been made to duplicate those items in this publication.

#### 1.4 ORGANIZATION OF THIS DOCUMENT

This JPOTF HQ MTG has six sections. Section 1, Introduction, provides an overview of the document and presents the JPOTF HQ's purpose, objectives, and structure. It also defines psychological operations (PSYOP), provides information on categories of military PSYOP, principles of joint PSYOP development, and describes JPOTF organization and PSYOP units. The section also shows how JPOTFs may be created, and ends with advice on how best to use the information presented. Section 2, Training Concept, gives guidance for the development of training plans for JPOTF HQ training. Section 3, Training Exercises, presents information on the types of joint training exercises that may be used to meet JPOTF training requirements. JPOTF HQ T/C/S are identified in Section 4, which identifies the tasks a JPOTF HQ must execute to accomplish its missions, together with applicable conditions and standards.

The tasks are organized first by functional area, beginning with the HQ command section and special staff, followed by the J1 through J6, and further addressed under the four phases of plan, coordinate, conduct, and review. The JPOTF commander and staff may use the T/C/S to develop training objectives. Section 5, Assessments, provides information on assessing joint training, and the methodology for conducting an assessment. Section 6, Service Psychological Operations Capabilities, details the capabilities of the respective Services.

#### 1.5 PSYCHOLOGICAL OPERATIONS (PSYOP)

Psychological Operations are planned to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of PSYOP is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.

##### 1.5.1 Categories of Joint Military PSYOP

PSYOP are an integral part of joint operations, and are inherent responsibilities of all military commanders. Joint PSYOP are divided into four major categories--Strategic, Operational, Tactical, and Consolidation.

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a. Strategic PSYOP are international information activities conducted by US Government agencies to influence foreign attitudes, perceptions, and behavior in favor of US goals and objectives. These programs are conducted predominantly outside the military arena, but can use DOD assets and can be supported by military PSYOP. Military PSYOP with potential strategic impact must be coordinated with national efforts.

b. Operational PSYOP are conducted prior to, during war or conflict, and at the conclusion of open hostilities in a defined geographic area to promote the effectiveness of the area commander's campaigns and strategies.

c. Tactical PSYOP are conducted in the area assigned a tactical commander during conflict and war to support the tactical mission against opposing forces.

d. Consolidated PSYOP are conducted in foreign areas that are inhabited by an enemy or potentially hostile populace and occupied by US forces, or in which US forces are based to produce behaviors by the foreign populace that support US objectives in the area.

## 1.6 PRINCIPLES OF JOINT PSYCHOLOGICAL OPERATIONS

Joint PSYOP may be either short or long term to influence foreign conclusions and enhance potential US capabilities. The principles of joint PSYOP development apply across the range of military operations. The complexity of the development methodology may vary according to the target audience; however, the basic principles for the development of all joint PSYOP are the same. The principles essential to successful PSYOP are:

- The PSYOP mission must be clearly defined and PSYOP themes, activities, and symbols should be based on a thorough analysis of targets.
- All actions should be thoroughly evaluated for their psychological implications.
- The medium or media selected for transmission should be reliable and readily accessible by target audiences.
- Rapid exploitation of PSYOP themes is often critical.



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The results of PSYOP should be continually evaluated for relevance to the mission and to national and military goals.

The psychological dimension affects those fighting the battle, their military leaders and staffs, political leaders, and civilian population.

#### 1.6.1 Support Requirements for Successful PSYOP

a. Intelligence: Effective PSYOP actions depend upon current and accurate intelligence or information provided through the application of the intelligence cycle.

b. Counterintelligence: Consists of detecting, deterring, or neutralizing foreign intelligence service targeting PSYOP plans or operations.

c. Command, Control, Communications, and Computer Systems: These systems are vital to planning, mounting, and sustaining successful joint PSYOP.

d. Logistics: PSYOP-peculiar equipment are generally low-density items requiring intensive management.

#### 1.7 PSYOP APPROVAL PROCESS

There are strict guidelines that must be met before PSYOP can be initiated. Policy approval authority for peacetime PSYOP rests with the National Command Authorities (NCA) or the Office of the Undersecretary of Defense for Policy and is delegated to the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict. During war, this approval may be delegated to the warfighters; i.e., theater CINCs and JTF commanders in accordance with reference c.

#### 1.8 PSYOP ACROSS THE RANGE OF MILITARY OPERATIONS

Effective PSYOP provide the NCA with unique leverage by influencing targeted foreign groups, key political and military leaders, and governments to act in a manner compatible with US goals and objectives. PSYOP are low cost, high impact tools which allow the JFC to directly communicate with and influence an adversary or selected foreign audience. By implanting the correct message in an enemy's mind, PSYOP may preclude the need to employ combat forces. When combat is unavoidable, effective PSYOP can reduce the period of conflict. PSYOP, while part of the informational instrument of national power, magnify the political, military, and economic instruments of national power.

### 1.8.1 Joint Military PSYOP Objectives Across the Range of Military Operations

PSYOP support joint, multinational, conventional, and special operations and other designated government agencies. The role of PSYOP varies depending on the level of operational activity or environment. Although the following discussion of PSYOP applicability to the range of military operations describes each in discrete terms; in actual circumstances there may not be a precise boundary where a particular state ends and another begins.

PSYOP objectives during military operations other than war (MOOTW) not involving the use or threat of force are:

- Modify the behavior of selected target audiences toward US and multinational capabilities.
- Support the peacetime elements of US national policy objectives, National Security Strategy, and National Military Strategy.
- Support the geographic combatant commander's regional security strategy objectives.
- Support the objectives of the country team.
- Promote the ability of the HN to defend itself against internal and external insurgencies and terrorism (sponsored and supported) by fostering reliable military forces and encouraging empathy between host-nation armed forces and the civilian populace.

Joint PSYOP objectives during MOOTW involving the threat of force are:

- Mobilize popular support for US and multinational military operations.
- Gain and sustain popular belief in and support for US and multinational political systems (including ideology and infrastructure) and political, social, and economic programs.
- Attack the legitimacy and credibility of the adversary's political systems.
- Publicize beneficial reforms and programs to be implemented after defeat of the adversary.

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- Shift the loyalty of adversary forces and their supporters to the friendly powers.
- Deter adversary powers or groups from initiating actions detrimental to the interests of the US, its allies, or the conduct of friendly military operations.
- Promote cessation of hostilities to reduce casualties on both sides, reduce collateral damage, and enhance transition to post hostilities.

Joint PSYOP objectives during war are:

- Explain US political policies, aims, and objectives.
- Arouse foreign public opinion or political pressures for, or against, a military operation.
- Influence the development of adversary strategy and tactics.
- Amplify economic and other nonviolent forms of sanctions against an adversary.
- Undermine confidence in the adversary leadership.
- Lower the morale and combat efficiency of adversary soldiers.
- Increase the psychological impact of US and multinational combat power.
- Support military deception and operations security.
- Counter hostile foreign psychological operations efforts.

In war, JFCs synchronize capabilities and actions in various dimensions to achieve assigned objectives quickly and with minimum casualties. The JFCs seek to establish conditions that lead to decisive operations (i.e., that set of operations that either defeats enemy centers of gravity or successfully achieves other strategic objectives).

Joint PSYOP is an instrumental tool in support of the campaign plan which assists the JFC in gaining the initiative. In addition, properly planned and executed PSYOP provide supported commanders at all echelons with opportunities for gaining additional agility, depth, and synchronization for sustained and decisive combat operations.

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Employment of PSYOP can be equally effective in supporting offensive and defensive operations conducted by conventional forces. The type of offensive and defensive operations influences the type of PSYOP support and its degree of success.

### 1.8.2 Joint PSYOP Support to Special Operations

Special operations are an integral part of modern warfare. Special operations may support conventional military operations, or they may be conducted alone. PSYOP may support the following special operations missions in accordance with references d and e:

- Unconventional warfare (UW).
- Foreign internal defense (FID).
- Direct action (DA).
- Special reconnaissance (SR).
- Combating terrorism (CBT).
- Counterproliferation (CP).
- Civil affairs (CA).
- Information operations (IO)

#### a. Unconventional Warfare (UW)

Conventional PSYOP techniques may be applicable during UW operations, but because of the changing operational environment, different target groups exist. The four major UW targets of PSYOP are:

- The uncommitted.
- Hostile sympathizers.
- Hostile military forces.
- Resistance sympathizers.

b. Foreign Internal Defense (FID)

PSYOP supports the achievement of national goals by targeting specific audiences. In FID, specific PSYOP goals exist for the following target groups:

- Insurgents: To create dissension, disorganization, low morale, subversion, and defection within insurgent forces.
- Civilian populace: To gain, preserve, and strengthen civilian support for the HN government and its counterinsurgency programs.
- Military forces: To strengthen military support with emphasis on building and maintaining the morale of the HN forces.
- Neutral elements: To gain the support of uncommitted groups inside and outside the HN.
- External hostile powers: To convince hostiles the insurgency will fail.

c. Direct Action (DA)

PSYOP support of DA missions depend on the situation, mission, and type of forces involved. PSYOP support of DA missions needs to be closely coordinated and linked to US public diplomacy and command information programs. The following are common PSYOP objectives in DA operations:

- Explain the purpose of the operation to counter the enemy reaction and ensure that friendly, neutral, and hostile audiences know what has occurred and why.
- Establish control of noncombatants, neutrals, and other groups in the operational area.
- Reduce interference in the DA operation by hostile forces and nations.
- Exploit target audiences that might not otherwise be accessible. Exploitation includes demoralizing potential adversaries with the results of the operation.
- Assess the psychological impact of the operation.
- Reduce the adverse effects of mission failure.

- Capitalize on DA mission success in strategic PSYOP operations.
- Support DA missions in contingency operations.

d. Special Reconnaissance (SR)

Psychological operations support SR by:

- Assessing the psychological impact of the operation to include the impact on compromised clandestine or covert operations.
- Limiting or negating the effects of compromise.
- Conducting cover and deception operations.
- Providing personnel to help in area assessments.

e. Combating terrorism (CBT)

PSYOP must integrate with other security operations to target the forces employing terrorism. The aim is to place the terrorist forces on the psychological defensive. To do so, PSYOP personnel analyze the terrorists' goals and use PSYOP programs to frustrate those goals. PSYOP support CBT by:

- Countering the adverse effects of a terrorist act.
- Lessening popular support for the terrorist cause.
- Publicizing incentives to the local people to inform on the terrorist groups.
- Persuading the terrorists that they cannot achieve their goals and that they are at personal risk (from a responsible government that will not negotiate).

f. Counterproliferation (CP)

Counterproliferation refers to the actions taken to seize, destroy, render safe, capture, or recover weapons of mass destruction (WMD). SOF provide unique capabilities to monitor and support compliance with arms control treaties. If directed, SOF can conduct or support SR and DA missions to locate and interdict sea, land, and air shipments of dangerous materials or weapons. SOF are tasked with organizing,



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training, equipping, and otherwise preparing to conduct operations in support of US Government counterproliferation objectives. PSYOP supports CP actions (such as SR and DA) as it would a SR or DA operation.

g. Civil Affairs (CA)

Civil affairs and PSYOP are mutually supportive within civil-military operations (CMO). During military operations other than war, PSYOP support various CA activities; such as establishing population control measures, gaining support for the government in the international community, reducing support or resources to those destabilizing forces threatening legitimate processes of the HN government.

Although CA personnel advise commanders on the most effective military efforts to support friendly or HN civilian welfare, security, and developmental programs, PSYOP maximize those efforts through informational products and programs. PSYOP publicize the existence or successes of these CMO activities to generate confidence in, and positive perception of, US and HN actions to the target population in accordance with reference f.

h. Information Operations (IO)

PSYOP is a major player in IO. IO actions are taken to affect adversary information, and information systems, while defending own information and information systems. IO require the close, continuous integration of offensive and defensive capabilities and activities, as well as effective design, integration, and interaction of C2 with intelligence support. IO are conducted through the integration of many capabilities and related activities. Major IO capabilities include, but are not limited to, OPSEC, PSYOP, military deception, EW, and physical attack and/or destruction, and could include computer network attack (CNA). (JP 3-13)

1.8.3 Joint PSYOP Support to Civil Military Operations (CMO)

PSYOP can provide key support and information for CA activities when effectively integrated into CMO (JP 3-53). CA personnel and forces can advise commanders on the most effective military efforts to support friendly or host-nation civilian welfare, security, and development programs. PSYOP can maximize those efforts through information products and programs.

PSYOP assets can provide support to CA in the following areas:

- Develop information for CA concerning the location, state of mind, and health of civilians and the physical characteristics of the operational area.
- Disseminate information concerning the safety and welfare of the indigenous civilian population.
- Influence a civilian population's attitude toward US policy, and prepare the population for CA involvement in postconflict activities.
- Maximize CA efforts in the area of humanitarian assistance by exploiting the goodwill created by US efforts in the area of medical and veterinary aid, construction, and public facilities activities.
- During disaster-relief operations, PSYOP may foster international support for US-HN governments and may coordinate publicity for US efforts.
- Conduct assessments before and after the operation to determine the most effective application of effort, and document the results.
- Provide direct support to CA units conducting emergency relocation operations of displaced civilians and for operation of the displaced civilians' camps.
- As a corollary, when conducted within the framework of a viable CMO concept, CA activities can contribute significantly to the overall success of PSYOP activities (deeds versus words).

### 1.9 JOINT PSYOP COMMAND AND CONTROL

The NCA issues national security policy through directives and statements. During peacetime, the Secretary of Defense (or his designated representatives) translates national security policy into military policy. Because of the nature of the psychological dimension, all policy matters tend to impact upon PSYOP. During war, policy flows directly from the NCA through the Chairman of the Joint Chief of Staff to the combatant commanders. The combatant commander is responsible for the centralized direction and conduct of PSYOP within the operational area. Early and full PSYOP support to the supported commander is critical throughout the crisis action planning process.

In any contingency operation, the JPOTF HQs has been established for command and control (C2) of PSYOP forces. PSYOP forces have been deployed and employed in support of conventional force elements and



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special operations forces (SOF). USCINCSOC exercises combatant command (command authority) (COCOM) of all dedicated US Army and Air Force PSYOP forces in the continental United States (CONUS). In fulfilling this responsibility, USCINCSOC coordinates with the Chairman of the Joint Chiefs of Staff, Service Chiefs, and combatant commanders to ensure all PSYOP and support requirements are addressed.

When USSOCOM forces deploy from CONUS into a theater for a specific short-duration mission, these forces are normally attached to the theater combatant commander and may be placed OPCON to the JFC. If the forces are attached, the NCA normally specifies in the deployment order that the gaining combatant commander will exercise OPCON of the attached force. This requires extensive coordination. Because USSOCOM must prepare the forces, it is vital that the JFC clearly communicate the theater combatant commander's requirements. The JFC assists the theater combatant commander during the transfer of authority of PSYOP forces from USSOCOM by coordinating transfer to theater C4I structure and arranging in-theater support, to include staging facilities. This may require coordination with other theater combatant commanders when facilities lie within their AORs. JFC planning must ultimately include force recovery and redeployment. Additionally, significant PSYOP activity normally requires a JPOTF to coordinate and deconflict execution of the JFC's plan.

#### 1.9.1 Command Relationships

Unless otherwise directed by the NCA, combatant commanders exercise COCOM over all assigned or attached military PSYOP assets. Due to the strategic and operational importance of the PSYOP contribution to the CINC's strategic concept, centralized planning of PSYOP should be focused at the combatant command level.

When authorized by the Secretary of Defense, combatant commanders may allow multinational commanders to exercise OPCON of PSYOP forces. The combatant commander may place PSYOP forces under OPCON of a subordinate joint force or component commander for appropriate mission support. PSYOP units may be integrated into multinational operations. Appropriate points of coordination and control of PSYOP activities should be established through a multinational PSYOP cell.

The combatant commander's responsibilities are to:

- Ascertain PSYOP force requirements.

- Give authoritative direction to subordinate commands and PSYOP forces.
- Establish the chain of command for PSYOP forces operating within the operational area.
- Task organizes and employs PSYOP forces to accomplish assigned missions.
- Exercise or delegate OPCON of PSYOP forces.

#### 1.10 JOINT PSYCHOLOGICAL OPERATIONS TASK FORCE (JPOTF)

A JPOTF is a temporary joint HQ established by the combatant commander or a JFC to accomplish a specific mission or control PSYOP forces in a specific theater of operations. The JPOTF assists the JFC in developing strategic, operational, and tactical PSYOP plans for a theater campaign or other operations. A JPOTF is composed of psychological operations units from more than one Service, formed to carry out PSYOP in support of a JFC's campaign or other contingencies. The JPOTF may have a staff comprised of staff officers from one or more Services.

##### 1.10.1 Creation of a JPOTF

The scale of an operation generally dictates the organization of PSYOP forces. The PSYOP organization may vary in size depending on the nature of the operation, the capability of available forces, and the supported commander's assessment of the PSYOP requirement.

The supported commander may request a PSYOP assessment team (POAT) to assist in developing the PSYOP objectives and to advise on the appropriate component mix of assets. If the POAT can accomplish the necessary planning to assist tactical commanders executing PSYOP activities, no further PSYOP forces are likely to be required (JP 3-53).

The supported commander may stand up a JPOTF in a variety of ways. Under most circumstances, a geographic combatant commander (the supported commander) or CJTF will form a JPOTF. The JPOTF could be assigned anywhere in the JFC structure; it normally is OPCON to the JFC to provide a centralized PSYOP focus. Seldom, if at all, will the JPOTF be deployed and employed in advance of the JTF or multinational force of which it will eventually become a part. The JPOTF and a multinational force may be organized concurrently. Figure 1-3 shows the generic organization of a JTF (JP 3-05, JP 3-05.3).

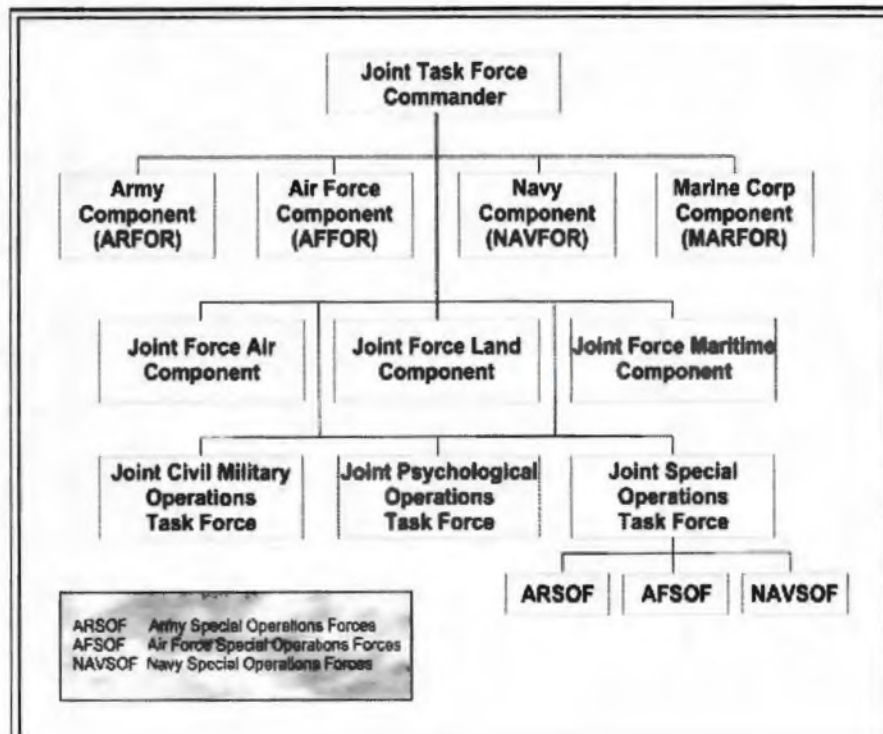


Figure 1-2. Generic Organization of a JTF

#### 1.10.2 Mobilization of PSYOP Forces

During full mobilization, the entire US military PSYOP capability becomes available for employment by supported combatant commanders. PSYOP units apportioned for theater planning purposes and available for employment are identified in Annex D to the Joint Strategic Capabilities Plan (JSCP). Presently, a significant portion of PSYOP forces are maintained in the Reserve component (RC). Individual RC augmentees could be tasked to round out the JPOTF HQ staff. Early identification of RC PSYOP requirements by the POAT is essential to ensure timely RC activation, processing, and training, if required. Both active and Reserve forces which provide PSYOP capability should be identified in the theater time-phased force and deployment data (TPFDD) to ensure theater PSYOP objectives and operations are not delayed in accordance with reference g.



### 1.10.3 Generic Organization of a Joint Psychological Operations Task Force

A JPOTF HQ, or a JPOTF, does not have a fixed organization; it is task organized. While the HQ will be able to perform normal command and staff functions, it may rely on non-PSYOP elements for certain staff activities. JPOTF HQs vary in size as well as scope of mission. Personnel within the JPOTFs have numbered from less than 20 to more than 200. A JPOTF is an organization flexible in both size and composition, and that flexibility provides its primary utility.

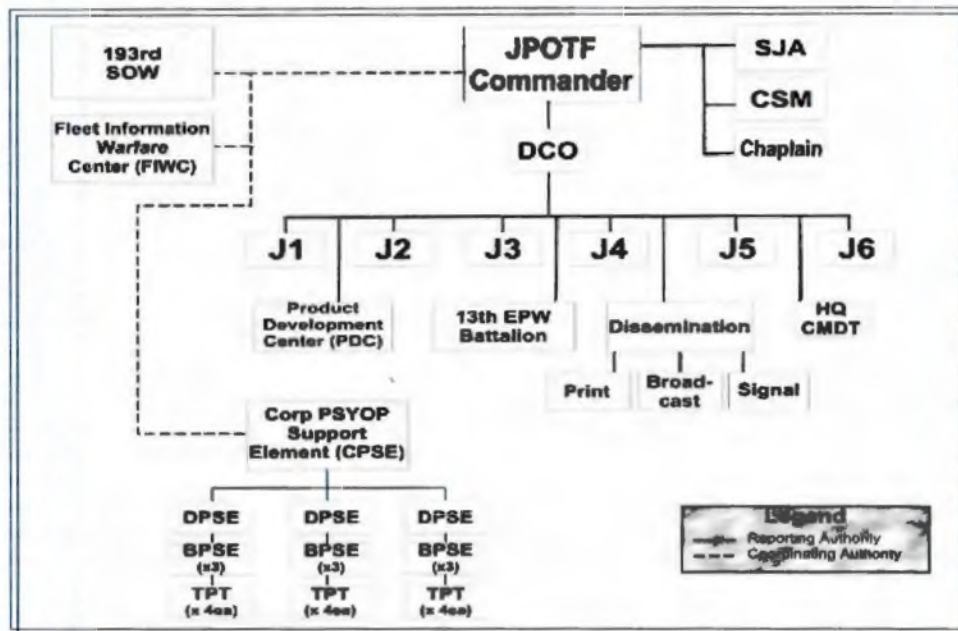


Figure 1-3. Generic Organization of a JPOTF Headquarters

A JPOTF is organized internally along functional lines (e.g., J1 through J6) which are similar to conventional task force organizations (See Figure 1-3 for a generic JTF organization). JPOTFs are normally organized to meet a specific PSYOP mission. The establishment of a JPOTF is appropriate when PSYOP C2 requirements exceed the capabilities of a JF C's staff. JPOTF HQs are formed around elements from an existing PSYOP unit with augmentation from other Services. Also, a JPOTF may be deployed as a complete package from outside the theater.

When subordinate to a JTF commander, the JPOTF commander exercises day-to-day C2 of assigned or attached PSYOP forces. The COMJPOTF allocates forces against strategic or operational tasks and supports other

JTF component commanders based on guidance from the commander, joint task force (CJTF). Additionally, other responsibilities of the COMJPOTF, in accordance with reference h, are to:

- Advise the CJTF on PSYOP.
- Conduct joint PSYOP planning and execution.
- Issue planning guidance.
- Analyze various courses of action.
- Produce joint PSYOP products.
- Coordinate with the other subordinate task forces and components to ensure the most efficient support is provided to the COMJTF.
- Conduct joint PSYOP dissemination operations.
- Evaluate the results of joint PSYOP.
- Conduct liaison with HN agencies and other US Government (USG) organizations.
- Establish combat ID SOPs and other directives based on COMJTF guidance.

When a JPOTF is established, tactical PSYOP forces are placed in direct support of maneuver elements. The COMJTF will attach and detach tactical PSYOP forces with maneuver forces as required to support the JTF mission.

Dissemination forces operate in general support of the JFC with tactical control by the JPOTF commander. Multipurpose assets that are primarily PSYOP platforms, such as COMMANDO SOLO, normally remain OPCON to the joint special operations component commander (JSOCC) or the COMJSOTF with tactical control (TACON) to the JPOTF commander.

#### 1.11 MULTINATIONAL OPERATIONS

PSYOP Forces may conduct multinational operations independent of or in support of other components. PSYOP forces are able to provide support through appropriate points of coordination and control for PSYOP activities and forces in a multinational PSYOP cell. The PSYOP

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Studies Production Program (PSPP) enhances this capability. The Secretary of Defense is the approving authority for delegation of PSYOP approval authority to foreign control. The JPOTF MTG is designed for joint operations and makes no attempt to deal with combined operation. They are only mentioned so that the reader is informed of the existence of combined PSYOP.

#### 1.12 HOW TO USE THE MASTER TRAINING GUIDE

This MTG has been designed to accommodate the needs of experienced JPOTF HQ staff members and newly assigned augmentees. The sections are stand-alone documents that permit the user to go directly to the area of immediate interest, whether it is training or the development of a particular type of exercise. Section 4, which contains T/C/Ss arranged by staff functional areas, identifies specific staff functional T/C/Ss in sufficient detail so that the staff member can understand plans and operations responsibilities. This section is a useful starting point for orienting new personnel.

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## SECTION 2

### TRAINING CONCEPT

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#### 2.1 OVERVIEW

This section describes the training concept for JPOTF staff members and identifies the contents and objectives of the training program.

Reference d provides an overview of the joint training system (JTS) and outlines the procedures for implementing the system. The training methodology presented here is consistent with the JTS.

#### 2.2 TRAINING METHODOLOGY

The training methodology for joint PSYOP is to analyze the mission; define the training tasks, audience and resources; develop the training objectives, and use the most effective training techniques and materials to deliver the training. PSYOP training is mission-dependent and mission-oriented--what constitutes effective training for one PSYOP mission may differ significantly for another mission. Further, methods and procedures are common to all PSYOP, but are not common to other elements of the Armed Forces of the United States. Members of a JPOTF HQ must know these PSYOP unique methods and procedures.

This training methodology supports USCINCSOC's annual joint training plan by providing a robust structure capable of ensuring that the command's joint training objectives are achieved in the most efficient and effective manner. The training methodology must also be flexible enough to meet the needs of a force that is geographically dispersed and professionally diverse in skills, background, and mission experience. The methodology also recognizes that the primary training audience, PSYOP personnel and units, are subject to a continuous, high personnel turnover and operations tempo (OPTEMPO). Throughout the process described in this section, commanders, staffs, and training developers must have a single focus: to produce well-trained, combat effective JPOTF HQ staffs.

#### 2.3 THE JPOTF HQ STAFF TRAINING AUDIENCE

The primary JPOTF HQ training audience includes:

- Personnel from non-PSYOP units that are or will become components of the task force.



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- US liaison officers and key personnel from higher and lateral HQ who manage requests and taskings to PSYOP forces.
- Allied liaison officers who may need fundamental PSYOP orientation to avoid misunderstanding and confusion.
- Staff members ranging from senior noncommissioned officers (NCOs) and warrant officers to O-6 with the predominant weight of the training audience falling in the O-3 to O-5 and E-5 to E-8 level.
- Members who are Service qualified, but who are likely to have little or no joint experience or background.
- Members who may not have a PSYOP background.

The specific training audience for each level of training is stated in the following paragraphs.

#### 2.3.1 Level One: Individual Training, Specific Training Audience

The training audience includes all staff officers, NCOs, including Active component (AC) and RC augmentees, who may serve in a JPOTF HQ, or who are in the process of being assigned to a PSYOP unit.

#### 2.3.2 Level Two: Institutional Joint Training, Specific Training Audience

The training audience consists of the theater's regionally oriented PSYOP battalion commander, potential theater PSYOP battalion commanders, and selected key and primary PSYOP or JPOTF personnel.

#### 2.3.3 Level Three: Collective (Theater Specific), Specific Training Audience

The training audience includes all staff officers, NCOs, personnel assigned to or supporting a PSYOP Group Headquarters, a regional PSYOP battalion, or JPOTF HQ in support of a combatant commander or JTF Commander.

### 2.4 THE JPOTF HQ TRAINING TASK

The mission is the common starting point for both general and specific joint PSYOP training. Thorough mission analysis identifies mission essential tasks that are selected from the UJTL and Service task lists. Training objectives are derived from these tasks which are based on joint

doctrine, joint tactics, techniques and procedures (JTTP), and/or SOPs. The training must maintain its focus on jointness and the unique facets of PSYOP.

#### 2.4.1 Joint Training

The first requirement for a joint PSYOP training effort is to maintain the focus on jointness. Some officers and NCOs serving on joint staffs do not fully understand the basic joint planning and execution systems that have been carefully designed, updated, and adjusted to make joint operations run smoothly. An effective JPOTF HQ training program must equip all staff officers and NCOs with the knowledge and skills needed to function in the joint HQ environment.

#### 2.4.2 Individual Joint Training

This training prepares individuals to perform individual tasks in joint organizations, or to operate unique joint systems. JPOTF individual joint training is centered on computer-based training methods.

#### 2.4.3 Collective Joint Training

Collective joint training is built upon the foundation created by individual training. The training objectives for collective training are derived from the command's JMETL, and may address the training requirements of other commands. Collective joint training includes a variety of tools such as operational rehearsals, joint field training exercises, CPXs, and computer-assisted exercises.

### 2.5 TRAINING RESOURCES AND METHODS

After identifying the training tasks and the audience to be trained; and determining the training objectives to be accomplished and the time available; effective JPOTF HQ training will be achieved by tailoring the correct mix of resources and methods. Training resources include the full array of current training development and teaching tools. Methods include courses taught by interactive CD-ROM, computer assisted planning exercises (PLANEX), warfighting simulations, courses of instruction in schools, and transportable training that describes psychological operations, psychological operations forces, and psychological operations procedures. Courses are delivered by a variety of media and MTT. Training methods focus in two general areas-- individual joint training and collective joint training.

## 2.6 LEVELS OF TRAINING

The JPOTF training program uses a progressive building block approach. The approach begins with an individual level of instruction. The second level is institutional instruction conducted at a designated SOF Service school. The third level trains the JPOTF HQ staff members in their roles and functions in a realistic training scenario. The third level trains the JPOTF HQ staff member to theater-specific subjects, tasks, techniques, and procedures of a JPOTF HQ staff in support of a JTF.

### 2.6.1 Level One: Individual Training

Individual training will be self-paced, interactive, computer-based, and stand-alone. Level One training is based on the assumption that the individual assigned to a JPOTF HQ is Service specialty or branch qualified, but is not necessarily joint or PSYOP qualified. Training at this level focuses on the JPOTF as a whole; what it is; what it does, and how it operates. This level offers an overview of command and staff functional areas, and information on how the various functional areas relate and interoperate. Level One also provides specific functional area information for the individual staff member, basic knowledge of PSYOP, component commands, and component units, to include their missions, capabilities, and limitations. It also includes the generic organization of a JTF and JPOTF with a brief description of what each staff organization does. Level One training will culminate with a simulation-based PLANEX which will permit the student to apply knowledge gained in the tutorial for a specific JPOTF mission.

At the completion of Level One, the JPOTF HQ staff member will have a basic functional area knowledge and a good understanding of internal and external staff coordination procedures. The Level One training tool, a CD-ROM, will either be forwarded prior to the individual's arrival on the JPOTF HQ staff, which is the primary method, or be given to the individual immediately upon arrival, which is the alternate method. The gaining JPOTF is responsible for ensuring that all Level One training material is sent to the prospective staff member prior to permanent or temporary assignment. The training aids require the use of a computer as the training media and depends on the trainee having access to a compatible computer and being computer literate.

### 2.6.2 Level Two: Institutional Joint Training

Institutional level training will be conducted in a formal academic environment. Conceptually, selected JPOTF HQ key and primary staff personnel will attend a resident course of instruction at a location to be

determined. During this training, personnel will gain additional knowledge so that they can become immediate assets to the JPOTF. Level Two employs a computer-assisted PLANEX as a medium to support training. Interaction between staff functional areas is paramount. Level Two participants should have a working knowledge of joint PSYOP and staff functions and have completed Level One training.

### 2.6.3 Level Three: Collective (Theater Specific)

This level is primarily the COMJPOTF's responsibility. Level Three builds upon the performance-oriented joint collective training of Level Two in which a designated JPOTF staff trained together. Level Three focuses on theater collective and functional staff-specific tasks. Level Three fine tunes JPOTF staff functional area performance; it addresses theater specific collective joint tasks, crisis action planning requirements, JPOTF functional area interoperability, and the theater JMETL.

Training is structured by the JPOTF commander based on command peculiar requirements, and uses validated joint simulation vehicles, e.g., CPX or CAX. (Section 3 describes Joint Training Exercises.) These exercises serve as training for the entire JPOTF staff and can be used as a precursor to major JTF or JPOTF events. Attached to Level Three training is a facilitated after-action review (FAAR) process to ensure accomplishment of the theater CINC or JPOTF's training objectives. (The FAAR process is discussed in Section 5). The frequency of Level Three training depends on the theater CINC's and COMJPOTF's training and operational requirements, but is anticipated to occur every 18 to 24 months.

### 2.6.4 Certification/Currency Training

The Level Three training environment ideally provides the JPOTF commander with a vehicle to certify the JPOTF HQ staff. After certification, the process can be used to maintain training standards due to the OPTEMPO and rotation of selected key and primary staff. The certification process associated with Level Three training is further discussed in Section 4.

## 2.7 SUMMARY

This training concept, together with the JPOTF HQ MTG and the related program of instruction, will provide a focused and progressive training program for the JPOTF HQ staff, including RC members and augmentees, that will assist JPOTF commanders in gaining and maintaining operational readiness.

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## SECTION 3

### TRAINING EXERCISES

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#### 3.1 INTRODUCTION

This section describes the training exercises available to support the training concept described in Section 2. The range of exercises validated for JPOTF use provides the capability to focus the exercise on the commander's JMETL needs and the flexibility to use the time and facilities available. These exercises are:

- Joint readiness exercises (JRX).
- Field training exercises (FTX).
- No-notice interoperability exercises (NIEX).
- Chairman Joint Chiefs of Staff (CJCS) exercises.
- Command post exercises (CPX).
- Computer-assisted exercises (CAX).

#### 3.2 TRAINING EXERCISES

Each type of exercise and how it can be used as a training tool for a JPOTF HQ staff is discussed more fully below. The section ends with a description of how the JPOTF HQ MTG can be used to develop and conduct exercises.

##### 3.2.1 Joint Readiness Exercises (JRX)

The JRXs are designed to train and assess the theater commanders' readiness. JRXs are normally conducted several times a year, and are targeted at training a JTF and subordinate component and functional staffs; the JPOTF staff being one of these, and the operational units they control. JRXs are multiechelon-training events that exercise several levels of HQ, staffs, and assigned forces. They provide the opportunity for exercising a broad range of individual and collective skills.

JRXs are resource intensive. They require the assembly, support, and transportation of large numbers of forces from different Services to local

or distant training areas. Training costs increase as conditions become more realistic in terms of operational time, distance, locations, and number of forces. Furthermore, JRXs, like any other major joint exercises, require a significant organizational effort. This effort includes, but is not limited to:

- Conducting exercise development conferences.
- Preparing exercise schedule.
- Developing the scenario, and related maps, charts, orders, and directives.
- Coordinating for support of communications, transportation, and personnel augmentation.
- Establishing an exercise director's staff.
- Coordinating opposing forces (OPFOR) participation.
- Identifying, surveying, and preparing training locations.
- Preparing and publishing exercise directives.
- Developing an assessment and AAR plan.
- Maintaining cost estimates.
- Coordinating public affairs.
- Coordinating distinguished visitor procedures, if required.
- Preparing training support products.

JRX also require the coordination and deconfliction of maneuver, air, and sea space. Consideration must be given to environmental factors throughout the planning process. In addition, a scenario must be carefully developed and consider all aspects of planning and coordination for whatever mission is being pursued. The JRX is normally presented and controlled by an exercise control group.



In addition to the command and staff functions that are exercised, JRXs are generally used to:

- Deploy, move, or maneuver joint forces over realistic distances.
- Plan, synchronize, and conduct large-scale combat and noncombat joint operations.
- Plan, synchronize, and conduct supporting fires.
- Plan, synchronize, and conduct logistical activities to support extensive joint operations and develop or exercise inter-Service support agreements and arrangements.
- Promote joint interoperability at task force level.
- Exercise joint mission essential tasks at tactical and operational levels.
- Build joint teamwork and cohesion.
- Plan, synchronize, and conduct psychological operations.

### 3.2.2 Field Training Exercise (FTX)

The FTX is an exercise performed in the field under simulated operational conditions. Joint field training focuses on performing tasks at the tactical level of war and typically exercises joint tactics, techniques, and procedures. The primary target audience is the JPOTF staff and its subordinate units. The emphasis is placed on CINC-sponsored interoperability requirements that are derived from an operational mission analysis. FTXs may also satisfy multinational interoperability requirements. Supported commands are responsible for coordinating, scheduling, and providing joint expertise and transportation funding for joint FTXs.

Like JRXs, FTXs are resource intensive. The guidelines for the design and construction of a JRX and FTX are similar. See paragraph 3.2.1 for the parameters and infrastructure required for planning, coordinating, conducting, and reviewing a FTX.

### 3.2.3 No-Notice Interoperability Exercise (NIEX)

The NIEX Program is a CJCS-sponsored exercise program. NIEX examines issues of strategic interoperability and focuses on resolving

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problems related to interoperability, command, control, communications, and challenges of special interest to the CJCS. The NIEX provides an opportunity to train key individuals, staff, and operational elements at the interagency, joint staff, and tactical levels in time-sensitive crisis action procedures. This exercise also allows participants to observe, and if required, amend procedures, policies, and systems that support staffs and decision makers. A JPOTF HQ can anticipate some level of participation in a NIEX involving the affected theater CINC's area of operation.

### 3.2.4 CJCS-Sponsored Exercise Program

The CJCS program is described in reference c and is developed for training audiences at the Joint Staff and NCA level. Training typically focuses on strategic national level joint tasks. The exercises within this program provide training for national level decision makers and their staffs, aid in determining the readiness and effectiveness of worldwide C4I, and exercise appropriate plans and procedures in crisis response situations.

### 3.2.5 Joint Command Post Exercise (CPX)

CPXs train commanders and staff in staff operations, command and control procedures, and decision making. The primary focus for CPXs is on the chain of command and communications networks. As such, they are conducted by and between HQ, which may be at home station or deployed locations. The training audience is composed of commanders and their staffs; all other forces are simulated.

CPXs require reduced resources while providing focused training. Even though the resource requirements are less than those of a JRX, CPXs still require significant support depending on the format, scope, extent of HQ and chain of command involvement, and training objectives. CPXs can train all the appropriate HQ for a particular type of mission at realistic operational distances, or they can train a reduced number of HQ and a smaller slice of the chain of command. The nonplaying HQ and units can be represented by simulation or response cells. Exercise control groups may represent higher HQ. Depending on the scope, CPXs may use strategic, operational, and tactical command, control, communications, computer, and intelligence (C4I), and logistics networks.

CPXs require a significant organizational effort similar to that described for JRXs above. Additionally, CPXs can be combined with modeling and simulations; although this type of format can increase costs due to the

addition of technical personnel, simulation communication nets, and preparation and use of simulations. However, the higher cost is still significantly lower than the cost of joint readiness exercises with comparable C2 objectives.

The CPX involves the development of a detailed scenario tailored to the chosen mission. The scenario is normally presented to the participating units and controlled by an exercise control group through normal message traffic and written products or through simulation. In the last case, the CPX will also be a simulation driven exercise. The CPX is generally used to:

- Plan, establish, and employ C4I architecture appropriate to the scenario.
- Identify requirements, exchange information, and coordinate operations in response to the exercise scenario.
- Prepare and disseminate estimates, plans, or orders in response to the exercise scenario.
- Integrate and synchronize joint operations through detailed execution planning and controlling simulated operations.
- Build teamwork and cohesion.
- Test reaction to simulated friction designed to model friction encountered during actual movement and deployment of forces.
- Identify and address operational and strategic shortfalls and issues.

### 3.2.6 Computer-Assisted Exercises (CAX)

Computer-assisted exercises use computers to present a scenario and simulate conditions, environment, and progression of events. These exercises also use analytical models to aid decision making and portray responses to and results of friendly actions. They can be used for training and rehearsals and may also be used for purposes of research and development. As a means of training, they provide commanders and staff with high-quality, cost-effective training alternatives to other more resource intensive exercise methods.

CAX requirements depend on the scope of the supported exercise, the level of detail required in the information presented, and the complexity of interoperability between the different models used in the exercise.

Different models require a wide variety of computer hardware and software, with corresponding numbers of personnel involved in preparing databases and operating the models during the exercise. Time of preparation is a key factor. Major joint exercises may take up to a year to build databases; although this time will decrease as valid databases are constructed by participating commands.

Scenarios for CAXs are developed much the same as for JRXs and CPXs; although exercise designers must ensure that the joint operations area (JOA) and force structure designated for the exercise can be properly supported by the desired simulation model and databases.

CAXs place C2 elements in operational environments that simulate decision making, command and staff interaction, and coordination. They assist in the following areas:

- Preparing a joint HQ and its subordinate units for conducting major operations while minimizing costs and resources.
- Rehearsing wartime missions and possible contingency operations using real world operational area and threat databases.
- Exercising and evaluating doctrine, internal training, and operating procedures.
- Developing awareness of the lethality of war and MOOTW.
- Assessing written and verbal communication processes between commanders and staff, different HQ, and various echelons.
- Providing feedback to aid in decision making, such as assessing and wargaming courses of action (COA), measuring the effectiveness of force combinations, and determining transportation feasibility.
- Providing feedback to assess the results of situational responses and supporting AAR efforts.
- Training new personnel and sustaining the proficiency of command groups and staffs.
- Identifying and addressing operational and strategic shortfalls and issues.

A wide variety of simulations and models support an equally broad range of exercises. Many are flexible with regard to level of resolution in the

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information provided. Which type of simulation model to use is based on the training audience and the training objectives, as well as on the resources available. For example, trainers wish to conduct a seminar wargame for commanders and staff in a joint force, they might use simulations and supporting analytical models that present information of operational and strategic importance. The resolution would be in terms of major results to large units. However, if the intent were to exercise and assess detailed logistic coordination; a simulation with higher resolution would be required. Generally, the higher the resolution, the more realistic the training environment, and the more stressful the training. Joint CPXs that use computer assistance generally require simulations and models with relatively high resolution. Some simulations and models are described below.

- Aggregate Level Simulation Protocol (ALSP). There is a multi-Service program of conventions that ensures interoperability of simulation models and provides maximum flexibility. Together these conventions or protocols are known as ALSP, which permit disparate simulations to work together as an integrated whole. An ALSP confederation consists of multiple Service-oriented models that share information with each other via ALSP. A number of simulation models, used independently by the Services are in various stages of integration into the ALSP confederation. Currently the confederation consists of the following models:
  - Corps battle simulation (CBS) is the designated US Army combat simulation model. It models air-ground, ship-ground, and cruise missile activities through ALSP. Capabilities for modeling CA/CMO and PSYOP are being developed and integrated.
  - Air warfare simulation (AWSIM) is the designated US Air Force combat simulation model. It models air-ground, air-air, ship-air, and cruise missile activities through ALSP.
  - Research, evaluation, and systems analysis (RESA) is a naval simulation model that has been used in conjunction with exercises in Korea and Germany. Air-ground, air-air, ship-air, and cruise missile activities can be portrayed via ALSP.
  - Joint electronic combat electronic warfare simulation (JECEWSI) provides electronic warfare simulation for the Service models. The Joint Command and Control Warfare Center (JC<sup>2</sup>WC) is expanding the capability of JECEWSI to simulate other key elements of C<sup>2</sup>W to include PSYOP, OPSEC, and EW.



- In addition to the ALSP models, the following are some of the principal models used by Services and unified commands.
- Joint Conflict and Tactical Simulations (JCATS) are the result of a merge between the Joint Tactical Simulation and the Joint Conflict Model (JCM). JCATS are multisided, interactive, entry level, joint conflict simulations. JCATS capabilities will include the ability to conduct JTF exercises across the entire spectrum of war, to include MOOTW. Its domain includes land, air, and naval operations for joint and multinational forces. JCATS also allows for dynamic aggregation and drawdown of units during the game allowing the user to play at the JTF level with larger numbers of entities and fewer players.
- Joint theater level simulation (JTLS) is used primarily to analyze theater level operational plans. It is designed to serve as both an operations support and a force capability tool to assess the value of different mixes of forces or resources. The model has also been used as an exercise driver. Its domain includes land, air, and limited naval operations for joint and multinational forces in conventional air, ground, and naval missions. The effects of special operations can be modeled. It has full intelligence and logistics modeling capability.
- For the future, SOF is looking at various modeling and CAX initiatives, to include JSIMS to integrate joint special operations mission profiles into CAX to ensure realistic play.

### 3.3 USE OF THE MTG IN DEVELOPING AND CONDUCTING JPOTF EXERCISES

Exercise designers, participating commanders and staff, and AAR analysts/observers, whose roles are discussed more fully in Section 5, can all benefit by referring to the task descriptions in Section 4, even if their personal experiences or the particular JPOTF mission does not precisely coincide with them. The critical task descriptions and associated task steps are based on doctrine and tied to the UJTL and JMETL. Exercise designers, participants, and AAR analysts/observers will find the tasks to be generally applicable to the JPOTF HQ's role in planning and conducting JPOTF operations.

Just as the MTG is used to support development of overall training objectives, both long and short range, it also supports development of individual exercise objectives and even exercise design.

Exercises are generally designed to increase and assess a unit's proficiency in performing mission essential tasks. Using the list of

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principal tasks from Section 4 of the MTG, an exercise designer for the JPOTF HQ can identify those MTG tasks that, if performed well, support the unit's ability to accomplish its joint mission essential tasks (JMET). These MTG tasks can therefore be assessed in training events.

At the outset of designing an exercise, a training audience assessment must be performed. Initially, designers should look at how well the audience performs required procedures to accomplish each task. While it is ultimately the commander's decision, the leadership of each potential audience (J1, J3, etc.), should make recommendations about the current training proficiency of that group. This requires a review of existing data from previous events or operations. Where no data exist, an estimate of training proficiency in relation to the prescribed standard should be accomplished.

After completing the training audience assessment, the exercise designer must determine and develop training objectives. The JMETL is translated and consolidated into training objectives required to bring the identified training audience to a prescribed standard. The exercise designer then constructs exercise objectives that will cause or require the performance of the MTG and JMETL tasks either individually or as major groups.

The designer then selects a training method (i.e., JRX, CAX) that will drive the JPOTF HQ performance of MTG and JMETL tasks, in accordance with exercise and training objectives. Training methods can be categorized into two general groups--individual joint training and collective joint training. By its nature, collective joint training is more resource consuming of the two categories, and is generally built upon the foundation created by individual joint training. Each category can be further divided into specific methods. For further information on exercise/training plan development consult reference i.

Focused assessment of the JPOTF's performance of those tasks will provide an indication of the JPOTF HQ's proficiency in its JMETs. Section 5 discusses the use of the MTG in support of training assessment. Briefly, commanders and staff use the task steps and performance measures for the critical tasks in Section 4 as memory aids, checklists, or primary resources for the conduct of JPOTF HQ tasks.

Exercise participants can use these tasks and task steps to survey and select command and staff tasks for assigned missions, to identify generic staff requirements for planning and execution of missions, and to develop or validate command and staff procedures. AAR analysts/observers use the same tools as sources or guidelines for observing, mentoring, and



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preparing AAR material. Exercise controllers use them to ensure that what needs to be assessed is actually performed so that the event can be assessed.

### 3.4 SUMMARY

A wide variety of training vehicles is available to support JPOTF training and exercise objectives. The selection of a particular exercise type or training method should make the best use of available resources, especially time, and generally include academic and joint exercise options.

## SECTION 4

### TASKS, CONDITIONS, AND STANDARDS

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#### 4.1 INTRODUCTION

This section describes T/C/S that are specific to PSYOP. It also contains a list of tasks that are common to all JTFs; however, because conditions and standards for these common tasks are published in the JTF HQ MTG, they are not included in this document.

The section presents T/C/S for the JPOTF commander, deputy commander or chief of staff, the HQ commandant, and each staff functional areas J1 through J6. Place holders are included for the special staff-chaplain, staff judge advocate, and sergeant major or senior enlisted advisor less the HQ commandant. T/C/S for these positions may be developed in subsequent additions to this MTG.

The format of the staff presentations is described under the operational phase in which they occur (i.e., plan, coordinate, and conduct). At the end of each command group or staff functional area is a list of tasks common to all JPOTF HQ for that particular function listed by UJTL number and task.

#### 4.2 JPOTF HQ TASKS, CONDITIONS, AND STANDARDS

The primary basis for identifying T/C/S for inclusion in this JPOTF HQ MTG was the result of extensive research in joint publications, CJCSM and CJCSI, and related documents, such as those published by USSOCOM, as well as those joint publications relating directly to PSYOP that have roots in approved doctrine. Research revealed that doctrinally valid T/C/S could be found in references cited as well as in a variety of other sources. How T/C/S were selected, and how the sources for their inclusion is identified, are addressed below.

##### 4.2.1 Tasks

Whenever appropriate the UJTL number e.g., the JPOTF commander's task, "OP 5.3.2 Issue Planning Guidance," identifies possible PSYOP-specific tasks. That UJTL task number is then followed by a description of the task that augments the UJTL task description by highlighting the PSYOP nature of the task. In some cases, however, existing UJTL tasks do not address PSYOP-specific tasks. For example, OP 3.1.6.1, "Assess Battle Damage on Operational Targets," does not

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have an accompanying task to assess the effectiveness of the PSYOP campaign. To address this requirement, the MTG contains a proposed new UJTL task with a new UJTL number, OP 3.1.6.1.1, linked to its most appropriate existing location. The new task, "Assess Effectiveness of the PSYOP Campaign," is followed by a description of the task. The doctrinal basis for tasks included in the MTG are identified and follow the task description.

#### 4.2.2 Conditions

Conditions are those variables of an operational environment or situation in which a unit, system, or individual is expected to operate that may affect performance. The conditions listed in the UJTL usually contain language that permits tailoring to the task parameters. For example, Condition 2.1.1, "Mission Instructions-Clarity of instructions, directives, policy guidance (including end state), strategies, or SOFAs, below the NCA level," covers a variety of types of instructions. The description accompanying C 2.1.1, "*Description*: Clear, addresses likely issues, leaves little or no ambiguity as to intent, and allows freedom of action where required; Minimal, few in number, leaves most decisions to the on-scene commander; Restrictive, a large number of instructions leaves little discretion to the on-scene commander," also permits selection of the most applicable description for the task identified. This MTG uses conditions as numbered in the UJTL and applies condition descriptions taken from those listed in the UJTL.

#### 4.2.3 Standards

The UJTL is the single best source for standards that can be applied to joint PSYOP specific requirements as well as the best basis for developing other standards. In cases in which the UJTL standard is applied, the UJTL citation is used with a PSYOP specific metric. For example, the illustrative JPOTF commander's task used above, OP 5.3.2 Issue Planning Guidance, has as one of its UJTL standards, "S6 Instances of requests for clarification of planning guidance/commander's guidance received from subordinate headquarters." In this document that standard reads, "S6 No instances of..."

In those cases in which a UJTL task applies, but the standards are not appropriate for PSYOP, new standards and accompanying metrics have been developed. They are numbered following the last UJTL standard. For example, if the last standard for a UJTL task is numbered "S6," PSYOP specific metrics or standards developed for that task are numbered beginning with "S7."

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In those cases in which a new UJTL task has been developed, as illustrated by OP 3.1.6.1, "Assess Effectiveness of the PSYOP Campaign," the new standards are numbered beginning with "S1."

Many of the standards and criteria proposed may seem to be absolute or arbitrary, such as "100 percent," or "0 percent." While some of these standards may appear contrary to experience, they reflect the doctrinal bias that seamless and flawless planning and execution remain the attainable objectives of command and staff functioning. Other standards, such as "50 percent of \_\_\_\_\_ missions are successful," may seem even more arbitrary, but that standard does have a foundation based on research, historical example, and experience. The tasks, standards, and criterion presented invite comment from the field, as to the applicability of the standard as well as the metric most appropriate to a particular command and its missions.

NOTE: It is understood that standards are dynamic, and will respond to changing doctrinal and operational parameters; that standards may vary by command, and that Joint Force Commanders will ultimately establish the standards for their JMETs.

#### 4.3 JPOTF HQ FUNCTIONAL AREA TASKS, CONDITIONS, AND STANDARDS

In the following sections, 4.3.0 through 4.3.4, the reader will find the command group and each staff functional area presented in the format described above. The command group, JPOTF commander, deputy commander or chief of staff, and HQ commandant is presented in Section 4.3.0, the staff functional areas, J1 through J6, are presented in Sections 4.3.1 through 4.3.6.

For all functional areas the initial entry point is the command or staff function, e.g., commander or J1. The reader will be taken through the plan, coordinate, and conduct phases, plus a review phase. Each functional area concludes with a list of tasks common to all JTF HQs presented by UJTL task and number.

Some conditions and standards are repetitive. For example, C.2.1.1, Mission Instructions, appears in virtually every list of conditions. However, to ensure that each task area is a stand-alone entry, every T/C/S that applies to the entry is included.

#### 4.4 JPOTF COMMAND GROUP

Overview: The size, composition, and duties of a JPOTF command group is dependent on the mission or missions the task force is assigned. A short-duration joint PSYOP mission to support missions such as a rescue, CP, or raid may require less than 100 personnel in the entire task force. In that instance, the JPOTF command group may consist only of a commander and the principal staff (J1-J6) together with a few assistants, perhaps fewer than 15 personnel. Here, the command group would be unlikely to have its full complement of personal and special staff officers (e.g. chaplain, surgeon, or staff judge advocate) assigned to it. The services these personnel normally perform would be at least partially absorbed by the various principal staff officers. Alternatively, a JPOTF assigned lengthy missions involving multiple tasks and numerous PSYOP units would likely require all of these personnel, plus extensive liaison elements. The duties of the personal and special staff, less HQ commandant, whose PSYOP T/C/S are included in the command group, are outlined below.

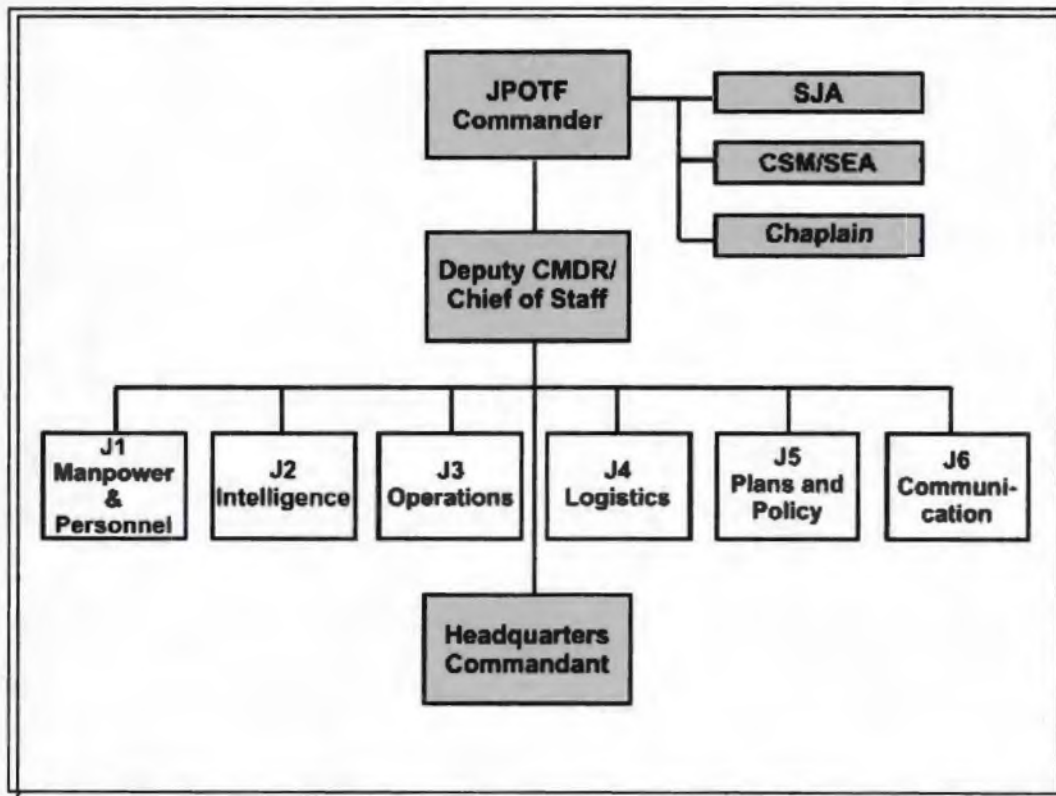


Figure 4-1. JPOTF Command Group and Special Staff



NOTE: Additional tasks, conditions and Standards for these special staff positions may be included in later editions of the JPOTF MTG. Tasks, conditions, and standards for the COMJPOTF, COS/deputy commander, and HQ commandant follow the overview of the special staff.

#### 4.4.1 JPOTF Commander

Overview: The COMJPOTF is charged with accomplishing all the tasks that follow under the given conditions, performing up to the standards that are described below. For most operations the COMJPOTF serves as the joint PSYOP functional component commander of a larger joint force. The COMJPOTF is responsible for planning and conducting all joint PSYOP that the JPOTF is directed to perform. In some cases, the overall commander may direct the COMJPOTF to transfer OPCON of some PSYOP forces to another component commander when those forces directly support that component command.

Although the COMJPOTF usually exercises OPCON of assigned and attached forces in much the same way as any JTF commander, there are some significant departures from the norm. For example, the COMJPOTF will not exercise direct OPCON of the EC-130 COMMANDO SOLO; he will exercise TACON of this multipurpose asset. Also, since PSYOP involve unusual skills, capabilities, limitations, and expected outcomes, the COMJPOTF is normally dual-hatted as the principal PSYOP staff officer at the higher HQ providing advice on the proper employment of PSYOP forces. In this role, the JPOTF commander often writes and obtains approval for the higher HQ's own PSYOP plans. The COMJPOTF may appoint the deputy to discharge these day-to-day advisory duties. Additionally, the COMJPOTF may simultaneously have both extensive geographical as well as limited functional PSYOP responsibilities--on the one hand exercising OPCON of all PSYOP in a given AOR and on the other performing one or more specific PSYOP of limited duration or scope. The COMJPOTF must be aware of any requirements for CA support and arrange for that expertise if required.

Tasks: The following tasks have been selected for the Commander as common to all JPOTF missions. Further discussion on these tasks, along with the conditions and standards follow.

1. ST 3.2.2.1.1 Provide PSYOP expertise to the CJTF.
2. ST 5.3.2.1 Select PSYOP themes and symbols.
3. OP 3.1.6.1.1 Assess the effectiveness of the PSYOP Supporting Plan
4. OP 3.2.2.1.1 Plan PSYOP in theater of operations/JOA

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5. OP 3.2.2.1.4 Recommend PSYOP actions to the combatant Commander/CJTF
6. OP 5.3.2 Issue Planning Guidance
7. OP 5.3.3.1 Derive PSYOP objective
8. OP 5.3.8 Issue Commander's Estimate
9. OP 5.4.1 Approve Plans and Orders
10. OP 5.4.2 Issue Plans and Orders
11. OP 5.4.5.1 Monitor the conduct of PSYOP actions
12. OP 5.7.2.1 Determine PSYOP support available in theater of operations/JOA

Task: ST 3.2.2.1.1 Provide PSYOP Expertise to the CJTF

The JPOTF commander, as the senior PSYOP officer in theater, is responsible for providing PSYOP expertise to the combatant commander or CJTF. Part of this responsibility is to ensure that all theater plans and products conform with National policy and programs. Additionally, the COMJPOTF must advise the JFC on COAs, products, follow on PSYOP actions, etc.

#### Conditions

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; clandestine; and covert (change will be included in the next UJTL update).

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.



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Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.4 Pre-Existing Command - The extent to which an existing command and staff headquarters structure exists.

Descriptors: No (ad hoc); Partial (pre-designated command organization, with at least some training of augmentees); Strong (existing and functioning).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

#### Standards

S1 <2 days to devise PSYOP Support Plan (when none exists).

S2 <8 hours after arrival of PSYOP assets, in JOA, until PSYOP efforts begin in JOA (in crisis).

S3 <8 hours to revise/confirm PSYOP Support Plan (after Warning Order in crisis).

S4 <25 percent of PSYOP effort focused on stabilizing and reinforcing allied forces and HN.

Task: ST 5.3.2.1 Select PSYOP Themes and Symbols

The JPOTF commander and staff select approved PSYOP themes and symbols to meet the combatant commander's or JTF commander's strategic concept or plan. PSYOP are strategic, operational, and tactical in nature and as such must assist in securing the concepts of theater or JTF plans at all three levels. The COMJPOTF and staff must relate the ends, ways, and means of the theater or JTF plan, in selecting themes and symbols which will be used in the PSYOP supporting plan.

Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; clandestine; and covert (change will be included in the next UJTL update).

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.6.4 Preplanned Targets - The degree to which initial fires have been preplanned, particularly in peacetime.

Descriptors: Fully (initial targeting complete and current); Partially (initially targeting either incomplete or dated); No.

C 3.1.2 International Politics - Those political factors, independent of one's own government, which impacts the commander's freedom of action.

Descriptors: Supportive; Indifferent; Opposed (unilateral action).

C 3.1.2.4 Foreign Public Opinion - The expressed attitude of foreign publics toward a military operation.

Descriptors: Supportive; Indifferent; Moderately opposed; Aggressively opposed.

C 3.1.3 NCA Decisions - Decisions taken by the NCA with regard to national security policy and strategy.

Descriptors: Clear and unrestrictive; Vague; Restrictive.

C 3.1.3.4 Restraints on Action - The limitations on a commander's freedom of action attendant to an NCA-assigned mission.

Descriptors: Severe (impedes mission accomplishment); Moderate (alternate COAs can accommodate); No.

C 3.2 Culture - Those aspects of a people that relate to their language, customs, economics, religion, and character.

Descriptors: Western; Non-Western.

C 3.2.1 Language - The spoken and written means of communication.

Descriptors: Primarily English; English as secondary; Other.

C 3.2.2.2 Legal Penalties - The seriousness of legal or religious penalties, in a foreign nation, associated with acts that violate cultural or legal norms.

Descriptors: Low; Moderate; High.

C 3.2.2.3 Law Source - The basis for current laws and justice (see C 3.2.2.2, Legal Penalties).

Descriptors: Koran; English Common Law; Napoleonic Code.

C 3.2.3 Religious Beliefs - Strength of adherence to religion, the impact on behavior, and the degree of domination over the life of a nation.  
Descriptors: Strong, Moderate, Indifferent.

C 3.2.3.1 Religious Unity - Degree of religious unity within a nation.  
Descriptors: Strong (monolithic); Moderate (stratified); Low (fragmented).

C 3.2.3.2 Religious Militancy - The degree to which a religious group believes it can or should impose its views on others, internally or externally, by force of arms, if necessary.  
Descriptors: Significant (pursues internal domination and exports beliefs by force); Moderate (politically active internally and exports beliefs by missionary activity); Limited (disinclined to impose religious views externally); No.

C 3.2.3.3 Religion-State Relationship - The extent to which a given religion influences the civil government of a nation.  
Descriptors: Dominant (theocracy); Strong (guides civil law); Limited (influences civil law); No.

C 3.2.4 Significant Cultural Sites - Restrictions on actions due to the existence of particular sites held by certain cultures or religions to be sacred places or national treasures.  
Descriptors: Presence of internationally; Presence of locally; No.

C 3.2.5 Cultural Unity - The extent to which a country is free from serious ethnic, cultural, and language divisions.  
Descriptors: High (unified); Moderate (few divisions, causing minor problems); Low (serious divisions; causes internal conflict).

C 3.2.6 National Character - Perceived behavior of the populace in a nation or an area.  
Descriptors: Open and adaptable; Careful and moderate; Closed and rigid.

C 3.2.6.1 National Discipline - The historically-based perception of a nationality's response to the direction and will of their central government.  
Descriptors: High (blind adherence); Moderate (willing conformance); Limited (questioning acceptance); Low (rebellious nonconformance).

C 3.2.6.2 National Aggressiveness - Tendency to use national power to achieve goals.  
Descriptors: High; Moderate; Low.

C 3.2.6.3 Nationalism - Belief that the good of the nation is paramount.  
Descriptors: High; Moderate; Low.

C 3.2.6.4 Ethnocentrism - Degree of emphasis on a particular ethnic grouping or background.  
Descriptors: High; Moderate; Low.

C 3.2.6.5 Internationalism - Degree of involvement in international organizations, even to the extent of granting some degree of sovereignty to such an international organization.  
Descriptors: Strong (supports supra-national approaches); Moderate (cooperates with international organizations); Low (resists involvement of international organizations); Anti- (actively opposes supra-national approaches).

C 3.3 Economy - Those factors that provide a nation with the manpower, materiel, and money to allow it to play a role on the military stage and shape that role.  
Descriptors: Knowledge-based, post industrial (Third Wave); Industrial (Second Wave); Agrarian (First Wave).

C 3.3.1 Population - The population of a nation or region based on the estimates from the Bureau of the Census.  
Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million); Very small (<5 million).

C 3.3.1.1 Size of Military - The number of people in a nation or region who are currently under arms, or who are trained and available for military service.  
Descriptors: Very large (>5 million); Large (2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

C 3.3.1.2 Population Growth Rate - The annual change in a nation's population due to birth rates, migration, etc.  
Descriptors: Exploding (>2 percent); Positive (.5 to 2 percent); Stable (.5 to -.5 percent); Declining (<-.5 percent).

C 3.3.1.3 Educated Population - The general level of education of the people of a nation. Ranked here by average literacy level, however, it is also reflected by (1) total secondary schools, technical schools, and university graduates per 100,000 population; and (2) total schools and universities per 100,000 population.  
Descriptors: Highly (>90 percent); Moderately (60 to 89 percent); Poorly (<59 percent).

C 3.3.1.4 Civil Health - The physical and medical condition of a people, ranked here by only one indicator, life expectancy at birth.

Descriptors: Robust (>70 years); Good (61 to 69 years); Fair (55 to 60 years); Poor (<55 years).

C 3.3.1.6 Civil Unrest - The level of dissension within a nation or region as reflected by acts of civil disobedience or demonstrations against government or government policies.

Descriptors: Extensive (weekly incidents); Moderate (quarterly incidents); Little (annual incidents).

C 3.3.3 Gross Domestic Product (GDP) - The value of all goods and services produced domestically, measured in US dollars.

Descriptors: Very large (>1000 billion); Large (500 to 1000 billion); Medium (100 to 500 billion); Small (30 to 100 billion); Very small (<30 billion).

C 3.3.4 International Economic Position - The relative economic standing of a nation or region.

Descriptors: Powerful (G-7+); Strong (post-industrial); Moderate (industrial); Low (newly industrialized); Poor (pre-industrial).

C 3.3.4.1 Economic Self-Sufficiency - The ability of a nation to sustain itself without support from other nations. It is not only the amount of imports to exports, but also the dependence on the import of a particular product—and the uniqueness of that product—that can make a nation vulnerable.

Descriptors: High (self-sufficient); Moderate (dependent on other nations for few goods); Low (dependent on other nations for critical items).

C 3.3.4.2 Fiscal Position - The availability of currency and reserves to support military action.

Descriptors: Strong; Adequate; Weak.

C 3.3.4.3 Infrastructure Dependence - The degree of infrastructure (roads, shipping/fishing fleet, railroads, pipelines, communications, etc.) required to sustain the economy.

Descriptors: Low (excess infrastructure capacity or low economic needs required to sustain economy); Moderate (economy capable of withstanding some loss of infrastructure); High (full infrastructure required to sustain basic economy).

C 3.3.5 Industry - The general ability of a nation to produce materiel for warfighting.



Descriptors: Highly developed; Moderately developed (produces some materiel that supports military operations); Limited (depends heavily on imports).

C 3.3.5.1 Industrialization - The extent of industrialization, measured as percent of GDP.

Descriptors: Heavy (>30 percent GDP); Moderate (20 to 30 percent GDP); Limited (5 to 20 percent GDP); Low (<5 percent GDP).

C 3.3.5.2 Industrial Growth Rate - Annualized rate of growth in industrial production.

Descriptors: High (> +4 percent); Moderate (2 to 4 percent); Low (0 to 2 percent); Declining (0 to -4 percent); Dangerously declining (any continuous decline).

#### Standards

S1 <8 hours PSYOP product prototypes are developed (after receipt of warning order).

S2 100 percent of PSYOP products are consistent with the goals and objectives of the supported unit and NCA guidance.

S3 100 percent of PSYOP products are understood and able to be supported by subordinate units.

S4 <2 revisions to PSYOP products without a change to supported unit's mission.

S5 100 percent of commanders accept the logical development of PSYOP products without requests for clarification.

#### Task: OP 3.1.6.1.1 Assess the effectiveness of the PSYOP Supporting Plan

The JPOTF commander is responsible for assessing the battle damage of the PSYOP supporting plan on operational objectives the same as the combatant commander's staff and the JTF staff assesses the effects of lethal fires on operational targets. Unlike the assessment of lethal fires which is more objective and primarily an intelligence function, the assessment of the PSYOP supporting plan is more subjective in nature and is undertaken by the commander, chief of staff, J2, and J3. The assessment identifies the PSYOP supporting plan's success in degrading, impairing, disrupting, delaying, improving, causing support for, or altering the performance of operational forces, tasks, and facilities.



## Conditions

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; clandestine; and covert (change will be included in the next UJTL update).

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.4 Pre-Existing Command - The extent to which an existing command and staff headquarters structure exists.

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Descriptors: No (ad hoc); Partial (pre-designated command organization, with at least some training of augmentees); Strong (existing and functioning).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization - The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access - The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

#### Standards

S1 <6 hours to make initial assessment of PSYOP after time on target (TOT).

S2 <24 hours to complete full assessment of operations after time on target (TOT).

S3 <8 hours to provide full assessment of operations to JFC.

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S4 <8 hours to commence follow-on operations, following receipt of assessment.

S5 <10 percent of PSYOP targets are redundantly or unnecessarily reattacked.

S6 No difference between national level and joint force assessment of effectiveness.

Task: OP 3.2.2.1.1 Plan PSYOP in Theater of Operations/JOA

The JPOTF commander and staff are responsible for planning and executing PSYOP to convey selected information and indicators to foreign audiences within the theater of operation or JOA. The JPOTF must develop the supporting plan to meet the objectives of the JFC, who is responsible for achieving national objectives, while not violating National policy and laws.

Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.  
Descriptors: Clear, Minimal.

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.  
Descriptors: Strong.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.  
Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

(Note: The description selected will vary according to mission parameters.)

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission.  
Descriptors: Very Short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very Long (>365 days).

(Note: The descriptor will vary according to mission parameters.)

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C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of an assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

#### Standards

S1 <1 day to initiate PSYOP supporting plan (after warning order).

S2 <8 hours for PSYOP supporting plan to begin (after joint force activation).

S3 50 percent of JOA covered by friendly force mass media.

S4 <25 percent of PSYOP effort focused on stabilizing and reinforcing allied forces and HN.

S5 50 percent of target audience reached by more than one media in PSYOP supporting plan.

Task: OP 3.2.2.1.4 Recommend PSYOP Actions to the Combatant Commander/CJTF

The JPOTF commander is responsible for recommending new and follow-on PSYOP actions to the combatant commander or JTF commander during the course of the supporting plan. The JPOTF commander must assess the changing operational environment, the objects of the campaign, and the enemy situation. He then develops changes as required to the PSYOP supporting plan. The commander's analysis combined with the assessment and analysis process of the campaign conducted by the chief of staff, J2, and J3 provide the commander with courses of action that may be presented to the theater commander or CJTF.

## Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear, Minimal.

C 2.1.3 Mission Preparation - The degree to which preparations for mission have been completed at time of mission execution, including intelligence and logistics positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval).

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of an assigned mission.

Descriptors: Adequate (meets plan).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Intermittent (some interruptions will occur).

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Adequate.

C 2.8.1 Sustainment Facilities - Those grounds, buildings, and equipment available to provide and support sustainment of the force.

## Standards

S1 75 percent of JOA covered by friendly force mass media.

S2 <25 percent of PSYOP effort focused on stabilizing and reinforcing allied forces and HN.

S3 20 percent of target audience exhibits behavior in accordance with JFC's desires.

S4 50 percent of target audience reached by more than one media in PSYOP supporting plan.

S5 <1 day to initiate PSYOP action (after warning order).

Task: OP 5.3.2 Issue Planning Guidance

During joint deliberate or crisis action planning process, COMJPOTF nominates missions to the higher HQ. The JPOTF staff is the mission-planning agency when a mission tasking order (TASKORD) or planning directive is received from higher HQ. COMJPOTF provides guidance appropriate to mission accomplishment to the staff in its role as the mission-planning agency (MPA).

Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, at or below the NCA level.

Descriptors: Clear, Minimal.

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hour to days); Moderate (days to weeks); Long (weeks to months).

(Note: The descriptor selected will vary according to mission parameters.)

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission. Descriptors: Very Short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very Long (>365 days). (Note: The descriptor selected will vary according to mission parameters.)

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Adequate (meets plan).

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Adequate.

Standards

S1 No instances of requests for clarification of planning guidance are received from subordinate HQ.

S2 100 percent of crisis action missions (TASKORD) received from higher HQ are passed to mission planning agency along with applicable



COMJPOTF's guidance within 4 hours of TASKORD receipt from higher HQ unless specifically excepted by commander JPOTF.

S3 100 percent of COMJPOTF's planning guidance to the staff (MPA) is supportive of higher HQ strategic or campaign plans.

#### Task: OP 5.3.3.1 Derive PSYOP Objective

The JPOTF commander, in conjunction with the J3, derives the PSYOP objective or end-state for the PSYOP supporting plan. The commander ensures that the PSYOP objective is understandable and supportable by subordinate units, production assets, and dissemination assets. Additionally, the commander ensures the PSYOP objective is consistent with the goals and objectives of the supported unit and NCA guidance.

#### Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.1 Command Level - The level of command directing the mission.

Descriptors: NCA; Combatant Commander; Commander, Joint Task Force; Joint Force Component Commander; Service Component Commander; Multinational.

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

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Descriptors: Overt; clandestine; and covert (change will be included in the next UJTL update).

C 2.1.1.4 ROE - The divergence of the Rules of Engagement (ROE) from the standard ROE, as published by the Director of Operations, The Joint Staff.

Note: The issue of ROE restrictiveness should be addressed as C 2.1.1, Mission Instructions.

Descriptors: US; NCA Modified; NORAD; NATO; UN (applying to UN operations, from Korea to peacekeeping); Multinational (ROE agreed amongst several nations in a coalition operation).

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.6.4 Preplanned Targets - The degree to which initial fires have been preplanned, particularly in peacetime.

Descriptors: Fully (initial targeting complete and current); Partially (initially targeting either incomplete or dated); No.

C 2.9.2 Threat Form - Types of potential aggression.

Descriptors: Conventional; Unconventional (guerrilla warfare); Nuclear; Chemical; Biological; Terrorist; Economic.

C 2.9.3 Threat Existence - The perceived potential for aggression or harm to a nation, government, or its instrumentality.

Descriptors: Acknowledged (threat is understood); Unacknowledged (threat is neither understood nor accepted as genuine).

C 2.9.4 Threat Posture - The timing of potential aggression against friendly forces.

Descriptors: Imminent (overt attack has begun); Ready (preparations for immediate attack completed); Near-term (preparations for immediate attack noted); Long-term (long-term indicators noted).

C 2.9.5 Threat Size - The relative size of the potential aggressor to friendly forces.

Descriptors: Overwhelming (significantly more enemy than friendly assets); Large (somewhat more enemy than friendly assets); Moderate (comparable level of enemy to friendly assets); Low (less enemy than friendly assets).

C 3.1 Political Policies - Those factors that derive from the people, their national government, and international and non-government organizations that support or oppose military action.

Descriptors: Fully supportive; Mixed support; Neutral; Opposed.

C 3.1.1 Domestic Political Support - Support of the people and government in the region (excluding National Command Authorities) for military actions.

Descriptors: Full; Limited; Negative.

C 3.1.1.1 Domestic Public Support - Public support for the actions of their government.

Descriptors: Full (large majority of citizens in support); Limited (majority of citizens in support, but many with some reservations); Negative (Public opinion in opposition).

C 3.1.1.5 Press Relations - The rapport between the military and the press, and the attitude of the press toward particular military activities.

Descriptors: Mutually supportive; Cooperative; Strained; Adversarial.

C 3.1.2 International Politics - Those political factors, independent of one's own government, which impacts the commander's freedom of action.

Descriptors: Supportive; Indifferent; Opposed (unilateral action).

C 3.1.2.1 Major Power Involvement - The existence of major power interests with regard to a region or military operation and the ability and willingness of a particular major power to act on those interests.

Descriptors: Active (major power has interests and may be willing to act); Limited (major power has interests but is not inclined to act); No (lack of major power interest).

C 3.1.2.2 Foreign Government Stability - The degree to which governments in a region remain in power and are consistent in their policies.

Descriptors: High (solid); Moderate (fluctuating); Low (unpredictable).

C 3.1.2.3 Foreign Government Support - The willingness of a foreign government to support military actions of another nation.

Descriptors: Complete; Diplomatic; Limited; Negative.

C 3.1.2.4 Foreign Public Opinion - The expressed attitude of foreign publics toward a military operation.

Descriptors: Supportive; Indifferent; Moderately opposed; Aggressively opposed.

C 3.1.2.5 International Organization Support - The extent to which supra-national organizations (non-governmental organizations) support military actions.

Descriptors: Fostering; Limited; Uncertain; No.

C 3.1.2.6 Multinational Business Support - The extent to which multinational business organizations support military actions (e.g., oil companies).

Descriptors: Fostering; Limited; Uncertain; No.

C 3.1.3 NCA Decisions - Decisions taken by the NCA with regard to national security policy and strategy.

Descriptors: Clear and unrestrictive; Vague; Restrictive.

C 3.1.3.4 Restraints on Action - The limitations on a commander's freedom of action attendant to an NCA-assigned mission.

Descriptors: Severe (impedes mission accomplishment); Moderate (alternate COAs can accommodate); No.

C 3.2 Culture - Those aspects of a people that relate to their language, customs, economics, religion, and character.

Descriptors: Western; Non-Western.

C 3.2.1 Language - The spoken and written means of communication.

Descriptors: Primarily English; English as secondary; Other.

C 3.2.2.2 Legal Penalties - The seriousness of legal or religious penalties, in a foreign nation, associated with acts that violate cultural or legal norms.

Descriptors: Low; Moderate; High.

C 3.2.2.3 Law Source - The basis for current laws and justice (see C 3.2.2.2, Legal Penalties).

Descriptors: Koran; English Common Law; Napoleonic Code.

C 3.2.3 Religious Beliefs - Strength of adherence to religion, the impact on behavior, and the degree of domination over the life of a nation.

Descriptors: Strong; Moderate; Indifferent.

C 3.2.3.1 Religious Unity - Degree of religious unity within a nation.

Descriptors: Strong (monolithic); Moderate (stratified); Low (fragmented).

C 3.2.3.2 Religious Militancy - The degree to which a religious group believes it can or should impose its views on others, internally or externally, by force of arms, if necessary.

Descriptors: Significant (pursues internal domination and exports beliefs by force); Moderate (politically active internally and exports beliefs by missionary activity); Limited (disinclined to impose religious views externally); No.

C 3.2.3.3 Religion-State Relationship - The extent to which a given religion influences the civil government of a nation.

Descriptors: Dominant (theocracy); Strong (guides civil law); Limited (influences civil law); No.

C 3.2.4 Significant Cultural Sites - Restrictions on actions due to the existence of particular sites held by certain cultures or religions to be sacred places or national treasures.

Descriptors: Presence of internationally; Presence of locally; No.

C 3.2.5 Cultural Unity - The extent to which a country is free from serious ethnic, cultural, and language divisions.

Descriptors: High (unified); Moderate (few divisions, causing minor problems); Low (serious divisions; causes internal conflict).

C 3.2.6 National Character - Perceived behavior of the populace in a nation or an area.

Descriptors: Open and adaptable; Careful and moderate; Closed and rigid.

C 3.2.6.1 National Discipline - The historically-based perception of a nationality's response to the direction and will of their central government.

Descriptors: High (blind adherence); Moderate (willing conformance); Limited (questioning acceptance); Low (rebellious nonconformance).



C 3.2.6.2 National Aggressiveness - Tendency to use national power to achieve goals.

Descriptors: High; Moderate; Low.

C 3.2.6.3 Nationalism - Belief that the good of the nation is paramount.

Descriptors: High; Moderate; Low.

C 3.2.6.4 Ethnocentrism - Degree of emphasis on a particular ethnic grouping or background.

Descriptors: High; Moderate; Low.

C 3.2.6.5 Internationalism - Degree of involvement in international organizations, even to the extent of granting some degree of sovereignty to such an international organization.

Descriptors: Strong (supports supra-national approaches); Moderate (cooperates with international organizations); Low (resists involvement of international organizations); Anti- (actively opposes supra-national approaches).

C 3.3 Economy - Those factors that provide a nation with the manpower, materiel, and money to allow it to play a role on the military stage and shape that role.

Descriptors: Knowledge-based, post industrial (Third Wave); Industrial (Second Wave); Agrarian (First Wave).

C 3.3.1 Population - The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million); Very small (<5 million).

C 3.3.1.1 Size of Military - The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (>5 million); Large (2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

C 3.3.1.2 Population Growth Rate - The annual change in a nation's population due to birth rates, migration, etc.

Descriptors: Exploding (>2 percent); Positive (0.5 to 2 percent); Stable (0.5 to -0.5 percent); Declining (<-0.5 percent).

C 3.3.1.3 Educated Population - The general level of education of the people of a nation. Ranked here by average literacy level, however, it is also reflected by (1) total secondary schools, technical schools, and



university graduates per 100,000 population; and (2) total schools and universities per 100,000 population.

Descriptors: Highly (>90 percent); Moderately (60 to 89 percent); Poorly (<59 percent).

C 3.3.1.4 Civil Health - The physical and medical condition of a people, ranked here by only one indicator, life expectancy at birth.

Descriptors: Robust (>70 years); Good (61 to 69 years); Fair (55 to 60 years); Poor (<55 years).

C 3.3.1.6 Civil Unrest - The level of dissension within a nation or region as reflected by acts of civil disobedience or demonstrations against government or government policies.

Descriptors: Extensive (weekly incidents); Moderate (quarterly incidents); Little (annual incidents).

C 3.3.2 Refugee Impact - Impact of need for humane treatment of refugees and displaced persons on military operations.

Descriptors: Severe (highly disruptive); Moderate (minor impacts); Negligible.

C 3.3.2.1 Refugee Type - The principal reason for population dislocation or migration.

Descriptors: Political; Economic; Religious; War.

C 3.3.2.2 Refugee Congestion - Degree of disruption of main supply routes, avenues of approach, and LOCs.

Descriptors: Severe (stoppages, prolonged slowdowns); Moderate (speed reduced significantly); Negligible.

C 3.3.2.3 Refugee Care Responsibility - Requirement to provide basic shelter, security, health, sanitation, and nutrition for refugees.

Descriptors: Significant (drain on forces); Moderate (some services provided by other groups); No.

C 3.3.2.4 Refugee Relocation Effort - Degree of effort expended by the military force to place refugees back in their original homes or cities.

Descriptors: Significant (drain on forces); Moderate (performed by other groups); No.

C 3.3.3 Gross Domestic Product (GDP) - The value of all goods and services produced domestically, measured in US dollars.

Descriptors: Very large (>1000 billion); Large (500 to 1000 billion); Medium (100 to 500 billion); Small (30 to 100 billion); Very small (<30 billion).

C 3.3.4 International Economic Position - The relative economic standing of a nation or region.

Descriptors: Powerful (G-7+); Strong (post-industrial); Moderate (industrial); Low (newly industrialized); Poor (pre-industrial).

C 3.3.4.1 Economic Self-Sufficiency - The ability of a nation to sustain itself without support from other nations. It is not only the amount of imports to exports, but also the dependence on the import of a particular product—and the uniqueness of that product—that can make a nation vulnerable.

Descriptors: High (self-sufficient); Moderate (dependent on other nations for few goods); Low (dependent on other nations for critical items).

C 3.3.4.2 Fiscal Position - The availability of currency and reserves to support military action.

Descriptors: Strong; Adequate; Weak.

C 3.3.4.3 Infrastructure Dependence - The degree of infrastructure (roads, shipping/fishing fleet, railroads, pipelines, communications, etc.) required to sustain the economy.

Descriptors: Low (excess infrastructure capacity or low economic needs required to sustain economy); Moderate (economy capable of withstanding some loss of infrastructure); High (full infrastructure required to sustain basic economy).

C 3.3.5 Industry - The general ability of a nation to produce materiel for warfighting.

Descriptors: Highly developed; Moderately developed (produces some materiel that supports military operations); Limited (depends heavily on imports).

C 3.3.5.1 Industrialization - The extent of industrialization, measured as percent of GDP.

Descriptors: Heavy (>30 percent GDP); Moderate (20 to 30 percent GDP); Limited (5 to 20 percent GDP); Low (<5 percent GDP).

C 3.3.5.2 Industrial Growth Rate - Annualized rate of growth in industrial production.

Descriptors: High (> +4 percent); Moderate (2 to 4 percent); Low (0 to 2 percent); Declining (0 to -4 percent); Dangerously declining (any continuous decline).

## Standards

S1 <24 hours PSYOP objectives are developed (after receipt of warning order).

S2 100 percent of PSYOP objectives are consistent with the goals and objectives of the supported unit and NCA guidance.

S3 100 percent of PSYOP objectives are understood and able to be supported by subordinate units.

S4 <2 revisions to PSYOP objectives without a change to supported unit's mission.

S5 ≥90 percent of commanders accept the logical development of PSYOP objectives without requests for clarification.

## Task: OP 5.3.8 Issue Commander's Estimate

After receiving a warning order from higher HQ, COMJPOTF will provide the commander's intent and estimate in a timely manner to the JPOTF staff. Relevant portions of the intent and estimate will be further disseminated to subordinate units. In crisis action planning conditions, every effort will be made to ensure the staff (MPA) has at least 96 hours before mission execution to complete plans, coordination, and preparation. However, in some situations that are specifically accepted by the COMJPOTF, the MPA will have less planning, coordination and preparation time. The COMJPOTF must weigh the risks of inadequate planning and preparation time.

## Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, at and below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hour to days); Moderate (days to weeks); Long (weeks to months).

Note: The descriptor selected will vary according to mission parameters.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.4.2 Intelligence Database - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

#### Standards

S1 89 hours before execution commander's concept and intent issued.

Note: this metric is based on a 96-hour cycle for responding to a tasking from higher HQ.

S2 90 hours before execution commander's estimate issued.

S3 6 hours to issue commander's estimate, after receipt of warning order.

S4 7 percent or less of planning time available used to issue commander's concept and intent.

Task: OP 5.4.1 Approve Plans and Orders

In crisis action planning, the COMJPOTF will approve, modify, or reject the staff's proposed COAs within 8 hours of the staff's briefing on the courses of action. However, in some situations that are specifically excepted by the COMJPOTF, the decision may be delayed. Further guidance and a new suspense date for revised COAs will accompany disapproval.

Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, at and below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hour to days); Moderate (days to weeks); Long (weeks to months).

Note: The descriptor selected will vary according to mission parameters.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

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C 2.4.2 Intelligence Database - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

#### Standards

S1 No instances of OPLAN conflicting with standards under US law, National policies or directives, and International Conventions.

S2 8 hours to complete the review of the staff's COAs.

S3 8 hours to modify or reject the staff's concepts and plans.

S4 100 percent of the COMJPOTF's approved operations plans meet established higher HQ objectives.

Task: OP 5.4.2 Issue Plans and Orders

The COMJPOTF issues crisis action plans and orders in a timely manner, allowing for sufficient preparation time by subordinate, mission-executing units. However, in some situations the COMJPOTF may take exception, and plans and orders may be delayed. Even after JPOTF HQ transmits execution orders, intelligence and weather updates are supplied to the implementing agency that may modify the plan or launch time.

#### Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, at and below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hour to days); Moderate (days to weeks); Long (weeks to months).



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Note: The descriptor selected will vary according to mission parameters.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

## Standards

S1 24 hours or more before H-hour the COMJPOTF issues the execution order.

Task: OP 5.4.5.1 Monitor the Conduct of PSYOP Actions

The JPOTF commander monitors the conduct and impact of all PSYOP actions to ensure the validity and reliability of each PSYOP action. The COMJPOTF ensures that all actions support the objectives of the PSYOP supporting plan and the CJTF's campaign plan. The COMJPOTF assesses the PSYOP supporting plan, and recommends changes to the PSYOP supporting plan to the CJTF.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.1 Command Level - The level of command directing the mission.

Descriptors: NCA; Combatant Commander; Commander, Joint Task Force; Joint Force Component Commander; Service Component Commander; Multinational.

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert..

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.3 Joint Operations Area - Physical scope and breadth of an area, usually the joint operations area.

Descriptors: Very small (<100,000 km<sup>2</sup>); Small (100,000 to 300,000 km<sup>2</sup>); Moderate (300,000 to 1,000,000 km<sup>2</sup>); Large (1,000,000 to 3,000,000 km<sup>2</sup>); Very large (>3,000,000 km<sup>2</sup>).

C 2.1.4.6 Intratheater Distance - Mileage between two locations (e.g., airfield to FEBA).

Descriptors: Very short (<10 nm); Short (10 to 50 nm); Moderate (50 to 150 nm); Long (150 to 500 nm); Very long (>500 nm).

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2 Forces - The overall capabilities of the forces of a nation, alliance, or coalition.

Descriptors: Strong (large, modern, well-trained, well-equipped, well led); Marginal; Weak (small, old, poorly trained, poorly equipped, poorly led).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

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C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.2 Multinational Integration - The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistic aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistic aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistic data and operations plans) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

C 2.3.1.9 Information Volume - The volume of data or information generated or made available to decision makers.

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Descriptors: High (>50 inputs per hour, often containing conflicting information); Moderate (20-50 inputs per hour, containing some conflicting information); Low (<20 inputs per hour, containing highly consistent information).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

C 2.9.2 Threat Form - Types of potential aggression.

Descriptors: Conventional; Unconventional (guerrilla warfare); Nuclear; Chemical; Biological; Terrorist; Economic.

#### Standards

S1 90 percent of all planned PSYOP actions are conducted in accordance with the PSYOP supporting plan plan

S2 100 percent of all PSYOP actions have data collected on effectiveness

S3 100 percent of all PSYOP actions are analyzed for effectiveness and adherence to the PSYOP supporting plan.

S4 <24 hours for the effects, when identified, of all PSYOP actions to be reported to the CJTF.

S5 100 percent of all PSYOP actions have an AAR.

Task: OP 5.7.2.1 Determine PSYOP Support Available in Theater of Operations/JOA

The COMJPOTF coordinates the task of determining what sources and agencies in the theater of operations or JOA are available to support PSYOP. In many cases, these sources and agencies are different from the ones being used by the JTF because PSYOP requirements are different from those of a conventional unit. For this reason, the JPOTF may be the only unit in the theater interacting with a particular agency. Regardless of whether the JPOTF is the only unit interacting with a certain agency, JPOTF should coordinate activities through the JTF and be prepared to provide updates to the JTF. In some cases, the JPOTF will have to coordinate with a local representative of an organization or agency to gain access to support that is available through sources that are outside the theater of operations or JOA.



## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert..

C 2.1.1.6 Military Commitments to Other Nations - The amount of commitment on the part of one nation to assist another.

Descriptors: Major (robust use of lift or furnishing of major end items); Limited (clothing and individual equipment for whole units of battalion size or larger); Negligible.

C 2.1.1.7 Military Commitments from Other Nations - The amount of commitment on the part of other nation to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.



C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4 Theater Dimensions - The location and size of the theater or sub-area of a theater and the time available for mission accomplishment.

Descriptors: Massive (a theater of war, a vast area with long distances); Medium (a theater of operations with a large area); Small (a joint operations area).

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (< 30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (> 365 days).

C 2.2.2 Competing Apportionment - The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited

(staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.5.1.3 Intertheater LOCs - Freedom of movement for forces and materiel between theaters.

Descriptors: Secure; Contested; Unsecured.

C 2.5.1.4 Intratheater LOCs - Freedom of movement for forces and materiel within a theater.

Descriptors: Secure; Contested; Unsecured.

C 2.8.2 Deployed Supplies - The number of days of supply available to forces in a military operation.

Descriptors: Abundant (>90 days); Sufficient (30 to 90 days); Limited (10 to 30 days); Short (3 to 10 days); Negligible (<3 days).

C 2.8.3 CONUS Resupply - The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).

C 2.8.4 Pre-positioned Materiel - Equipment or supplies pre-positioned at or near the point of planned use or at a designated location.

Descriptors: Extensive (can equip most ground forces and provide fuel and ammunition for air and naval forces apportioned); Limited (can equip and support early arriving forces, e.g., DFMs); No.

C 2.8.5 Host-Nation Support (HNS) - The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50 percent); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50 percent); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15 percent); No.

C 2.8.6 Commercial Procurement - The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90percent of items normally available in the US); Extensive (50 to 90 percent of items normally available in the US); Limited (15 to 50 percent of items available in the US); Negligible

(<15 percent of items available in the US).

C 3.1.3.2 Mission Priority - The relative priority of the mission being performed.

Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

#### Standards

S1 <24 hours to analyze the target area the level and type of PSYOP support available.

S2 <36 hours to request PSYOP support through the CJTF.

S3 <48 hours to request commitment of PSYOP assets from allies/coalition partners, agencies, and HN.

S4 >90 percent of allies/coalition partners, agencies and HN assets actively contributing to the conduct of the PSYOP supporting plan.

S5 >90 percent of PSYOP support tasking to allies/coalition partners, agencies, or HN assets are accepted.

S6 >90 percent of allies/coalition partners or other USG agencies, share their CONOPS and plans with PSYOP forces.

#### GENERAL COMJPOTF TASKS, CONDITIONS, AND STANDARDS

In addition to PSYOP specific tasks, the COMJPOTF performs many routine command duties and functions that are largely identical to those tasks performed by other JTF commanders. These include:

OP 5 Exercise Operational Command and Control.

OP 5.1.1 Communicate Operational Information.

OP 5.2 Assess Operational Situation.

OP 5.3.1 Conduct Operational Mission Analysis.

OP 5.3.2 Issue Planning Guidance.

OP 5.3.3 Determine Operational End State.

OP 5.3.6 Compare Courses of Action.

OP 5.3.7 Select or Modify Course of Action.

OP 5.5 Organize a JPOTF Headquarters.

OP 5.3.3 Develop a JPOTF Command and Control Structure.

OP 5.5.5 Establish Command Transition Criteria and Procedures.

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#### 4.4.2 JPOTF CHIEF OF STAFF (COS) OR DEPUTY COMMANDER

Overview: The COS directs the daily activities of the JPOTF staff, supervises the preparation of staff estimates, plans, and orders, and coordinates the activities of liaison elements. In a small JPOTF HQ, the JPOTF deputy commander may assume the duties of the COS in addition to serving as the principal advisor to the commander and assuming command during the commander's absence.

Although the COMJPOTF is responsible for overall mission deconfliction of PSYOP with the operations of other joint force component commands, this responsibility is usually exercised through the JPOTF COS. The COS supervises the development and coordination of JPOTF plans and orders and balances essential OPSEC measures with the requirement to prevent conflicting or overlapping operations by ensuring timely coordination and effective liaison with United States, and if applicable, with coalition forces.

The COMJPOTF accomplishes mission evaluation through COS supervision of submissions of AARs and debriefings. The COS also ensures applicable portions of the Joint Universal Lessons Learned System (JULLS) are employed to improve ongoing and planned JPOTF operations.

In accomplishing the above tasks, the JPOTF COS performs in much the same way as a JTF COS, but there are differences. PSYOP forces, often playing ancillary and supporting role for conventional operations, will many times use the same air space and terrain as the forces they support. This causes a substantial liaison task that the JPOTF COS is expected to supervise. All liaison functions require an exchange of information. However, since some PSYOP are of a clandestine nature, OPSEC, another task that the COS oversees, must be carefully observed. The unique characteristics of PSYOP OPSEC and liaison functions demand a performance of duty by a JPOTF COS that differs slightly from that of duty by a JTF COS.

Tasks: The following tasks have been selected for the COS/deputy commander as common to all JPOTF missions. Further discussion on these tasks, along with the conditions and standards for them follow.

1. OP 5.3.9.1 Supervise the Preparation and Coordination of JPOTF Plans and Orders.
2. OP 5.4.5.1 Monitor the Conduct of PSYOP Actions.
3. OP 5.5.2 Develop Joint Force Liaison Structure.

4. OP 5.4.4 Synchronize/Integrate Operations.
5. ST 7.2.3 Conduct Joint PSYOP After Action Reporting.

Task: OP 5.3.9.1 Supervise the Preparation and Coordination of JPOTF Plans and Orders

The JPOTF COS must ensure those plans and orders prepared by the JPOTF staff reflect the commander's intent and are coordinated, fully supportable, and capable of accomplishing the mission.

#### Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, at and below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistic data and OPLANs) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.



Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

C 2.8.1 Sustainment Facilities - Those grounds, buildings, and equipment available to provide and support sustainment of the force. Descriptors: Abundant; Adequate; Limited; No.

#### Standards

S1 100 percent of operations in place conform to US and international Law.

S2 No instances of the COMJPOTF being unable to obtain operationally essential information or advice through the action or inaction of the JPOTF COS.

S3 No instances of the COMJPOTF being needlessly distracted from operationally vital tasks through JPOTF COS action or inaction.

S4 No instances of primary JPOTF staff officers being excluded from obtaining COMJPOTF's intent in sufficient time to develop plans and orders through JPOTF COS action or inaction.

S5 100 percent of JPOTF plans and orders are presented to the COMJPOTF for approval, coordinated and deconflicted by the JPOTF staff, and are in compliance with the COMJPOTF's intent.

S6 100 percent of completed JPOTF planning documents are passed to components as they are completed to facilitate parallel planning, as permitted by security guidelines.

S7 100 percent of JPOTF plans and orders presented to the COMJPOTF for approval and are capable of being fully supportable.

S8 100 percent of JPOTF plans and orders are presented to the COMJPOTF for approval and are fully capable of accomplishing the assigned mission.

S9 100 percent of subordinate unit plans are reviewed for compliance with COMJPOTF's intent.



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S10 No instances of subordinate, lateral, or higher HQ orders or taskings are significantly delayed because of unclear relationships and responsibilities within JPOTF HQ.

Task: OP 5.4.5.1 Monitor the Conduct of PSYOP Actions

The JPOTF COS monitors the conduct and impact of all PSYOP actions to ensure the validity and reliability of each PSYOP action. The COS ensures that all actions support the objectives of the PSYOP supporting plan and the CJTF's campaign plan. Based on this assessment the COS recommends changes to the PSYOP supporting plan to the COMJPOTF.

Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.1 Command Level - The level of command directing the mission.

Descriptors: NCA; Combatant Commander; Commander, Joint Task Force; Joint Force Component Commander; Service Component Commander; Multinational.

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.3 Joint Operations Area - Physical scope and breadth of an area, usually the joint operations area.

Descriptors: Very small (<100,000 km<sup>2</sup>); Small (100,000 to 300,000 km<sup>2</sup>); Moderate (300,000 to 1,000,000 km<sup>2</sup>); Large (1,000,000 to 3,000,000 km<sup>2</sup>); Very large (>3,000,000 km<sup>2</sup>).

C 2.1.4.6 Intratheater Distance - Mileage between two locations (e.g., airfield to the FEBA).

Descriptors: Very short (<10 NM); Short (10 to 50 NM); Moderate (50 to 150 NM); Long (150 to 500 NM); Very long (>500 NM).

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2 Forces - The overall capabilities of the forces of a nation, alliance, or coalition.

Descriptors: Strong (large, modern, well trained, well equipped, well led); Marginal; Weak (small, old, poorly trained, poorly equipped, poorly led).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command. Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission. Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training. Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.2 Multinational Integration - The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training. Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures. Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistic data and operations plans) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

C 2.3.1.9 Information Volume - The volume of data or information generated or made available to decision makers.

Descriptors: High (>50 inputs per hour, often containing conflicting information); Moderate (20-50 inputs per hour, containing some conflicting information); Low (<20 inputs per hour, containing highly consistent information).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

C 2.9.2 Threat Form - Types of potential aggression.

Descriptors: Conventional; Unconventional (guerrilla warfare); Nuclear; Chemical; Biological; Terrorist; Economic.

#### Standards

S1 >90 percent of all planned PSYOP actions are conducted in accordance with the PSYOP supporting plan.

S2 100 percent of all PSYOP actions have data collected on their effectiveness.

S3 100 percent of all PSYOP actions are analyzed for effectiveness and adherence to the PSYOP supporting plan.

S4 <24 hours the effects of all PSYOP actions are reported to the CJTF.

S5 100 percent of all PSYOP actions have an after action review (AAR).

**Task: OP 5.5.2 Develop Joint Force Liaison Structure**

The JPOTF COS is responsible for establishing liaison with higher, lateral, supporting, and subordinate commands. Liaison officers from subordinate and supporting commands provide information used by the JPOTF staff to create plans and orders. Liaison officers from the JPOTF HQ facilitate deconfliction of higher and supported HQ plans and orders. Having received COMJPOTF's guidance, the COS determines the size, composition, and reporting schedule for the liaison contingent.

**Conditions**

**C 2.1.1 Mission Instructions** - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, at and below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

**C 2.2.3 Forces Allocated** The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

**C 2.2.4 Personnel Capability** - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

**C 2.2.6 Interoperability** - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

**C 2.3.1.6 Communications Connectivity** - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.



C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistics data and OPLANs) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

#### Standards

S1 100 percent of adjacent units or agencies liaison with the joint force.

S2 100 percent of joint force liaison personnel have required security clearances and identification credentials.

S3 <12 hours to communicate new orders or important information to allies and friendly elements.

S4 No instances of friendly forces' orders or taskings being significantly delayed due to untimely or ineffective JPOTF liaison.

S5 No instances of JPOTF orders or taskings being significantly delayed due to untimely or ineffective JPOTF liaison.

#### Task: OP 5.4.4 Synchronize and Integrate Operations

The JPOTF COS must ensure those plans and orders prepared by the JPOTF staff do not overlap or conflict with plans, orders, and operations of other joint force component commands, thereby promoting overall JTF or theater operational efficiency. The COS conducts deconfliction primarily through instructions or the oversight and supervision of the JPOTF J3.

#### Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, at and below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.



Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistics data and OPLANs) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

## Standards

S1 No incidents of operational missions are executed without coordinating with operating forces in target area.

S2 No missions executed in target area without coordination with higher HQ.

S3 No instances of the COMJPOTF being presented with a JPOTF plan or order for approval that has not been deconflicted with those friendly

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elements that could unknowingly jeopardize the safety of JPOTF personnel.

S4 100 percent of PSYOP air operations are deconflicted with the JFACC or appropriate Service component air control element.

S5 100 percent of aircraft supporting PSYOP employ appropriate Identification Friend or Foe (IFF) procedures and techniques.

**Task: ST 7.2.3 Conduct Joint PSYOP After Action Reporting**

The JPOTF COS coordinates and supervises J3-led AARs and post-operational analyses to compile recommendations for potential improvements in PSYOP doctrine, organization, training, procedures, and materiel. The COS also ensures that at least one member of the JPOTF command group is represented at JPOTF AARs. COS ensures that evaluation reports and lessons learned are submitted for the JULLS database in a timely manner, and that relevant lessons learned are incorporated into unit SOPs. COS ensures current and planned JPOTF operations are conducted in a manner that excludes repeating past mistakes. Additionally, COS manages a debriefing program for departing key JPOTF personnel.

**Conditions**

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g. military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command. Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures and training.

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Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistics data and OPLANs) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

## Standards

S1 No deficiencies reported in AAR are noted in visit to same or other unit 180 days after submission of AAR

S2 AAR is completed at submission date.

S3 Commander, deputy commander, or COS attends all joint exercise FAARs.

S4 100 percent of all corrections to identified JPOTF operational deficiencies are incorporated into current or planned JPOTF operations.

S5 100 percent of all JPOTF-designated key personnel are debriefed prior to departure from the command.

## GENERAL JPOTF COS TASKS, CONDITIONS, AND STANDARDS

OP 5.1.3 Maintain Operational Information and Force Status.

OP 5.4.4 Synchronize/Integrate Operations.

OP 6.3.1.2 Determine Critical information.

## 4.4.3 Chaplain

Overview: The JPOTF chaplain's duties are similar to the duties of a chaplain leading a unit ministry team (UMT) in any other JTF unit. The primary responsibility of the JPOTF chaplain is to provide unit ministry to the members of the JPOTF. This support usually includes attending to the command's religious needs, providing moral counseling, establishing liaison with chaplains of higher or adjacent organizations, and coordinating religious matters for refugees, internees, or EPWs. The JPOTF chaplain can be a source of information on indigenous religions and the possible effect of PSYOP products and actions from a religious perspective. The JPOTF chaplain is not part of the PSYOP approval process.

Tasks: The following task has been selected for the chaplain as common to all JPOTF missions. Further discussion on this task, along with the conditions and standards for it follows.

Task: ST 3.2.2.1.2 Provide Religious Planning Input to the COMJPOTF

The JPOTF chaplain provides subject matter expertise on target audience religious standards to the COMJPOTF, if requested. The JPOTF chaplain advises the JPOTF commander on local religions and religious practices.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene

commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.2.2 Competing Apportionment - The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).  
Descriptors: No; Two; Multiple.

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.  
Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.  
Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

C 2.9.2 Threat Form - Types of potential aggression.  
Descriptors: Conventional; Unconventional (guerrilla warfare); Nuclear; Chemical; Biological; Terrorist; Economic.

C 3.1.3 NCA Decisions - Decisions taken by the NCA with regard to national security policy and strategy.  
Descriptors: Clear and unrestrictive; Vague; Restrictive.

C 3.2.3 Religious Beliefs - Strength of adherence to religion, the impact on behavior, and the degree of domination over the life of a nation.  
Descriptors: Strong; Moderate; Indifferent

C 3.2.3.1 Religious Unity - Degree of religious unity within a nation.  
Descriptors: Strong (monolithic); Moderate (stratified); Low (fragmented).

C 3.2.3.2 Religious Militancy - The degree to which a religious group believes it can or should impose its views on others, internally or externally, by force of arms, if necessary.  
Descriptors: Significant (pursues internal domination and exports beliefs by force); Moderate (politically active internally and exports beliefs by missionary activity); Limited (disinclined to impose religious views externally); No.



C 3.2.3.3 Religion-State Relationship - The extent to which a given religion influences the civil government of a nation.

Descriptors: Dominant (theocracy); Strong (guides civil law); Limited (influences civil law); No.

C 3.2.4 Significant Cultural Sites - Restrictions on actions due to the existence of particular sites held by certain cultures or religions to be sacred places or national treasures.

Descriptors: Presence of internationally; Presence of locally; No.

C 3.2.5 Cultural Unity - The extent to which a country is free from serious ethnic, cultural, and language divisions.

Descriptors: High (unified); Moderate (few divisions, causing minor problems); Low (serious divisions; causes internal conflict).

C 3.2.6.3 Nationalism - Belief that the good of the nation is paramount.

Descriptors: High; Moderate; Low.

#### Standards

S1 <24 hours to provide the COMJPOTF with religious planning input.

#### 4.4.4 Staff Judge Advocate (SJA)

Overview: The primary duty of the SJA is to provide legal advice to the commander on the impact of the US laws, national policy, and directives on operations. These duties could include activities such as providing advice on the legal aspects of handling prisoners, detainees, refugees, and internally displaced persons, contracts, the administration of military justice, and the provision of legal advice and services to the personnel of the command. The JPOTF SJA could be called on by the COMJPOTF to provide input on the legality of a possible PSYOP plan, product, or action. This duty is clearly secondary to the SJA primary mission and is at the discretion of the COMJPOTF. The SJA may also advise the commander on aspects of indigenous law and legal customs of interest to the command and its operations. The JPOTF SJA is not part of the PSYOP approval process. The J1 is normally assigned these responsibilities in the absence of an SJA.

Tasks: The following tasks has been selected for the SJA as common to all JPOTF missions. Further discussion on this task, along with the conditions and standards for it follows.



Task: ST 3.2.2.1.3 Provide Legal Planning Input to the COMJPOTF.

The JPOTF SJA could be called upon to provide the legal input to the JPOTF commander during the COA review process. SJA could be asked to advise the commander on the pros and cons of proposed COAs from the SJA perspective and to review proposed PSYOP plans, products, or action from a legal standpoint.

#### Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully

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refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.9.2 Threat Form - Types of potential aggression.

Descriptors: Conventional; Unconventional (guerrilla warfare); Nuclear; Chemical; Biological; Terrorist; Economic.

C 3.1.1.4 Legality - The extent to which an act or action is in accordance with domestic or international law.

Descriptors: Full; Disputed (ambiguous); Condemned (clearly violates laws).

C 3.1.2 International Politics - Those political factors, independent of one's own government, which impacts the commander's freedom of action.

Descriptors: Supportive; Indifferent; Opposed (unilateral action).

C 3.1.3 NCA Decisions - Decisions taken by the NCA with regard to national security policy and strategy.

Descriptors: Clear and unrestrictive; Vague; Restrictive.

C 3.2.2.2 Legal Penalties - The seriousness of legal or religious penalties, in a foreign nation, associated with acts that violate cultural or legal norms.

Descriptors: Low; Moderate; High.

C 3.2.2.3 Law Source - The basis for current laws and justice (see C 3.2.2.2, Legal Penalties).

Descriptors: Koran; English Common Law; Napoleonic Code.

Standards

S1 <24 hours to provide the COMJPOTF with legal planning input.

#### 4.4.5 Command Sergeant Major or Senior Enlisted Advisor

Overview: The command sergeant major's or senior enlisted advisor's tasks include advising the commander on enlisted personnel affairs, developing enlisted personnel policies, and providing counsel and guidance for NCOs and other enlisted personnel. These duties are normally assigned to the J1 functional area in the absence of this special staff position. The JPOTF command sergeant major or senior enlisted advisor has no PSYOP-specific tasks.

#### 4.4.6 JPOTF HQ Commandant

Overview: When a JPOTF HQ is large enough, a HQ commandant might be designated. (In a smaller organization, the JPOTF J1, may perform the tasks described below as additional duties.) Although many of the tasks a JPOTF HQ commandant is expected to accomplish are identical to those performed by a typical JTF HQ commandant, there are differences, particularly in the operational conditions this officer will encounter.

Since some PSYOP missions are of a close-hold, clandestine nature, physical security measures at the HQ, a responsibility of the JPOTF HQ commandant, must be extraordinarily stringent. Further, units subordinate to a JPOTF are usually composed of relatively senior enlisted and officer personnel who will not likely be tasked with casual HQ labor or security functions. Additionally, the more junior members of the JPOTF are key members of the production and dissemination team, and during time sensitive operations, will be unavailable for use in the labor and security functions. These situations constitute another challenge for the HQ commandant who is responsible for billeting, food service, and a wide variety of administrative and support tasks of a mundane but essential character. The JPOTF HQ might be small; however, it will usually attract numbers of high-ranking visitors and will have a constant turn-over of a large contingent of liaison officers, all of whom must be screened for security purposes and who will likely have transport, escort, mess, and billeting needs.

If necessary, the HQ commandant is responsible for planning and coordinating the physical lay-out, construction, and space allocation of the JPOTF HQ, to include billeting, parking areas, motor pool, helipad, dining, maintenance, postal, and medical facilities, as well as an airfield or access to an airfield. This officer is responsible for accommodating visitors and for the establishment of contractual and financial support for the HQ. If support troops or contract personnel are available to assist in or perform labor or security functions, the HQ commandant will be

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responsible for supervising their performance of duty. The HQ commandant normally reports to the COS.

Tasks: The following tasks have been selected for the HQ commandant as common to all JPOTF missions. Further discussion on these tasks, along with the conditions and standards for them follow.

1. OP 5.5.6.1 Establish and Support the JPOTF Headquarters.
2. OP 6.5.3.1 Establish and Maintain Physical Security for the JPOTF Headquarters

Task: OP 5.5.6.1 Establish and Support the JPOTF Headquarters

The HQ commandant must plan and execute the placement, construction, and support of the JPOTF HQ, to include the physical layout. Adequate space and facilities for the command section, each staff element, and each support contingent must be allocated. Facilities operated by the HQ commandant include billeting, parking areas, motor pool, helipad, dining, maintenance, postal, and medical facilities, and, if necessary, an airfield. Facilities must be adequate to accommodate visitors and transient liaison officers.

#### Conditions

C 2.1.3 Mission Preparation - The degree to which preparations for mission have been completed at time of mission execution, including intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

Note: The description will depend on mission parameters.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.8.1 Sustainment Facilities - Those grounds, buildings, and equipment available to provide and support sustainment of the force.

Descriptors: Abundant; Adequate; Limited; No.

#### Standards

S1 100 percent of required JPOTF HQ augmentees and support units are identified and requested within 24 hours of higher HQ warning order to establish a JPOTF HQ.

S2 100 percent of all joint force augmentees are received and integrated into JPOTF HQ in accordance with established procedures.

S3 No instances of JPOTF orders or taskings to assigned or allocated forces being significantly delayed due to a HQ commandant error or oversight.

S4 <24 hours after arrival for the HQ commandant to establish essential in-country communications, in coordination with the JPOTF J6.

Task: OP 6.5.3.1 Establish and Maintain Physical Security for the JPOTF Headquarters

The HQ commandant must contribute to the JPOTF vulnerability analysis and create the physical security measures to ensure the HQ is secure from enemy attack or penetration or access by unauthorized persons.

#### Conditions

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.



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Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.4.5 Intelligence Countermeasure Capability - The ability of a nation to detect and counter intelligence gathering by an enemy.

Descriptors: Strong (thoroughly understand and control enemy sources); Moderate (partial understanding and control over enemy sources); Weak (little understanding or control over enemy sources).

C 2.6.2 Degree of Camouflage - The degree to which forces, units, items of equipment or personnel are hidden from visual, electronic, or other forms of detection.

Descriptors: High (widespread and effective); Moderate (neither widespread nor highly effective); Low.

C 2.7.1 Rear Area/Local Security - The extent to which the rear area or local area is secure.

Descriptors: High; Moderate; Limited.

C 2.8.1 Sustainment Facilities - Those grounds, buildings, and equipment available to provide and support sustainment of the force.

Descriptors: Abundant; Adequate; Limited; No.

## Standards

S1 No attempted adversary penetrations of JPOTF HQ information systems are successful.

S2 All JPOTF sensitive information systems are located within high security area.

S3 OPSEC assessment of JPOTF HQ location is completed within 48 hours after HQ commandant's arrival on-site.

S4 100 percent of HQ commandant's OPSEC assessment is reflected in JPOTF HQ OPSEC plans.



S5 100 percent of JPOTF HQ physical security measures previously assessed unsatisfactory are corrected.

#### GENERAL JPOTF HQCOMDT TASKS, CONDITIONS, AND STANDARDS

OP 4.6.5 Provide for Real Estate Management.

OP 4.6.6 Manage Contracts and Contract Personnel.

OP 6.3.1.2 Determine Critical Information.

OP 6.3.4 Protect Information Systems in Theater of Operations or JOA.

#### 4.5 Coordinating Staff

The JPOTF coordinating staff normally consists of the:

- J1 Manpower and Personnel
- J2 Intelligence
- J3 Operations
- J4 Logistics
- J5 Plans and Policy
- J6 Command, Control, Communications, and Computers

##### 4.5.1 J1/MANPOWER AND PERSONNEL

Overview: The JPOTF J1 provides joint personnel planning, coordination, management and review for the JPOTF; assists JPOTF component commands in acquiring, replacing, and transferring personnel; handles administrative and personnel service support to the JPOTF staff; and is the responsible JPOTF staff officer in monitoring and reporting the personnel readiness of assigned, allocated, and apportioned forces to higher HQ. If the mission is limited, the HQ staff will likely be small, and will have few if any special staff officers. In this event, the J1 will likely be responsible for important ancillary duties, such as media relations, medical, finance, legal, and religious affairs.

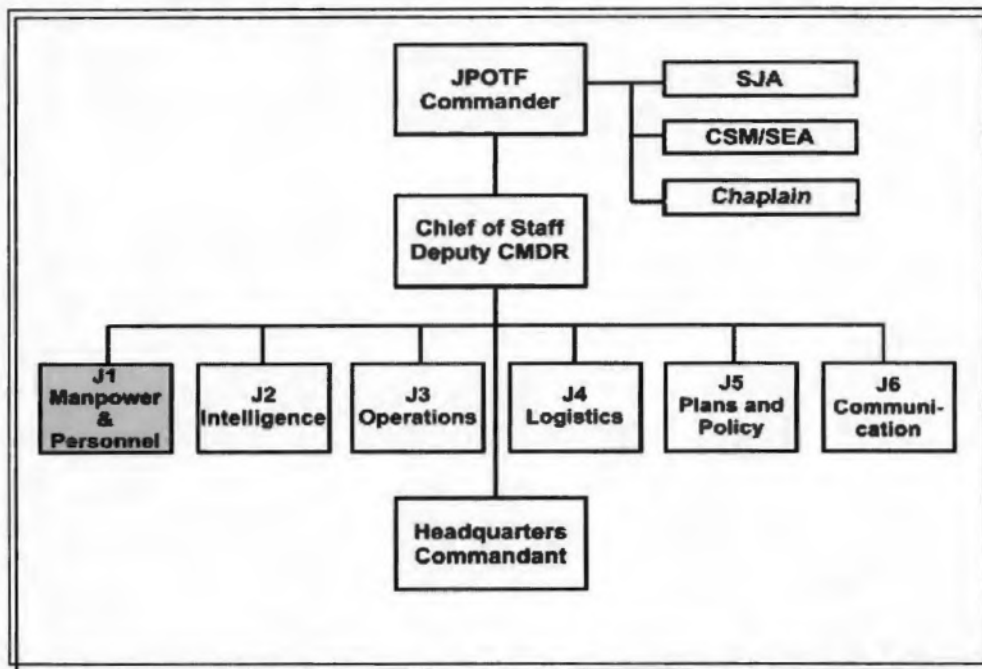


Figure 4-2. JPOTF J1

The J1 must be knowledgeable of the various Service and USSOCOM personnel policies. However, assigned, allocated, and apportioned SOF elements will receive their manpower and personnel support through normal Service channels. Normally, the chief concern for the JPOTF J1 is to ensure the command has the necessary personnel to execute COMJPOTF's OPLANs.

The majority of the JPOTF J1 tasks are of a general nature and differ little from those performed by any staff officer charged with manpower and personnel duties in a JTF HQ. These include developing and coordinating personnel policies and plans; providing appropriate input to the JPOTF J3 and J5 for the personnel section of JPOTF OPLANs; maintaining current personnel estimates, personnel readiness and casualty reporting, overseeing and planning of the JPOTF personnel replacement program; and projecting future JPOTF personnel requirements to include RC augmentation. The JPOTF J1 also manages the command's efficiency reporting, awards and decorations, morale and welfare, and leave programs. Additionally, the J1 is the focal point for mortuary services as well as the joint blood donor program. The J1 also serves as the staff manager for health services and medical affairs, including casualty evacuation. Finally, the J1 establishes and operates the JPOTF message and distribution center as well as the postal service

for the JPOTF HQ. Tasks for common JTF J1 functions are addressed at the end of this section.

Some J1 tasks are performed differently during PSYOP than with conventional joint forces. What differentiates PSYOP-specific J1 tasks from general personnel and manpower tasks are the standards and conditions that must be applied to properly address the PSYOP-specific dimensions of manpower and personnel matters. For example, PSYOP missions will frequently require more personnel planning than most conventional missions as PSYOP personnel often have sophisticated skills that require extensive and time-consuming selection procedures and qualification training.

PSYOP-unique conditions and standards affect several of the general joint manpower and personnel J1 functions and will differ with the PSYOP-peculiar missions being performed. For example, to provide effective PSYOP support to regions that converse in an unusual language, the JPOTF J1 may have a mission-essential duty of identifying and assisting in acquiring competent linguists for a particular language and dialect. In the absence of a chaplain, the J1 may also be the officer responsible for acquiring and disseminating important knowledge about religious and cultural customs of the supported nation. Additionally, because the majority of PSYOP forces are RC personnel, the JPOTF J1 will have to be particularly adapt at acquiring RC augmentees for protracted JPOTF operations. Thus, the J1 can easily be involved in activities beyond the duties generally associated with a personnel and administrative staff officer. Although the J1 may concurrently be monitoring an on-going operation, providing input for several plans, and reviewing the results of completed operations. The PSYOP specific tasks addressed below are segregated by operational staff phases-- plan, coordinate, conduct and review.

## Tasks

The following tasks have been selected for the J1 as common to all JPOTF missions. Further discussion on these tasks, along with the conditions and standards for them follow.

### 1. Plan

- (a). OP 4.4.2.2 Prepare Personnel Policies and Plans for JPOTF Operations.
- (b). OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.

2. Coordinate

(a). OP 4.4.2.3 Coordinate Personnel Policies and Plans for JPOTF Operations.

(b). OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.

3. Conduct

(a). OP 4.4.2.4. Monitor Personnel Support for Operations

(b). OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.

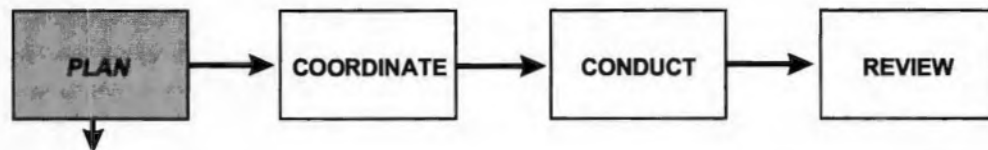
(c). OP 4.4.2.5 Assess JPOTF Personnel Support.

(d). OP 4.4.2.6 Control Personnel Support for JPOTF Operations.

4. Review

(a). ST 7.2.3.1 Conduct Joint PSYOP AAR.

*PLAN/JPOTF J1*



Task: OP 4.4.2.2 Prepare Personnel Policies and Plans for JPOTF Operations

The JPOTF J1 provides manpower and personnel input to the J3 for JPOTF deliberate and crisis action planning. For the latter, time sequencing for PSYOP is of such short duration that the J1 will likely treat crisis action planning as a coordination, not a planning activity. The J1 provides subordinate personnel elements initial guidance for forthcoming operations. These inputs and preliminary advisories are usually based on current or projected personnel estimate and J1-prepared policy recommendations that have been approved by the COMJPOTF. This planning is usually initiated by a JTF or higher HQ targeting directive or concept (JP 3-05.3).

Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

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Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.5.1 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months)

Note: The descriptor selected will vary according to mission parameters.

C 2.2.1 Forces Assigned - The capabilities of combat and support forces assigned to a commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4.1 Personnel Nutrition and Health - The degree to which the members of a force are healthy and free of disease.

Descriptors: Excellent (>90%); Fair (50 to 90%); Poor (<50%).

## Standards

S1 100 percent of mission-planning agency deliberate plans requests for personnel information or support, support confirmation (SPTCONF), and mission support plans are monitored by JPOTF J1.

S2 100 percent of JPOTF J1 personnel support estimates identify which COA can best be supported from a personnel perspective in sufficient time for appropriate revision to estimates and plans.

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S3 100 percent of JPOTF J1 estimates identify major personnel deficiencies and include recommendations to reduce or eliminate the deficiencies.

S4 >90 percent of JPOTF mission-planning folders are updated with current personnel information input.

S5 100 percent of JPOTF personnel estimates identify requirements for critical personnel skills and include identification of RC augmentee requirements.

Task: OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.

The JPOTF J1 plans for the identification and acquisition of language-capable personnel to support the JPOTF's mission. The J1 ensures that the intent of the COMJPOTF is adhered to in all aspects of planning. To fully support the COMJPOTF's plan, the J1 may have to search outside the JPOTF to acquire language-capable and qualified personnel. These personnel may reside in other branches of the Department of Defense, other government agencies, in the RC or HN. Early identification of required languages is paramount to facilitating the timely acquisition of language-capable personnel. Thus, keeping accurate records that detail the available languages within the unit is critical to determining needs.

#### Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission



or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.7 Military Force Relationships – The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 3.2.1.1 Language Translation – The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators – The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (<10 Level 2/3); Negligible (in-house capability).

#### Standards

S1 100 percent of language personnel requirements are identified.

S2 100 percent of language personnel support that can be contracted in JOA is determined.

S3 >90 percent of units have actual linguist manning level that meet or exceed their needs.

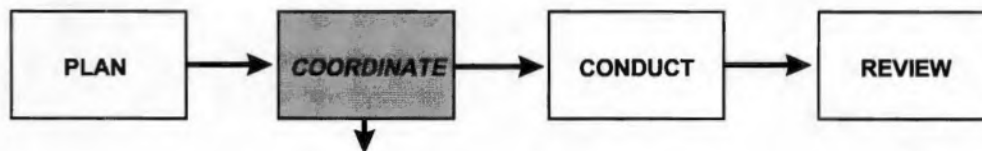
S4 24 hours to determine shortages in available language personnel within unit.

S5 48 hours to determine locations (e.g. other units, agencies, or services) of language personnel and plan for their acquisition.

S6 96 hours to task for language personnel to fill shortages within unit.

S7 <7 days to acquire language personnel and assign to unit.

#### *COORDINATE JPOTF J1*



Task: OP 4.4.2.3 Coordinate Personnel Policies and Plans for JPOTF Operations

The JPOTF J1 coordinates J1-related matters based on the intent of COMJPOTF and adherence to SOF crisis action procedures. The J1

ensures that the commander's intent and CONOPS are fulfilled in the personnel and manpower portions of JPOTF OPLANS. PSYOP personnel support must be comprehensive, flexible, tailorable, and continuous. This requires detailed integration of Service as well as component commands' responsibilities and contributions, including allied and HN efforts if appropriate. In the absence of a public affairs officer, the J1 monitors media relations ensuring that proper security measures prevent mission compromise.

## Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

Note: The descriptor selected will vary according to mission parameters.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4.1 Personnel Nutrition and Health - The degree to which the members of a force are healthy and free of disease.

Descriptors: Excellent (>90%); Fair (50 to 90%); Poor (<50%).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

## Standards

S1 <8 hours between the time J1 receives and disseminates COMJPOTF intent after higher HQ provides WARNORD.

S2 <1 month since plans for providing medical services, including Joint Blood Program, in JOA were last reviewed by medical personnel.

S3 <1 month since JPOTF enemy prisoner of war (EPW), civilian internee and detainee policy last were reviewed by legal personnel.

S4 100 percent of JPOTF plans have incorporated public affairs strategy, particularly with regard to request for access to classified/sensitive information.

S5 100 percent of J1-related policies and procedures in JPOTF and MPA OPLANS and proposed COA are reviewed to ensure supportability.

S6 100 percent of OPLAN personnel annexes and appendices are developed and disseminated in accordance with JPOTF or JTF formats.

S7 100 percent of JPOTF J1 monitoring of SPTREQs and SPTCONFs, are responding or interviewing as necessary.

### Task: OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF

The JPOTF J1 coordinates with other units, Services, and agencies to fill the JPOTF's need for qualified language-capable personnel. Because the quality of language-capable personnel required for PSYOP missions is higher than is required for normal linguist or translators duties, the J1 may have to go to extreme lengths to acquire the necessary personnel. For this reason, the amount of coordination required for this task could be quite extensive, especially if it involves tasking across Service lines or tasking other USG agencies for support. In addition, the J1, in conjunction with the J4, could also be required to coordinate with local contractors in the theater of operations or JOA to provide high quality language-capable personnel to satisfy JPOTF requirements.

## Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).



C 2.2.7 Military Force Relationships – The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 3.2.1.1 Language Translation – The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators – The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (<10 Level 2/3); Negligible (in-house capability).

## Standards

S1 100 percent of language personnel requirements are identified.

S2 100 percent of language personnel support that can be contracted in JOA is determined.

S3 >90 percent of units have actual linguist manning levels meet or exceed their needs.

S4 24 hours to determine shortages in available language personnel within unit.

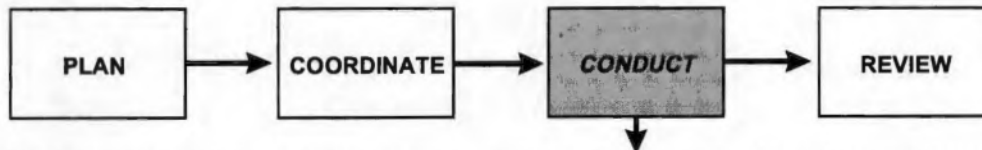


S5 48 hours to determine locations (e.g., other units, agencies, or Services) of language personnel and plan for their acquisition.

S6 96 hours to task for language personnel to fill shortages within unit.

S7  $\leq 7$  days to acquire language personnel and assign to unit.

#### *CONDUCT JPOTF J1*



Task: OP 4.4.2.4. Monitor Personnel Support for Operations

While the JPOTF J1 does not conduct operations in the sense that the COMJPOTF and J3 do; the J1 monitors ongoing JPOTF operations identifying and acting on J1-related deficiencies and shortcomings. J1 actions are aimed at maintaining adequate personnel and administrative support to meet command objectives. Additionally, the J1 supports the JPOTF J3 in planning operational branches and sequels. The J1 places emphasis on ensuring that casualty replacements are expeditiously arranged and that sufficient personnel will be available for foreseeable future periods of high operational tempo.

J1 tasks are sequential only in the broadest sense. Planning and monitoring are interrelated and overlapping, and may be take place for several current operations. The J1 continuously communicates with other staff agencies in the JPOTF HQ, and among and between the JPOTF and higher, lower, and lateral HQ to develop and maintain an accurate and timely personnel and administrative status of the operation.

#### Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

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C 2.1.3 Mission Preparation - The degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

#### Standards

S1 100 percent of subordinate HQ and operational units report at least once every 24 hours.

S2 100 percent of JPOTF J1 internal suspenses allow sufficient preparation time to meet higher HQ report times.

S3 <24 hours for J1 to monitor replacement flow to ensure that the flow is responsive to unit needs.

S4 100 percent of special category personnel replacement requirements are identified in reports from subordinate HQ and forwarded to higher HQ or component commands as appropriate.

Task: OP 4.4.7 Plan Assignment/Attachment of Required  
Language-Capable Personnel to the JPOTF

The JPOTF J1 is responsible for managing the flow of language-capable personnel into and out of the JPOTF. The JPOTF J1 may be required to manage the production of Service-specific efficiency reports depending on the length of the assignment. If the language-capable person is acquired from another government agency, the JPOTF J1 may be required to generate an agency specific efficiency report. If acquired from a contracting firm, the J1 may be required to provide input to the supplying firm on the employee performance. In all cases, the J1 is responsible for providing personnel services to all persons assigned to the JPOTF. This includes, but is not limited to, reporting the status of all language-capable personnel to the JTF J1. In most cases, the J1 will defer assignment decisions to the J3 to ensure the most efficient use of language-capable personnel. The J1 will be required to cut all orders and ensure all persons are properly assigned.

Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

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Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.7 Military Force Relationships – The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 3.2.1.1 Language Translation – The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators – The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination. Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (<10 Level 2/3); Negligible (in-house capability).

#### Standards

S1 100 percent of language personnel requirements are identified.

S2 100 percent of language personnel support that can be contracted in JOA is determined.

S3 >90 percent of units have actual linguist manning levels that meet or exceed their needs.

S4 24 hours to determine shortages in available language personnel within unit.

S5 48 hours to determine locations (e.g., other units, agencies, or Services) of language personnel and plan for their acquisition.

S6 96 hours to task for language personnel to fill shortages within unit.

S7  $\leq 7$  days to acquire language personnel and assign to unit.

#### Task: OP 4.4.2.5 Assess JPOTF Personnel Support

The J1 assesses the operation from the personnel support perspective to determine any need for changes to meet operational or campaign objectives in accordance with the COMJPOTF's intent and concept. The J1 must understand the status of current operations, the progress in achieving conditions for mission completion, and any requirements for changes to the OPLAN that are necessary to achieve mission objectives. Included in this task is the requirement to coordinate with other JPOTF HQ staff elements, Service component, and other operationally significant elements to ensure that the information on which J1 assessments and recommendations for change are made are accurate and timely, support the recommendations for changes and can be effected in time to influence the operation. A critical element in considering changes to the OPLAN is providing sufficient reaction time for subordinate elements to plan and order the changes required.



## Conditions

C 2.1.5.1 Time available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

Note: The descriptor selected will vary according to mission parameters.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.8 Information Exchange - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Unrestricted; Restricted; Highly restricted.

## Standards

S1 100 percent of critical personnel replacement requirements are identified within 24 hours of loss.

S2 80 percent of noncritical personnel replacement requirements are met within 7 days of loss.

S3 90 percent of critical unit or personnel requirements provided at beginning of the operation are replaced subsequent to operational loss.



S4 <24 hours for the J1 to identify critical personnel replacement requirements.

S5 10 percent difference between the JPOTF-planned personnel field service requirements and the actual requirements in joint special operations area (JSOA).

S6 100 percent accuracy in maintaining records of deceased or missing personnel in JSOA.

S7 No instances of the media identification of deceased or missing personnel before next of kin (NOK) is notified.

S8 >85 percent of required JPOTF component personnel services and capabilities are in place and continuously operational.

S9 100 percent of JPOTF J1 recommendations to J5 for operational branches and sequels are based on accurate J1 personnel and administrative information.

S10 100 percent of JPOTF plans and orders include provision to minimize personnel incapacitation due to noncombat injuries.

S11 99 percent of EPW policies and procedures are reviewed and are appropriate to the nature of the operation and followed in actual operational experience.

S12 90 percent of media interfaces and questions covered by media guidance are developed and distributed to the JPOTF HQ and subordinate elements prior to the beginning of the operation.

#### Task: OP 4.4.2.6 Control Personnel Support for JPOTF Operations

With adequate information about the progress of operations, and having the personnel and administrative status of the JPOTF HQ staff, JPOTF Service components, and other operational and support elements, the JPOTF J1 will pursue actions that will remediate shortfalls and respond to foreseeable operational developments or mission changes being planned by the J3.

J1-monitored activities include administration of the JPOTF HQ, such as military postal service procedures and policies; morale, welfare, and recreation; efficiency/fitness reports, awards, and decorations; discipline and order; handling of EPWs; civilian internees and detainees; finance

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and disbursing; casualty reporting; public affairs guidance and practice; and critical personnel activities of the JPOTF components.

### Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.3 Mission Preparation - The degree to which preparations for mission have been completed at the time of mission execution. Includes intelligence, logistics positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval);

Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4.1 Personnel Nutrition and Health - The degree to which the members of a force are healthy and free of disease.

Descriptors: Excellent (>90%); Fair (50 to 90%); Poor (<50%).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Description: High (professional long-term military and civilian personnel);

Normal (mix of professional personnel with new personnel and Reserves);

Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

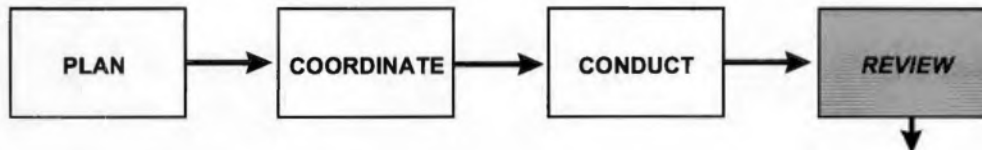
### Standards

S1 No instances of operations being compromised by personnel service support activities.

S2 100 percent of major changes in personnel Service support are coordinated with affected service component, higher, subordinate, and lateral HQ if appropriate.

S3 100 percent of records of major changes to personnel support activities are maintained for lessons learned and AAR activities.

#### *REVIEW/JPOTF J1*



#### **Task: ST 7.2.3.1 Conduct Joint PSYOP After Action Reporting**

The J1 must review all PSYOP and SOF operations and conduct AARs and lessons learned procedures. In addition to improvements in specific mission performance by the JPOTF HQ and the forces involved, lessons for improvement in PSYOP and SOF doctrine, processes, and material should be identified for consideration and forwarding to the appropriate HQ and Service components. The J3 is responsible for compiling these latter findings and recommendations. The J3 also consolidates and reports AAR items that might be of use in improving current operations to higher, lateral, and subordinate commands.

#### **Conditions**

**C 2.2.6 Interoperability** - The ability of systems, units, or forces to interact and operate effectively with other systems, units or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

**C 2.2.7 Military Force Relationships** - The extent to which force elements (e.g. military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command. Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistics data and OPLANs) can be distributed or released within a staff or to operating units, including allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

#### Standards

S1 100 percent of the AAR is completed (at submission date).

S2 100 percent of all JPOTF operations are subjected to J3-led, J1-involved joint AARs and reviews, including mission performance and BDA, with results reported to higher authority in a timely manner.

S3 100 percent of all JPOTF operations are analyzed, with results submitted by J1 to the JPOTF J5 with recommendations for doctrine, organization, training, and research and development changes.

S4 <5 days to submit personnel-related AAR findings to the J3 after the conclusion of a JPOTF operation.

#### GENERAL J1 TASKS

In addition to PSYOP-specific tasks, the JPOTF J1 performs many routine staff duties and general J1 functions that are largely identical to those personnel and manpower-related tasks performed at other joint

HQ. J1 general tasks will vary according to assignment of special staff, e.g., chaplain. These include:

- OP 4.4 Coordinate Support for Forces in Theater of Operations JOA.
- OP 4.4.1 Coordinate Field Services Requirements.
- OP 4.4.1.1 Coordinate Theater of Operations JOA Support for Personnel.
- OP 4.4.1.2 Manage Mortuary Affairs in Theater of Operations JOA.
- OP 4.4.2 Provide for Personnel Services.
- OP 4.4.3 Provide for Health Services in Theater of Operations JOA.
- OP 4.4.3.1 Manage Joint Blood Program in Theater of Operations JOA.
- OP 4.4.3.2 Manage Flow of Casualties in Theater of Operations JOA.
- OP 4.4.3.3 Manage Health Services Resources in Theater of Operations JOA.
- OP 4.4.4 Reconstitute Forces.
- OP 4.4.6 Provide Religious Ministry Support in Theater of Operations JOA.

#### 4.5.2 JPOTF J2/INTELLIGENCE

Overview: The JPOTF J2 is responsible for the acquisition, production, request, and dissemination of intelligence and counterintelligence to support JPOTF assigned and attached forces. The JPOTF J2 must be responsive to intelligence taskings and requests from higher and lateral HQs.

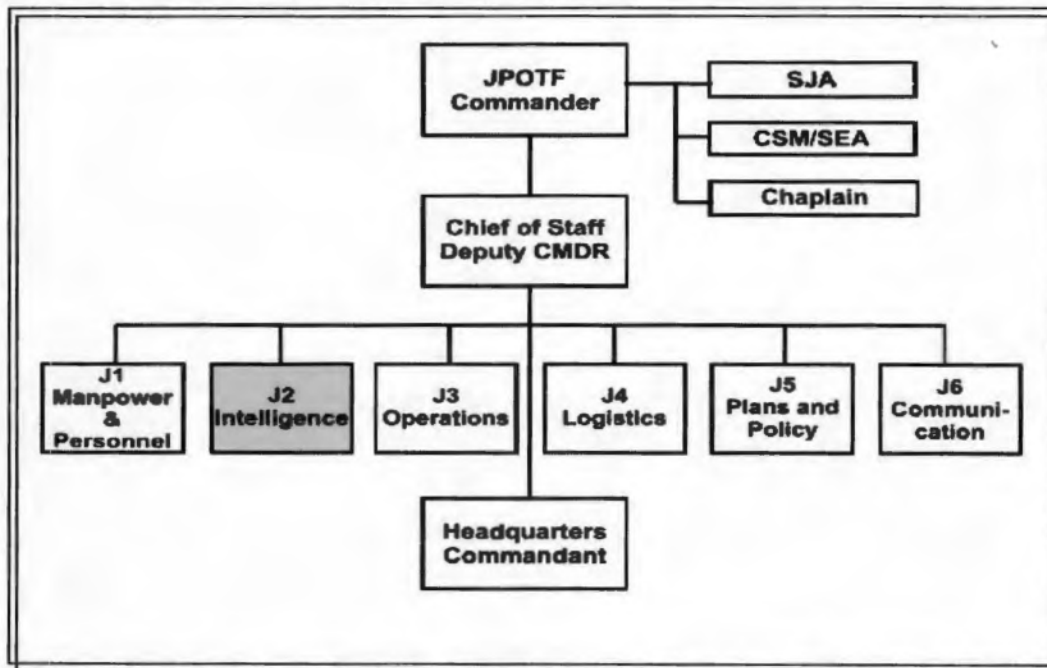


Figure 4-3. JPOTF J2



Additionally, the J2 is the access point for joint force acquisition of JPOTF produced intelligence and counterintelligence products. The J2 supervises the production and maintenance of target intelligence packages and ensures intelligence is integrated from all sources. Responsive, useful PSYOP intelligence may differ from that used by conventional forces in that it is often more concerned with strategic intelligence over operational or tactical intelligence. It is also more broad-gauged and all-encompassing than most military intelligence because the target area's social, political, and economic information is germane to the missions the PSYOP forces are expected to accomplish.

JPOTF J2 tasks and their associated conditions and standards are divided into two categories--general and PSYOP specific. The JPOTF J2 performs many routine staff duties and general duties that differ little from those J2 tasks found at other joint HQ. These include creating and maintaining a current intelligence estimate; creating and prioritizing operational intelligence requirements, operational information requirements, and operational collection plans. The J2 collects, collates, and correlates PSYOP-related information, determines enemy operational capabilities and COAs, provides indications and warnings for the joint special operations area, and provides general and target-specific intelligence. Further, the J2 must produce follow-on intelligence for JPOTF operations while coordinating mapping, charting, geodesy, weather, and oceanography support to the JPOTF. The procedures associated with these tasks are either identical or similar to those practiced at other JTF commands.

PSYOP-specific J2 tasks stem from the unique requirements of the principal PSYOP missions generally grouped as either cohesive or divisive PSYOP campaigns. Although the JPOTF J2 will normally be performing multiple tasks in various stages of completion, those tasks involving the principal PSYOP missions stated below are time-phased into the planning, coordinating, conducting, and reviewing stages.

Special operations planning procedures also differ from those found in other JTF Headquarters. While the JPOTF will probably be involved in deliberate and crisis action planning, detailed operational planning is accomplished by the implementing PSYOP element not the JPOTF HQ staff. In deliberate planning, the J2 is responsible for providing detailed, tailored, and integrated intelligence to the implementing PSYOP element. Much of this intelligence is gained from the joint intelligence center of the joint force HQ. However, the JPOTF HQ is sometimes the collection and production agency for intelligence required by JPOTF units and higher HQ. The latter often needs information and intelligence to support deliberate and campaign planning. A JPOTF HQ rarely accomplishes



campaign planning, but it can be tasked to provide planning input in areas where the PSYOP element is considered the subject matter expert. In those cases the JPOTF J2 will play an integral role in providing the finished intelligence report.

Much of the J2's high-priority coordination responsibilities occur during crisis action, time-sensitive planning. Since there is limited time to collect, research, produce, and disseminate intelligence, the JPOTF J2 often acts as the central coordination clearing house and expeditor between a JPOTF element that has been designated as a mission planning and implementing agency and the supporting intelligence production agency.

During the execution phase of an operation, the J2 will conduct operational assessments, assess battle damage, determine resulting changes in enemy capabilities, and if necessary, recommend follow-on, reattack operations. The J2 will also support JPOTF J3 efforts to capitalize on success in recommending follow-on and subsequent operations so as to maintain offensive momentum, keep continuous pressure on the enemy, and add flexibility to the campaign.

During the review phase, the J2 evaluates operational results and intelligence performance and recommends changes in force development, doctrine, organization, or materiel if appropriate. This information is provided to the JPOTF HQ J3 for consolidating and forwarding to appropriate agencies. The J2 also supports the J3 in performing similar tasks associated with near-term, future operations.

Tasks: The following tasks have been selected for the J2 as common to all JPOTF missions. Further discussion on these tasks, along with the conditions and standards for them follow.

1. Plan

- (a). OP 2.1.2.1 Identify PSYOP Relevant Information.
- (b). OP 2.2.1.1 Collect PSYOP Information.
- (c). OP 2.4.3 Prepare PSYOP Interrogation Guide.
- (d). OP 5.7.2.1 Determine PSYOP Support Available in Theater of Operation or JOA.

2. Coordinate

- (a). OP 2.2.1.1 Collect PSYOP Information.
- (b). OP 2.5 Disseminate and Integrate Operational Intelligence.

3. Conduct

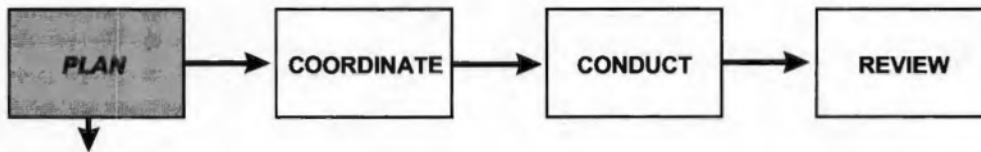
- (a). OP 2.4.3 Prepare PSYOP Interrogation Guide.

- (b). OP 3.1.6.1 Assess Battle Damage on Operational Targets.
- (c). OP 2.5 Disseminate and Integrate Operational Intelligence.

4. Review

ST 7.2.3 Conduct Joint PSYOP After Action Reporting.

*PLAN JPOTF J2*



Task: OP 2.1.2.1 Identify PSYOP Relevant Information

The JPOTF J2 is responsible for collecting and assessing intelligence that satisfies the JPOTF commander's priority intelligence requirements (PIR). PIR for JPOTF goes beyond the normal order of battle or indicators of upcoming operations. PSYOP- relevant information includes a target audience's reaction to themes and symbols of past, ongoing, and future PSYOP actions, and reactions of coalition, neutral, or other target audiences not specifically targeted by the PSYOP action. The JPOTF J2 is challenged to sift through the incoming intelligence, or request specific information, to determine the relevant information which may be an obscure item at best to satisfy the information and intelligence requirements for the PSYOP planners.

Conditions

C 2.4.2 Intelligence Data Base – The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization – The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access – The ability of intelligence gathering resources to penetrate and cover the AOR.

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Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.5 Intelligence Countermeasure Capability – The ability of a nation to detect and counter intelligence gathering by an enemy.

Descriptors: Strong (thoroughly understand and control enemy sources); Moderate (partial understanding and control over enemy sources); Weak (little understanding or control over enemy sources).

C 2.4.6 Certitude of Data – The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

#### Standards

S1 <4 hours needed to create usable information requirements (IR) to support newly designated PIRs.

S2 100 percent of JPOTF IRs relate to a current PIR.

S3 100 percent of JPOTF subordinate command PIRs supported by JPOTF IRs.

S4 No PIRs have multiple information requests.

#### Task: OP 2.2.1.1 Collect PSYOP Information

The JPOTF staff is responsible for collecting PSYOP information that provides indications of the reaction of enemy target audiences, coalition audiences, or neutral audiences to JPOTF actions. This information includes vulnerabilities, themes, and symbols to use or avoid, and the political, cultural, religious, and economic impact of PSYOP actions. Additionally, this collection effort includes obtaining information on specific personalities within the target audience. This information is used to update products for planned operations and currently used products.

#### Conditions

C 2.4.2 Intelligence Data Base – The availability of intelligence to support a mission or task.

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Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization – The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access – The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.5 Intelligence Countermeasure Capability – The ability of a nation to detect and counter intelligence gathering by an enemy.

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C 2.4.6 Certitude of Data – The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

#### Standards

S1 <8 hours between taskings to collection assets on new high priority targets (HPT).

S2 <8 hours from receipt of tasking until reconnaissance or surveillance assets respond.

S3 100 percent of collection requirements filled.

S4 100 percent of commander's area has required reconnaissance and surveillance coverage.

S5 No instances of failure to respond to commander's requirements for reconnaissance or surveillance assets.

S6 100 percent of PIRs covered by collection asset or request for information.

S7 100 percent of PIRs identified during planning process covered by collection asset or request for information.

S8 90 percent of PIRs with at least one source yielding intelligence information.

S9 100 percent of PIRs with more than one source yielding intelligence information.

S10 90 percent of PIRs covered by more than one collection asset.

S11 No potential targets dropped for lack of adequate information.

S12 No command decisions made without sufficient information due to failure to collect.

S13 100 percent of commander's area has reconnaissance and surveillance coverage.

S14 100 percent of targets have combat assessment data available from more than one collection platform.

S15 90 percent of targets have more than one type of system available to perform assessment.

#### Task: OP 2.4.3 Prepare PSYOP Interrogation Guide

The JPOTF J2 is responsible for producing and disseminating a PSYOP interrogation guide. The PSYOP interrogation guide is critical in assisting the JPOTF staff in determining the impact of past and ongoing PSYOP actions. Additionally, the PSYOP interrogation guide assists in determining symbols and themes to add or avoid in future operations.

#### Conditions

C 2.4.2 Intelligence Data Base – The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).



C 2.4.3 Theater Intelligence Organization – The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access – The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.5 Intelligence Countermeasure Capability – The ability of a nation to detect and counter intelligence gathering by an enemy.

Descriptors: Strong (thoroughly understand and control enemy sources); Moderate (partial understanding and control over enemy sources); Weak (little understanding or control over enemy sources).

C 2.4.6 Certitude of Data – The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

#### Standards

S1 <8 hours to produce and disseminate joint force interrogation guide (after arriving in JOA).

Task: OP 5.7.2.1 Determine PSYOP Support Available in Theater of Operation or JOA

The JPOTF J2 has the task of determining what sources and agencies in the theater of operations or JOA are available to support PSYOP. In many cases, these sources and agencies are different from the ones being used by the JTF J2 due to the fact that PSYOP intelligence requirements are different from those of a conventional unit. For this reason, the JPOTF J2 may be the only unit in the theater interacting with a particular source or agency, such as when they collect information on demining programs in the area from the United Nations, or when they gather data on the health of the local refugee population from a voluntary health agency. Regardless of whether the JPOTF J2 is the only unit interacting with a certain source or agency, they should coordinate activities through the JTF J2, and be prepared to provide data to the JTF. In some cases, the JPOTF J2 will have to coordinate with a local representative of an organization or agency to gain access to information



that is available through sources that are outside the theater of operations or JOA.

## Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification – The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert .

C 2.1.1.6 Military Commitments to Other Nations – The amount of commitment on the part of one nation to assist another.

Descriptors: Major (robust use of lift or furnishing of major end items); Limited (clothing and individual equipment for whole units of battalion size or larger); Negligible.

C 2.1.1.7 Military Commitments from Other Nations – The amount of commitment on the part of other nation to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State – The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4 Theater Dimensions – The location and size of the theater or sub-area of a theater and the time available for mission accomplishment.

Descriptors: Massive (a theater of war, a vast area with long distances); Medium (a theater of operations with a large area); Small (a joint operations area).

C 2.1.5.2 Mission Duration – The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.2.2 Competing Apportionment – The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.6 Interoperability – The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1 Command Arrangements – Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited

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(staff lacks skill in working together or lacks knowledge of assigned forces).

**C 3.1.3.2 Mission Priority** – The relative priority of the mission being performed.

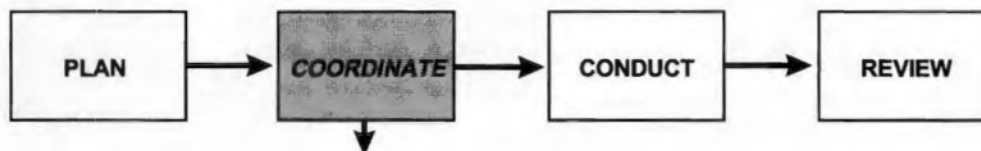
Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

#### Standards

S1 <24 hours to analyze the target area and the level and type of PSYOP support available.

S2 <36 hours to request PSYOP support through the CJTF.

#### *COORDINATE JPOTF J2*



Task: OP 2.2.1.1 Collect PSYOP Information

The JPOTF staff is responsible for initiating requests for PSYOP information that provides indications of the reaction of enemy target audiences, coalition audiences or neutral audiences to JPOTF actions. This information includes vulnerabilities, themes, and symbols to use or avoid, and political, cultural, religious, and economic impact of PSYOP actions. Additionally, this collection effort includes obtaining information on specific personalities within the target audience. This information is used to update products for planned operations and currently used products.

#### Conditions

**C 2.4.2 Intelligence Data Base** – The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization – The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access – The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.5 Intelligence Countermeasure Capability – The ability of a nation to detect and counter intelligence gathering by an enemy.

Descriptors: Strong (thoroughly understand and control enemy sources); Moderate (partial understanding and control over enemy sources); Weak (little understanding or control over enemy sources).

C 2.4.6 Certitude of Data – The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

#### Standards

S1 <8 hours between taskings to collection assets on new HPTs.

S2 <8 hours from receipt of tasking until reconnaissance or surveillance assets begin mission (to provide reconnaissance or surveillance).

S3 100 percent of collection requirements filled by joint force assets.

S4 100 percent of collection requirements filled.

S5 100 percent of commander's area has required reconnaissance and surveillance coverage.

S6 No failures to respond to commander's requirements for reconnaissance or surveillance assets.

S7 100 percent of PIRs covered by collection asset or request for information.

S8 100 percent of PIRs identified during planning process covered by collection asset or request for information.

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S9 >90 percent of PIRs with at least one source yielding intelligence information.

S10 100 percent of PIRs with more than one source yielding intelligence information.

S11 >90 percent of PIRs covered by more than one collection asset.

S12 No potential targets dropped for lack of adequate information.

S13 No command decisions made without sufficient information (due to failure to collect).

S14 100 percent of commander's area has reconnaissance and surveillance coverage.

S15 100 percent of targets have combat assessment data available from more than one collection platform.

S16 >90 percent of targets have more than one type of system available to perform assessment.

Task: OP 2.5 Disseminate and Integrate Operational Intelligence

The JPOTF J2 uses crisis action staff procedures to coordinate PSYOP missions by updating and disseminating revised target intelligence packages, and by providing available intelligence to the PSYOP MPA for new crisis action missions. Much of the J2 crisis action coordination effort in support of PSYOP missions is devoted to ensuring smooth communications between the intelligence production agency and the PSYOP MPA. J2 crisis action coordination may result in revised priorities from those established in deliberate planning.

#### Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

Note: The descriptor selected will vary according to mission parameters.

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission.

Descriptors: Very Short (30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very Long (>365 days).

Note: The descriptor selected will vary according to mission parameters.

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100% confidence); High (>90%); Moderate (50-90%); Low (25-50% confidence); Little or No (<25% confidence).

## Standards

S1 <7 hours for J2 to issue appropriate initial intelligence guidance or requests after receiving COMJPOTF intent pursuant to higher HQ crisis action PSYOP WARNORD.

S2 <4 hours for J2 to review and comment on Joint Targeting Coordination Board (JTCB)-recommended PSYOP targets and advise JPOTF J3.



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S3 100 percent of high priority PSYOP targets have adequate intelligence support packages.

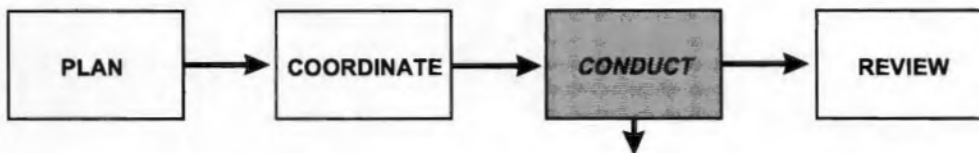
S4 100 percent of all JTCB or its equivalent approved JPOTF PSYOP mission TASKORDs contain JPOTF J2 intelligence production agency nomination or designation with an adequate enemy information section prior to its dispatch to the MPA.

S5 100 percent of all JTCB or its equivalent approved PSYOP crisis action planned SPTREQs arrive at intelligence production agency at least 72 hours prior to earliest anticipated launch time (EALT).

S6 100 percent of intelligence production agency immediately available intelligence for JPOTF supported PSYOP crisis action planned missions arrives at MPA not later than 12 hours after TASKORD receipt by MPA.

S7 100 percent of all JTCB or its equivalent approved PSYOP crisis action planned intelligence support packages arrive at the PSYOP MPA from the JPOTF J2 or intelligence production agency not later than 48 hours prior to EALT, with as many requested target intelligence package enemy elements of information as possible.

#### *CONDUCT JPOTF J2*



Task: OP 2.4.3 Prepare PSYOP Interrogation Guide

The JPOTF is responsible for producing and disseminating a PSYOP interrogation guide. The PSYOP interrogation guide is critical in assisting the JPOTF staff in determining the impact of past and ongoing PSYOP actions. Additionally, the PSYOP interrogation guide assists in determining symbols and themes to add or avoid in future operations.

#### Conditions

C 2.4.2 Intelligence Data Base – The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization – The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access – The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.5 Intelligence Countermeasure Capability – The ability of a nation to detect and counter intelligence gathering by an enemy.

Descriptors: Strong (thoroughly understand and control enemy sources); Moderate (partial understanding and control over enemy sources); Weak (little understanding or control over enemy sources).

C 2.4.6 Certitude of Data – The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

#### Standards

S1 <8 hours to produce and disseminate joint force interrogation guide (after arriving in JOA).

Task: OP 3.1.6.1 Assess Battle Damage on Operational Targets

The JPOTF J2 monitors ongoing JPOTF operations and provides intelligence support to the J3 to create and present plans for branches (altering the plan in execution) or sequels (subsequent operations) to maintain the momentum and keep pressure on the enemy. Additionally, the J2 conducts combat assessments, including BDAs, to determine the effects friendly operations have produced on enemy capabilities and plans. The JPOTF J2 also provides reattack recommendations to the J3 if appropriate.

#### Conditions

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

Note: The descriptor selected will vary according to mission parameters.

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: Strong (thoroughly understand and control enemy sources); Moderate (partial understanding and control over enemy sources); Weak (little understanding or control over enemy sources).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.8 Information Exchange - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Unrestricted; Restricted; Highly restricted.

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100% confidence); High (>90%); Moderate (50-90%); Low (25-50% confidence); Little or No (<25% confidence).

## Standards

S1 <72 hours to provide full assessments of attacks to joint force commander.

S2 No targets are unnecessarily reattacked.

S3 100 percent of JPOTF completed operations assessed by JPOTF J2 personnel.

S4 100 percent of J5 recommended DA branches and sequels have adequate intelligence support from the JPOTF J2.

Task: OP 2.5 Disseminate and Integrate Operational Intelligence

JPOTF J2 must coordinate crisis action planned PSYOP operations with higher, subordinate, and lateral commands in a manner that promotes mission success. The J2 will likely coordinate with civilian agencies, host government military and civilian organizations, and possibly, US national-level organizations (JP 3-07.2, JP 3-05, JP 3.05.3, JP 3-05.5, JP 5-00.2).

Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence

on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization - The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100% confidence); High (>90%); Moderate (50-90%); Low (25-50% confidence); Little or No (<25% confidence).

#### Standards

S1 <7 hours for the J2 to issue appropriate initial intelligence guidance or requests after receiving COMJPOTF intent pursuant to higher HQ crisis action WARNORD.

S2 <4 hours for the J2 to review and comment on a JTCB or its equivalent recommended crisis action mission target and advise the JPOTF J3.

S3 100 percent of all JTCB or its equivalent approved crisis action planned JPOTF TASKORDs contain JPOTF J2 intelligence production agency nomination or designation with an adequate enemy information section prior to its dispatch to the MPA.

S4 100 percent of all JTCB or its equivalent approved PSYOP crisis action planned SPTREQs arrive at intelligence production agency at least 72 hours prior to EALT.

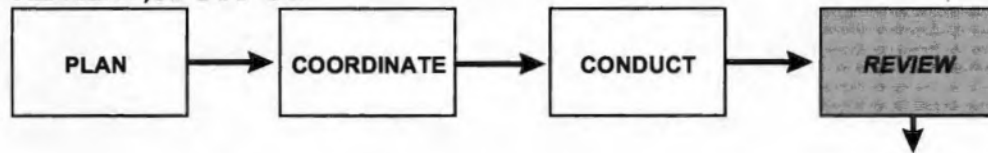
S5 100 percent of intelligence production agency is immediately available intelligence for JPOTF-supported PSYOP crisis action planned missions arrives at MPA not later than 12 hours after TASKORD receipt by MPA.

S6 100 percent of all JTCB or its equivalent approved PSYOP crisis action planned intelligence support packages arrive at the PSYOP MPA from JPOTF J2 or intelligence production agency not later than 48 hours prior to EALT time, with as many requested target intelligence package enemy elements of information as possible.



S7 100 percent of PSYOP deliberately planned intelligence is coordinated and deconflicted with concerned US. civil and military intelligence agencies and as much as possible with relevant HN intelligence elements.

*REVIEW/JPOTF J2*



**Task: ST 7.2.3 Conduct Joint PSYOP After Action Reporting**

The JPOTF J2 must review all joint PSYOP intelligence actions and operations including staff procedures to determine potential improvements in PSYOP intelligence doctrine, organization, infrastructure, procedures, and materiel. The J2 will present recommendations for changes in doctrine, organization, procedures, and material to the J3 for consolidation, coordination, and forwarding to the appropriate agencies. The J2 must assist the JPOTF J3 in conducting current operational reviews. The J3 will compile recommendations for near-term operational changes and improvements, including J2 intelligence recommendations for consolidation, review, and implementation.

**Conditions**

**C 2.2.6 Interoperability** - The ability of systems, units, or forces to interact and operate effectively with other systems, units or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

**C 2.2.7 Military Force Relationships** - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command. Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

**C 2.3.1.1 Joint Staff Integration** - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques, procedures and training.



Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.8 Information Exchange - The degree to which communications can be maintained up and down the chain of command and horizontally. Descriptors: Unrestricted; Restricted; Highly restricted.

#### Standards

S1 100 percent completion of the AARs (at submission date).

S2 100 percent of all JPOTF current intelligence operations, procedures, and techniques are subjected to JPOTF J2-led operational combat assessment and reported to the JPOTF HQ J3 for consolidation, review and inclusion in the JULLS within 5 days after an operation is completed.

S3 100 percent of all JPOTF intelligence activities are reviewed by JPOTF J2 and potential PSYOP intelligence improvements in doctrine, infrastructure, organization, training, and research and development are reported to the JPOTF J5.

S4 5 days to submit intelligence-related AAR findings to the J3 after the conclusion of a JPOTF operation.

#### GENERAL J2 TASKS

In addition to PSYOP-specific tasks, the JPOTF J2 performs many routine intelligence staff duties to include general J2 functions that are largely identical to those intelligence related tasks performed at other joint HQ. These include:

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- OP 2.1.1 Determine and Prioritize Operational Priority Intelligence Requirements (PIR).
- OP 2.1.2 Determine and Prioritize Operational Priority Information Requirements (IR).
- OP 2.1.3 Prepare Operational Collection Plans.
- OP 2.2.1 Collect Information on Operational Situation.
- OP 2.2.2 Directly Support Theater Strategic Surveillance and Reconnaissance Requirements.
- OP 2.3.2 Collate Information.
- OP 2.3.3 Correlate Information.
- OP 2.4.1.2 Determine Enemy's Operational Capabilities and Course of Action.
- OP 2.4.2.1 Provide Indications and Warning for JSOA.
- OP 2.4.2.2 Provide Current Intelligence for JSOA.
- OP 2.4.2.3 Provide General Military Intelligence for JSOA.
- ST 2.4.2.4 Provide Target Intelligence.
- OP 2.5.2 Provide Follow-on Intelligence Support for JPOTF Planners and Decision Makers.
- OP 3.1.6 Conduct Operational Combat Assessment.
- OP 3.1.7 Assess Reattack Requirement.

#### 4.5.3. JPOTF J3/OPERATIONS

Overview: The JPOTF J3 is responsible for the operations and organization of forces assigned and attached to the JPOTF. The J3 coordinates and directs the deployment, employment, and redeployment of assigned and attached forces. The J3 must establish and operate the JPOTF HQ operations center (JOC) and monitor apportioned force readiness to accomplish tasks assigned to the JPOTF commander. The J3 provides input for the JPOTF TPFDD in coordination with the JPOTF J4. When required, the J3 provides the JPOTF input for the Joint Operations Planning and Execution System (JOPES).

In the absence of a JPOTF J5 or J6 staff officer or at the discretion of the JPOTF commander, the JPOTF J3 is responsible for the tasks of these staff sections.

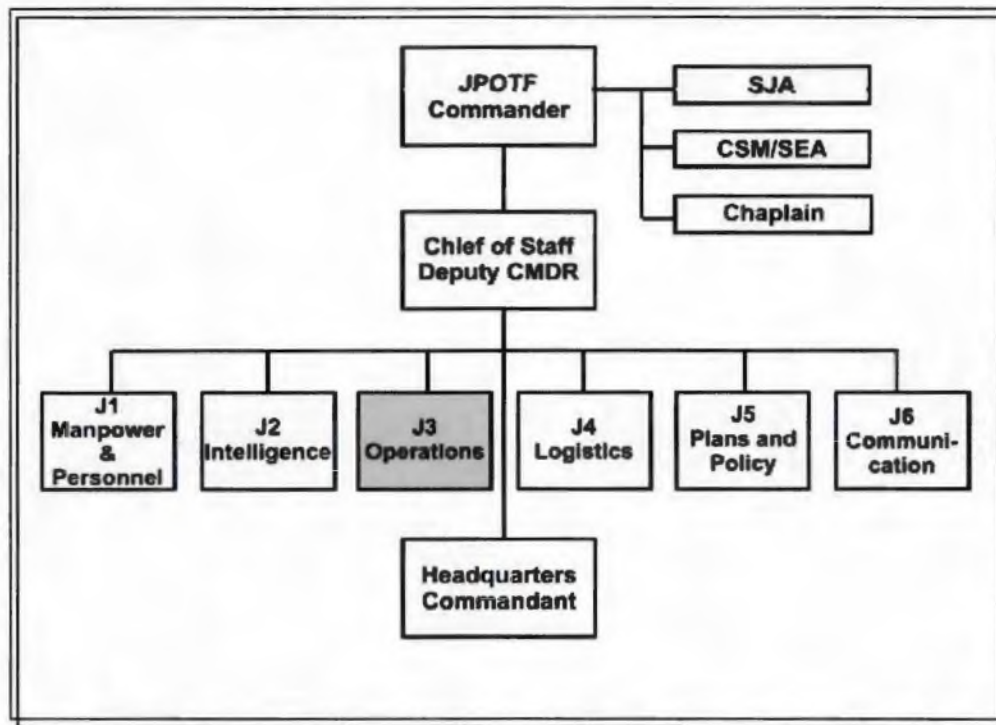


Figure 4-4. JPOTF J3

JPOTF J3-specific duties include:

- Maintaining a current operations estimate.
- Maintaining the JPOTF SOP.
- Preparing operational plans, orders, reports, and records.
- Reviewing plans of subordinate units.
- Recommending approval or disapproval of subordinate unit proposed COAs and OPLANs.
- Coordinating staging areas, airspace, and JPOTF operations with those of other friendly forces.
- Establishing and enforcing OPSEC procedures to include focal point and special access programs.
- Creating, dispatching, and monitoring JPOTF HQ liaison elements.

- Planning and coordinating cover and deception activities.
- After-action review and reporting.

JPOTF J3 tasks and their associated conditions and standards are divided into two categories--general tasks and PSYOP specific tasks. General tasks involve those duties that are normal to any operational JTF HQ. These include preparing operational plans and orders, implementing OPSEC measures, establishing liaison activity, and the like. The common tasks are cited in the last section. PSYOP specific tasks are peculiar to PSYOP and stem from PSYOP missions.

PSYOP specific staff procedures are detailed, and involve cultural, religious, social, political, and economic issues. The JPOTF J3 will normally perform multiple operational tasks in various stages of completion.

Tasks: The following tasks have been selected for the J3 as common to all JPOTF missions. Further discussion on these tasks, conditions, and standards will follow.

1. Plan

- (a). OP 2.1.2.1 Identify PSYOP Relevant Information.
- (b). OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.
- (c). OP 5.7.2.1 Determine PSYOP Support Available In Theater Of Operation or JOA.

2. Coordinate

- (a). OP 5.4.5 Coordinate/Integrate Components, Theater, and Other Support.
- (b). OP 4.4.7 Plan Assignment/attachment of Required Language-Capable Personnel to the JPOTF.

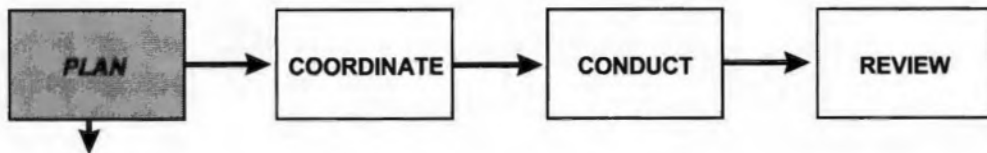
3. Conduct

- (a). OP 3.2.2.1.3 Conduct PSYOP in Theater of Operations or JOA.
- (b). OP 4.4.5.1 Conduct Training of JPOTF Assigned and Attached Forces.
- (c). OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.
- (d). OP 5.4.5.2 Manage PSYOP Production.
- (e). OP 5.4.5.3 Manage PSYOP Dissemination.
- (f). OP 5.7.5.1 Support HN Personnel in the Conduct of PSYOP.

4. Review

- (a). OP 3.1.6.1.1 Assess Effectiveness of PSYOP.
- (b). ST 7.2.3. Conduct Joint PSYOP After Action Reporting.

*PLAN/JPOTF J3*



Task: OP 2.1.2.1 Identify PSYOP Relevant Information

The JPOTF J3, in conjunction with the J2, is responsible for assessing intelligence that satisfies the JPOTF commander's PIR. The PIR for the JPOTF is unique in that it goes beyond the normal order of battle or indicators of upcoming operations. PSYOP-relevant information includes target audience reaction to themes and symbols of past, ongoing, and future PSYOP actions, and reactions of coalition, neutral, or other target audiences not specifically targeted by the PSYOP action. The JPOTF J3 and J2 are challenged to sift through the incoming intelligence, or to request specific information to determine the relevant information, which may be obscure, to satisfy the information and intelligence requirements for the PSYOP planners.

Conditions

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization - The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access - The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).



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C 2.4.5 Intelligence Countermeasure Capability - The ability of a nation to detect and counter intelligence gathering by an enemy.

Descriptors: Strong (thoroughly understand and control enemy sources); Moderate (partial understanding and control over enemy sources); Weak (little understanding or control over enemy sources).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

#### Standards

S1 <4 hours needed to create usable IRs to support newly designated PIRs.

S2 100 percent of JPOTF IRs relate to a current PIR.

S3 100 percent of JPOTF subordinate command PIRs supported by JPOTF IRs.

S4 No PIRs have multiple information requests.

Task: OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.

The JPOTF J3, with the J1 and J5, plans for the identification and acquisition of language-capable personnel to support the JPOTF's mission. The J3 ensures that the intent of the COMJPOTF is adhered to in all aspects of planning. To fully support the COMJPOTF's plan, the J3 will identify requirements and request from outside the JPOTF language-capable personnel. These personnel may reside in other DOD branches, government agencies, or in the RC. Early identification of required languages is paramount to facilitating the timely acquisition of language-capable personnel. Thus, keeping accurate records that detail the available languages within the units assigned to the JPOTF is critical to determining needs.

#### Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.



Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities)

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

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Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 3.2.1.1 Language Translation - The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators - The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (<10 Level 2/3); Negligible (in-house capability).

#### Standards

S1 100 percent of language personnel requirements are identified.

S2 100 percent of language personnel support that can be contracted in JOA is determined.

S3 100 percent of language personnel are adequately trained to perform assigned duties.

S4 >90 percent of units have linguist manning level that meet or exceeds their needs.

S5 24 hours to determine shortages in available language personnel within unit.

S6 48 hours to determine locations (e.g., other units, agencies, or Services) of language personnel and plan for their acquisition.

S7 96 hours to request language personnel to fill shortages within unit.

S8  $\leq 7$  days to acquire language personnel and assign to unit.

Task: OP 5.7.2.1 Determine PSYOP Support Available in Theater of Operation/JOA

The JPOTF J3 coordinates, in conjunction with the JPOTF commander, COS, J2, J4, and J5 the task of determining what sources and agencies in the theater of operations or JOA are available to support PSYOP. In many cases, these sources and agencies are different from the ones being used by the JTF because PSYOP operational requirements are different from those of a conventional unit. For this reason, the JPOTF may be the only unit in theater interacting with a particular agency. JPOTF should coordinate their activities through the JTF and be prepared to provide updates to the JTF. In some cases, the JPOTF will have to coordinate with a local representative of an organization or agency to gain access to information that is available through sources that are outside the theater of operations or JOA.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.1.6 Military Commitments to Other Nations - The amount of commitment on the part of one nation to assist another.

Descriptors: Major (robust use of lift or furnishing of major end items); Limited (clothing and individual equipment for whole units of battalion size or larger); Negligible.

C 2.1.1.7 Military Commitments from Other Nations - The amount of commitment on the part of other nation to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4 Theater Dimensions - The location and size of the theater or sub-area of a theater and the time available for mission accomplishment.

Descriptors: Massive (a theater of war, a vast area with long distances); Medium (a theater of operations with a large area); Small (a Joint Operations Area).

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.2.2 Competing Apportionment - The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.5.1.3 Intertheater LOCs - Freedom of movement for forces and materiel between theaters.

Descriptors: Secure; Contested; Unsecured.

C 2.5.1.4 Intratheater LOCs - Freedom of movement for forces and materiel within a theater.

Descriptors: Secure; Contested; Unsecured.

C 2.8.2 Deployed Supplies - The number of days of supply available to forces in a military operation.

Descriptors: Abundant (>90 days); Sufficient (30 to 90 days); Limited (10 to 30 days); Short (3 to 10 days); Negligible (<3 days).

C 2.8.3 CONUS Resupply - The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).



C 2.8.4 Pre-positioned Materiel - Equipment or supplies pre-positioned at or near the point of planned use or at a designated location.

Descriptors: Extensive (can equip most ground forces and provide fuel and ammunition for air and naval forces apportioned); Limited (can equip and support early arriving forces); No.

C 2.8.5 Host-Nation Support (HNS) - The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50 percent); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50 percent); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15 percent); No.

C 2.8.6 Commercial Procurement - The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90 percent of items normally available in the US); Extensive (50 to 90 percent of items normally available in the US); Limited (15 to 50 percent of items available in the US); Negligible (<15 percent of items available in the US).

C 3.1.3.2 Mission Priority - The relative priority of the mission being performed.

Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

#### Standards

S1 <24 hours to analyze the target area and the level and type of PSYOP support available.

S2 <36 hours to request PSYOP support through the COMJTF.

S3 <48 hours to obtain commitment of PSYOP support from allies or coalition partners, agencies, and HN assets (after submitting request).

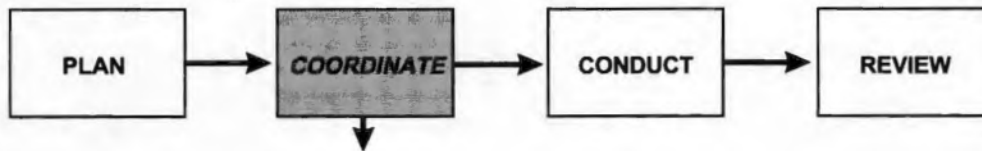
S4 >90 percent of allies/coalition partners, agencies and HN assets actively contributing to the conduct of the PSYOP supporting plan plan.

S5 >90 percent of PSYOP support tasking to allies or coalition partners, agencies, or HN assets are accepted.



S6 >90 percent of allies or coalition partners or other US government agencies, share their CONOPS and plans with PSYOP forces.

*COORDINATE JPOTF J3*



Task: OP 5.4.5 Coordinate/Integrate Components, Theater, and Other Support

The JPOTF J3 oversees and coordinates communications-electronics support of JPOTF operations. The JPOTF J3 must ensure that the commander's intent and CONOPS are correctly interpreted and provided for in the MPA concepts and plans. The J3 must introduce mission specific communications-electronics requirements into all JPOTF plans, priorities, and requirements. In special operations, the communications support plans must be comprehensive and flexible, and planning must be continuous.

Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

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C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

#### Standards

S1 100 percent of all J3-related policies and procedures in JPOTF OPLANS and concepts are reviewed to ensure communications-electronics (CE) supportability.

S2 100 percent of all CE requirements are made within 6 hours of mission TASKORDS from higher HQ.

S3 100 percent of JPOTF OPLANS and CONOPS contain provisions for CE related HN and indigenous support.

S4 <2 hours for JPOTF J3 to issue or approve initial communications planning guidance after being notified of the task.

S5 100 percent of JPOTF J3 monitoring of SPTREQs and SPTCONFs, responding or intervening as necessary.

S6 100 percent of OPLAN communications annexes are developed and disseminated in accordance with JPOTF and JTF formats.

S7 100 percent of command, control, communications, and computer (C4) planning guidance and assistance are provided on joint telecommunications and data systems during the planning process.

S8 100 percent of critical C4 architecture nodes are identified in the TASKORD.

S9 100 percent of the joint forces classified communications systems are integrated.

S10 100 percent of potential crisis areas' existing terminals and lines of communications throughput capability are known or estimated.

S11 <2 days to integrate new HQ into the existing GCCS network.

S12 <12 hours required to establish integrated communications system.

S13 >90 percent of C2 nodes possess required communications capabilities.

S14 100 percent of TASKORDs address existing terminals and lines of communications and known or estimated throughput capability.

S15 >75 percent of HN C2 systems are able to be networked with US C2 networks.

Task: OP 4.4.7 Plan Assignment/attachment of Required Language-Capable Personnel to the JPOTF

The JPOTF J3, in concert with the J1, coordinates with other units, Services, and agencies to fill the JPOTF's need for qualified language-capable personnel. Because the quality of language-capable personnel required for PSYOP missions is higher than is required for normal linguist or translators duties, the J3 may acquire the necessary personnel by identifying requirements to the JTF. For this reason, the amount of coordination required to accomplish this task could be extensive and could involve taskings across Service lines or other government agencies for support. Additionally, the J3, in conjunction with the J1 and J4, will also be required to coordinate with local contractors in the theater of operations or JOA to provide high quality language-capable personnel to satisfy JPOTF requirements.

#### Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 3.2.1.1 Language Translation - The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators - The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (< 10 Level 2/3); Negligible (in-house capability).

#### Standards

S1 100 percent of language personnel requirements are identified.

S2 100 percent of language personnel support that can be contracted in JOA is determined.

S3 100 percent of language personnel are adequately trained to perform assigned duties.

S4 90 percent of units have linguist manning levels that meet or exceed their needs.

S5 24 hours to determine shortages in available language personnel within unit.

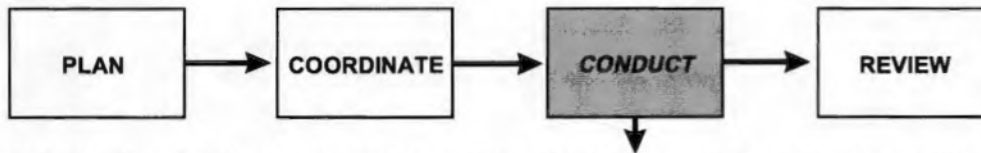
S6 48 hours to determine locations (e.g., other units, agencies, or Srvices) of language personnel and plan for their acquisition.

S7 96 hours to request language personnel to fill shortages within unit.

S8  $\leq 7$  days to acquire language personnel and assign to unit.



*CONDUCT JPOTF J3*



Task: OP 3.2.2.1.3 Conduct Psychological Operations in Theater of Operations or JOA

The JPOTF J3 conducts all military PSYOP within the theater of operations or JOA to influence selected target audiences. The J3 is responsible for directing the development and dissemination of all products, and coordinating for the delivery of finished products on selected targets.

**Conditions**

**C 2.1.1 Mission Instructions** - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

**C 2.1.3 Mission Preparation** - The degree to which preparations for mission have been completed at time of mission execution, including intelligence and logistics positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

**C 2.2.3 Forces Allocated** - The extent to which forces are distributed to a commander for accomplishment of an assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

**C 2.3.1.6 Communications Connectivity** - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.



C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

C 2.8.1 Sustainment Facilities - Those grounds, buildings, and equipment available to provide and support sustainment of the force. Descriptors: Abundant; Adequate; Limited; No.

#### Standards

S1 <2 days to initiate PSYOP support plan after WARNORD.

S2 <12 hours for PSYOP support plan to begin after joint force activation.

S3 100 percent of JOA covered by friendly force mass media.

S4 <25 percent of PSYOP effort focused on stabilizing and reinforcing allied forces and HN.

S5: 100 percent of selected targets for which other attack systems (such as aircraft) are integrated with PSYOP

S6 >20 percent of target audience exhibits behavior in accordance with joint force commander's desires.

S7 >80 percent of target audience reached by more than one media in PSYOP supporting plan.

Task: OP 4.4.5.1 Conduct Training of JPOTF Assigned and Attached Forces

The JPOTF J3 is responsible for planning and conducting training of JPOTF assigned and attached forces as required. The J3 must ensure that replacements and new units are prepared to support the JPOTF and to conduct tactical dissemination of PSYOP products. This includes training friendly nation or Service forces if attached to the JPOTF or as part of a combined JPOTF.

## Conditions

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2 Forces - The overall capabilities of the forces of a nation, alliance, or coalition.

Descriptors: Strong (large, modern, well trained, well equipped, well led); Marginal; Weak (small, old, poorly trained, poorly equipped, poorly led).

C 2.2.1 Forces Assigned - The capabilities of combat and support forces assigned to a combatant commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.3 Personnel Physical Conditioning - The level of physical conditioning of military personnel.

Descriptors: Excellent (extensive, demanding training); Good (some organized training); Poor (no organized training).

C 2.2.4.4 Personnel Morale - The state of a force's spirit and confidence.

Descriptors: Excellent (determined, will stand and fight); Good (under normal circumstances will meet the enemy and give a good account of themselves); Poor (not committed to the leader or the effort, likely to yield ground or surrender).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.4.6 Personnel Fatigue - The degree to which personnel, due to lack of rest, are experiencing fatigue.

Descriptors: No (personnel are well rested); Moderate (personnel operating with inadequate rest; decision making skills are somewhat impaired); Severe (significant impairment to physical and decision making skills; need extended recovery period).

#### Standards

S1 <1 day for unit to begin training upon arrival in theater.

S2 <12 hours to establish required training program from mission change.

S3 >95 percent of METL, on which unit is proficient.

S4 <1 month since commander's JMETL last updated.

S5 <4 hours to submit first crisis action status reports after unit notification.

Task: OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.

The JPOTF J3, with the J1, coordinates with other units, Services, and agencies to fill the JPOTF's need for qualified language-capable personnel. Because the quality of language-capable personnel required for PSYOP missions is higher than is required for normal linguist or translators duties, the J3 may acquire the necessary personnel by taskings done by the JTF for the JPOTF. For this reason, the amount of coordination required to accomplish this task could be extensive and could involve taskings across Service lines or tasking other government agencies for support. Additionally, the J3 in conjunction with the J1 and J4 will, also be required to coordinate with local contractors in the theater of operations or JOA to provide high quality language-capable personnel to satisfy JPOTF requirements.

#### Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities)

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission

or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 3.2.1.1 Language Translation - The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators - The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (< 10 Level 2/3); Negligible (in-house capability).

#### Standards

S1 100 percent of language personnel requirements are identified.

S2 100 percent of language personnel support that can be contracted in JOA is determined.

S3 100 percent of language personnel are adequately trained to perform assigned duties.

S4 90 percent of units have actual linguist manning levels that meet or exceed their needs.

S5 24 hours to determine shortages in available language personnel within unit.

S6 48 hours to determine locations (e.g., other units, agencies, or Services) of language personnel and plan for their acquisition.

S7 96 hours to request language personnel to fill shortages within unit

S8  $\leq 7$  days to acquire language personnel and assign to unit.

#### Task: OP 5.4.5.2 Manage PSYOP Production

The JPOTF J3 manages the production of PSYOP products in support planning. The J3 determines the type of production assets required, the quantities of products required and determines the suspense for product production. The J3 also establishes the priorities for production of products. The J3 maintains the operational status of production assets, the status of work of production assets, and determines assets to employ in product production. Additionally, the J3 tasks appropriate production



assets, adjusts suspenses and monitors production status. The movement of the product is the responsibility of the J3. The J3 identifies the appropriate transportation medium, coordinates and tasks the transportation assets, and monitors pick-up and delivery of the product.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.1.7 Military Commitments from Other Nations - The amount of commitment on the part of other nation to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.1 Location - The location where the task must be performed.

Descriptors: Ashore; Afloat; Airborne; Space.

C 2.1.4.3 Joint Operations Area - Physical scope and breadth of an area, usually the joint operations area.

Descriptors: Very small (<100,000 km<sup>2</sup>); Small (100,000 to 300,000 km<sup>2</sup>); Moderate (300,000 to 1,000,000 km<sup>2</sup>); Large (1,000,000 to 3,000,000 km<sup>2</sup>); Very large (>3,000,000 km<sup>2</sup>).

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.1 Forces Assigned - The capabilities of combat and support forces assigned to a combatant commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

C 2.2.2 Competing Apportionment - The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel

and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command. Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission. Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training. Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.2 Multinational Integration - The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training. Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures. Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the

technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.8.3 CONUS Resupply - The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistical support); Sufficient (no impact on defensive operations due to lack of long-term logistical support); Limited (defensive operations must be tailored to accommodate limits on logistical support); Negligible (deferred theater).

C 2.8.4 Pre-positioned Materiel - Equipment or supplies pre-positioned at or near the point of planned use or at a designated location.

Descriptors: Extensive (can equip most ground forces and provide fuel and ammunition for air and naval forces apportioned); Limited (can equip and support early arriving forces, e.g., DFMs); No.

C 2.8.5 Host-Nation Support (HNS) - The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50 percent); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50 percent); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15 percent); No.

C 2.8.6 Commercial Procurement - The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90 percent of items normally available in the US); Extensive (50 to 90 percent of items normally available in the US); Limited (15 to 50 percent of items available in the US); Negligible (15 percent of items available in the US).

C 3.1.3.2 Mission Priority - The relative priority of the mission being performed.

Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

C 3.3.1 Population - The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million); Very small (<5 million).

C 3.3.1.1 Size of Military - The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (>5 million); Large ( 2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

#### Standards

S1 100 percent of all PSYOP products are produced on time in accordance with the PSYOP supporting plan.

S2 >90 percent of all PSYOP products are produced error free.

S3 100 percent of all PSYOP production missions are correctly coordinated through the appropriate JTF staff section, government agency, and HN asset or agency.

S4 <24 hours the status of all PSYOP production missions are reported to the COMJTF (after tasking to the appropriate section).

#### Task: OP 5.4.5.3 Manage PSYOP Dissemination

The JPOTF J3 manages the dissemination of PSYOP products. The J3 must determine the appropriate dissemination agent and implementation timeline. The J3 maintains the operational status of dissemination assets, determines assets to employ, and coordinates the implementation plan and product dissemination plan with or through external assets. The J3 monitors the PSYOP supporting plan implementation and recommends and makes changes, as required. It is assumed, for this task, that a dissemination medium is available.

#### Conditions

C 1.1.1 Terrain - General characteristics of land areas.

Descriptors: Mountainous; Piedmont; Steppe (pampas, plains, savanna, veldt) Delta (river systems, lakes regions); Desert; Jungle; Arctic.

C 1.1.1.6 Vegetation - Plants, trees, and shrubs.

Descriptors: Jungle (rain forest, canopied); Dense (forested); Light (meadow, plain); Sparse (alpine, semi-desert); Negligible (arctic, desert).

C 1.1.3.1 Urbanization - Presence of built-up population centers.



Descriptors: Significant (>500,000 people); Moderate (50,000 to 500,000 people); Minor (<50,000 people); Negligible (rural).

C 1.1.3.5 Route Availability - The availability of navigable routes over land areas.

Descriptors: High (multiple paved, all weather roads); Moderate (Some paved, but limited all weather road surfaces); Low (Few roads or trails, no all weather routes).

C 1.3.1 Climate - Aggregate, long-term weather history for a region.

Descriptors: Tropical; Temperate; Arctic; Arid.

C 1.3.1.1 Season - Periods of the year characterized by changes in temperature, daylight length, storm activity, and precipitation.

Descriptors: Winter (cold; short days); Spring (wet; moderate temperatures); Summer (hot; long days); Fall (cool; dry weather).

C 1.3.1.2 Weather Systems - Systems that determine weather over the next 2 to 5 days.

Descriptors: Clear (high pressure); Unsettled (low pressure); Major storm.

C 1.3.1.3 Weather - Current weather (next 24 hours).

Descriptors: Clear; Partly cloudy; Overcast; Precipitating; Stormy.

C 1.3.1.3.3 Surface Wind Velocity - The speed at which air moves through the atmosphere at an altitude up to 500 feet.

Descriptors: Light (<7 mph); Moderate (7 to 24 mph); Strong (25 to 46 mph); High (47 to 72 mph); Hurricane force (>73 mph).

C 1.3.1.3.3.1 Low Altitude Wind Velocity - The speed at which air moves through the atmosphere at an altitude between 500 to 10,000 feet.

Descriptors: Light (<7 mph); Moderate (7 to 24 mph); Strong (25 to 46 mph); High (47 to 72 mph); Very High (>73 mph).

C 1.3.1.3.3.2 Medium Altitude Wind Velocity - The speed at which air moves through the atmosphere at an altitude between 10,000 and 25,000 feet.

Descriptors: Light (<20 mph); Moderate (20 to 50 mph); Strong (50 to 100 mph); High (100 to 150 mph); Very High (>150 mph).

C 1.3.1.3.3.3 High Altitude Wind Velocity - The speed at which air moves through the atmosphere at an altitude higher than 25,000 feet.



Descriptors: Light (<20 mph); Moderate (20 to 50 mph); Strong (50 to 100 mph); High (100 to 150 mph); Very High (>150 mph).

C 1.3.1.3.4 Wind Direction - The relative direction of the air moving through the atmosphere.

Descriptors: Head Wind; Crosswind; Tail Wind.

C 1.3.1.3.5 Humidity - Amount of water vapor in the air.

Descriptors: Very Low (<10 percent); Low (10 to 50 percent); Moderate (50 to 75 percent); High (>75 percent).

C 1.3.1.3.6 Precipitation - Amount of moisture that falls to earth.

Descriptors: Heavy (downpour, blizzard); Moderate (steady rain or snow); Light (light rain or flurries); No.

C 1.3.2 Visibility - Maximum distance to see an object given the moisture and particulate matter (dust, salt, ash) suspended in the atmosphere.

Descriptors: WOXOF (<1/4 NM); Low (1/4 to 1 NM); Moderate (1 to 3 NM); Good (3 to 10 NM); High (10 to 20 NM); Unlimited (>20 NM).

C 1.3.2.1 Light - Light available to illuminate objects from natural or manmade sources.

Descriptors: Bright (sunny day); Day (overcast day); Low (dusk, dawn, moonlit, streetlight lit); Negligible (overcast night).

C 1.3.2.2 Obscurants - Temporary addition of material (smoke, chaff, dust) to the atmosphere.

Descriptors: Dense (hides objects); Moderate (makes objects difficult to see or detect clearly); Light (slight reductions in ability to see or detect); No.

C 1.3.4 Airspace Availability - Freedom of airspace from confining factors such as FIRs, restricted areas, military operating areas (MOAs), Fire Support Control Zones, Air Space Coordination Areas that limit freedom of flight.

Descriptors: Unrestricted (no confining factors); Moderate (some confining factors); Limited (extensive confining factors).

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; clandestine; and covert (change will be included in the next UJTL update).

C 2.1.1.7 Military Commitments from Other Nations - The amount of commitment on the part of other nation to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.1 Location - The location where the task must be performed.

Descriptors: Ashore; Afloat; Airborne; Space.

C 2.1.4.3 Joint Operations Area - Physical scope and breadth of an area, usually the Joint Operations Area.

Descriptors: Very small (<100,000 km<sup>2</sup>); Small (100,000 to 300,000 km<sup>2</sup>); Moderate (300,000 to 1,000,000 km<sup>2</sup>); Large (1,000,000 to 3,000,000 km<sup>2</sup>); Very large (>3,000,000 km<sup>2</sup>).

C 2.1.4.5 Intertheater Distance - Mileage between two locations (e.g., CONUS to Joint Operations Area).

Descriptors: Very short (<1000 NM); Short (1,000 to 3,500 NM); Moderate (3,500 to 5,000 NM); Long (5,000 to 7,500 NM); Very long (>7,500 NM).

C 2.1.4.6 Intratheater Distance - Mileage between two locations (e.g., airfield to the FEBA).

Descriptors: Very short (<10 NM); Short (10 to 50 NM); Moderate (50 to 150 NM); Long (150 to 500 NM); Very long (>500 NM).

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.1 Forces Assigned - The capabilities of combat and support forces assigned to a combatant commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

C 2.2.2 Competing Apportionment - The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel

and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command. Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission. Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training. Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.2 Multinational Integration - The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training. Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures. Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the

technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.5.2.1 Airlift Assets - Availability of airlift assets for deployment or employment of forces.

Descriptors: Robust (as planned); Limited (somewhat less than planned); Little or no.

C 2.5.2.2 Sealift Assets - Availability of sealift assets for deployment or employment of forces.

Descriptors: Robust (as planned); Limited (somewhat less than planned); Little or no.

C 2.5.2.3 Ground Transportation Assets - Availability of ground transportation assets to support deployment or employment of forces.

Descriptors: Robust (as planned); Limited (somewhat less than planned); Little or no.

C 2.5.3.2 Overflight/Passage Rights - Right to overfly national territory or national waters or to transit sovereign waters.

Descriptors: Granted (most direct route is available); Limited (fairly direct route is available); Restricted (best route is quite indirect).

C 2.6.4 Preplanned Targets - The degree to which initial fires have been preplanned, particularly in peacetime.

Descriptors: Fully (initial targeting complete and current); Partially (initially targeting either incomplete or dated); No.

C 2.6.5 Target Mobility - The ability of a potential target to relocate.

Descriptors: High (dwell time in minutes, can quickly relocate upon detection or taking a combat action); Good (can move <30 minutes); Limited (can move <90 minutes); Very limited (several hours to tear down and erect); No (fixed site).

C 2.6.6 Target Range - The range of a target from an attacking system or unit.

Descriptors: Greater than 1500 NM; Between 1000-1500 NM; Between 500- 1000 NM; Between 250-500 NM; Between 50-250 NM; Between 30-100 km; Between 10-30 km; Between 3-10 km; Between 1-3 km; Between 0.3-1 km; Less than 0.3 km.

C 2.7.2 Air Superiority - The extent to which operations in the air, over sea and/or, over land can be conducted with acceptable losses due to hostile air forces and air defense systems action.



Descriptors: Full (Air Supremacy); General; Local; No.

C 2.7.4 Maritime Superiority - The extent to which operations on, over, or under the sea can be conducted with acceptable losses due to hostile military naval actions.

Descriptors: Full; Local; No.

C 2.7.5 Ground Superiority - The extent to which operations on or over land can be conducted with acceptable losses due to hostile military ground actions.

Descriptors: Full; Local; No.

C 2.9.2 Threat Form - Types of potential aggression.

Descriptors: Conventional; Unconventional (guerrilla warfare); Nuclear; Chemical; Biological; Terrorist; Economic.

C 3.1.3.2 Mission Priority - The relative priority of the mission being performed.

Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

C 3.3.1 Population - The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million); Very small (<5 million).

C 3.3.1.1 Size of Military - The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (>5 million); Large (2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

C 3.2.6.5 Internationalism - Degree of involvement in international organizations, even to the extent of granting some degree of sovereignty to such an international organization.

Descriptors: Strong (supports supra-national approaches); Moderate (cooperates with international organizations); Low (resists involvement of international organizations); Anti- (actively opposes supra-national approaches).



## Standards

S1 100 percent of all PSYOP products are disseminated on time in accordance with the PSYOP supporting plan.

S2 >90 percent of all PSYOP products are error free.

S3 100 percent of all PSYOP dissemination missions are correctly coordinated through the appropriate JTF staff section, government agency, and HN asset or agency.

S4 <24 hours the status of all PSYOP dissemination missions are reported to the COMJTF after tasking to the appropriate section.

### Task: OP 5.7.5.1 Support HN Personnel in the Conduct of PSYOP

The JPOTF J3 coordinates and manages assistance in production and dissemination of HN PSYOP, public information products, and actions. Additionally, the J3 coordinates and manages training assistance for HN PSYOP, public information development, and dissemination personnel. In all cases the J3 must be aware of the type of support the JPOTF can provide to HN personnel.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.1 Command Level - The level of command directing the mission.

Descriptors: NCA; Combatant Commander; Commander, Joint Task Force; Joint Force Component Commander; Service Component Commander; Multinational.

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C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert (change will be included in the next UJTL update).

C 2.1.1.6 Military Commitments to Other Nations - The amount of commitment on the part of one nation to assist another.

Descriptors: Major (robust use of lift or furnishing of major end items); Limited (clothing and individual equipment for whole units of battalion size or larger); Negligible.

C 2.1.1.7 Military Commitments from Other Nations - The amount of commitment on the part of other nation to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.2 Theater(s) - The number of theaters or areas of war or operations within which actions are taking place. Does not include peaceful transit of AOR of geographic combatant commanders.

Descriptors: Single; Two; More than Two.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.2 Forces - The overall capabilities of the forces of a nation, alliance, or coalition. Descriptors: Strong (large, modern, well trained, well equipped, well led); Marginal; Weak (small, old, poorly trained, poorly equipped, poorly led).

C 2.2.1 Forces Assigned - The capabilities of combat and support forces assigned to a combatant commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

C 2.2.2 Competing Apportionments - The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.1 Personnel Nutrition and Health - The degree to which the members of a force are healthy and free of disease.

Descriptors: Excellent (>90 percent); Fair (50 to 90 percent); Poor (<50 percent).

C 2.2.4.2 Personnel Literacy - The literacy level of military personnel.

Descriptors: Very high (most with some college); High (most with high school education); Moderate (most with no high school, but with some literacy); Low (most lack basic literacy skills).

C 2.2.4.3 Personnel Physical Conditioning - The level of physical conditioning of military personnel.

Descriptors: Excellent (extensive, demanding training); Good (some organized training); Poor (no organized training).

C 2.2.4.4 Personnel Morale - The state of a force's spirit and confidence.

Descriptors: Excellent (determined, will stand and fight); Good (under normal circumstances will meet the enemy and give a good account of themselves); Poor (not committed to the leader or the effort, likely to yield ground or surrender).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.4.6 Personnel Fatigue - The degree to which personnel, due to lack of rest, are experiencing fatigue.

Descriptors: No (personnel are well rested); Moderate (personnel operating with inadequate rest; decision making skills are somewhat impaired); Severe (significant impairment to physical and decision making skills; need extended recovery period).

C 2.2.5 Modern Military Systems - The availability of modern weapon and information systems.

Descriptors: Abundant (widely distributed throughout the force); Limited (not widely distributed and use closely controlled); Few (treated as "magic bullet" systems or weapons and very closely controlled).

C 2.2.5.1 Modern Weapons Systems - The availability of modern weapons systems in numbers and types.

Descriptors: Abundant (widely distributed throughout the force); Limited (not widely distributed and use closely controlled); Few (treated as "magic bullet" systems or weapons and very closely controlled).

C 2.2.5.2 Modern Information & Intelligence Processing Systems - The availability of modern information systems in numbers and types.

Descriptors: Abundant (widely distributed throughout the force); Limited (not widely distributed and use closely controlled); Few (treated as "magic bullet" systems and very closely controlled).

C 2.2.5.3 Military Systems Reliability - The qualities of reliability, maintainability, and sustainability built into military systems. Descriptors: High (few breakdowns and those fixed without major effort); Acceptable (operates at or near established reliability standards; maintainable in theater); Low (often breaks down or must be repaired by specialists in rear areas).

C 2.2.5.4 Military Systems Maturity - The development and deployment status of a force's leading edge technology systems. Descriptors: Brass Board (pre-production state of development); Early (first units equipped and trained with new systems); Evolved (numerous units equipped with new systems; follow-on systems are in development); Advanced (fully developed and integrated into the force); Overage (questionable reliability).

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command. Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission. Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training. Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.2 Multinational Integration - The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their



senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.4 Pre-Existing Command - The extent to which an existing command and staff HQ structure exists.

Descriptors: No (ad hoc); Partial (pre-designated command organization, with at least some training of augmentees); Strong (existing and functioning).

C 2.3.1.5 Command Authority - Degree of authority and support of the commander of the force.

Descriptors: Combatant Command (COCOM); Operational Control (OPCON); Tactical Control (TACON).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.7 Classification - The highest level of information security at which a HQ or force is operating.

Descriptors: Secret; Top Secret; Code Word; NATO Secret; NATO Cosmic Top Secret; Multinational Designated.

C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistic data and operations plans) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.



C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization - The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access - The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

C 3.1 Political Policies - Those factors that derive from the people, their national government, and international and non-government organizations that support or oppose military action.

Descriptors: Fully supportive; Mixed support; Neutral; Opposed.

C 3.1.1 Domestic Political Support - Support of the people and government in the region (excluding National Command Authorities) for military actions.

Descriptors: Full; Limited; Negative.

C 3.1.1.1 Domestic Public Support - Public support for the actions of their government.

Descriptors: Full (large majority of citizens in support); Limited (majority of citizens in support, but many with some reservations); Negative (public opinion in opposition).

C 3.1.1.4 Legality - The extent to which an act or action is in accordance with domestic or international law.

Descriptors: Full; Disputed (ambiguous); Condemned (clearly violates laws).

C 3.1.2 International Politics - Those political factors, independent of one's own government, which impact the commander's freedom of action.  
Descriptors: Supportive; Indifferent; Opposed (unilateral action).

C 3.1.2.2 Foreign Government Stability - The degree to which governments in a region remain in power and are consistent in their policies.  
Descriptors: High (solid); Moderate (fluctuating); Low (unpredictable).

C 3.1.2.3 Foreign Government Support - The willingness of a foreign government to support military actions of another nation.  
Descriptors: Complete; Diplomatic; Limited; Negative.

C 3.1.2.4 Foreign Public Opinion - The expressed attitude of foreign publics toward a military operation.  
Descriptors: Supportive; Indifferent; Moderately opposed; Aggressively opposed.

C 3.1.3 NCA Decisions - Decisions taken by the NCA with regard to national security policy and strategy.  
Descriptors: Clear and unrestrictive; Vague; Restrictive.

C 3.1.3.1 Number of Crises - The number of crises being addressed by the NCA and the National Security Council (NSC).  
Descriptors: Large (>two); Moderate (two); Small (only one).

C 3.1.3.2 Mission Priority - The relative priority of the mission being performed.  
Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

C 3.1.3.3 Mobilization Level - The extent of mobilization by a nation.  
Descriptors: Selective call-up; US Secretarial call-up; US Selective Reserve call-up; Partial; Full; Total.

C 3.1.3.3.1 Force Level - The size of mobilization required.  
Descriptors: Total (all Reserve component forces plus draft); Full (major force buildup); Partial (major support units required); Limited (augmentation by Reserve component personnel or units required).

C 3.1.3.4 Restraints on Action - The limitations on a commander's freedom of action attendant to an NCA-assigned mission.

Descriptors: Severe (impedes mission accomplishment); Moderate (alternate COAs can accommodate); No.

C 3.2 Culture - Those aspects of a people that relate to their language, customs, economics, religion, and character.

Descriptors: Western; Non-Western.

C 3.2.1 Language - The spoken and written means of communication.

Descriptors: Primarily English; English as secondary; Other.

C 3.2.1.1 Language Translation - The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators - The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (<10 Level 2/3); Negligible (in-house capability).

C 3.2.2 Customs Adjustment - Customs within a nation or an area that may require accommodation.

Descriptors: Significant; Minor; No.

C 3.2.2.1 Societal Openness - The degree to which the population of a nation or an area is open to the presence of people from different nations or cultural backgrounds.

Descriptors: Limited (very hard to penetrate); Moderate; High (easy to penetrate).

C 3.2.2.2 Legal Penalties - The seriousness of legal or religious penalties, in a foreign nation, associated with acts that violate cultural or legal norms.

Descriptors: Low; Moderate; High.

C 3.2.2.3 Law Source - The basis for current laws and justice (see C 3.2.2.2, Legal Penalties).

Descriptors: Koran; English Common Law; Napoleonic Code.

C 3.2.3 Religious Beliefs - Strength of adherence to religion, the impact on behavior, and the degree of domination over the life of a nation.

Descriptors: Strong; Moderate; Indifferent.

C 3.2.3.1 Religious Unity - Degree of religious unity within a nation.  
Descriptors: Strong (monolithic); Moderate (stratified); Low (fragmented).

C 3.2.3.2 Religious Militancy - The degree to which a religious group believes it can or should impose its views on others, internally or externally, by force of arms, if necessary.  
Descriptors: Significant (pursues internal domination and exports beliefs by force); Moderate (politically active internally and exports beliefs by missionary activity); Limited (disinclined to impose religious views externally); No.

C 3.2.3.3 Religion-State Relationship - The extent to which a given religion influences the civil government of a nation.  
Descriptors: Dominant (theocracy); Strong (guides civil law); Limited (influences civil law); No.

C 3.2.4 Significant Cultural Sites - Restrictions on actions due to the existence of particular sites held by certain cultures or religions to be sacred places or national treasures.  
Descriptors: Presence of internationally; Presence of locally; No.

C 3.2.5 Cultural Unity - The extent to which a country is free from serious ethnic, cultural, and language divisions.  
Descriptors: High (unified); Moderate (few divisions, causing minor problems); Low (serious divisions; causes internal conflict).

C 3.2.6 National Character - Perceived behavior of the populace in a nation or an area.  
Descriptors: Open and adaptable; Careful and moderate; Closed and rigid.

C 3.2.6.1 National Discipline - The historically-based perception of a nationality's response to the direction and will of their central government.  
Descriptors: High (blind adherence); Moderate (willing conformance); Limited (questioning acceptance); Low (rebellious nonconformance).

C 3.2.6.2 National Aggressiveness - Tendency to use national power to achieve goals.  
Descriptors: High; Moderate; Low.

C 3.2.6.3 Nationalism - Belief that the good of the nation is paramount.  
Descriptors: High; Moderate; Low.

C 3.2.6.4 Ethnocentrism - Degree of emphasis on a particular ethnic grouping or background.

Descriptors: High; Moderate; Low.

C 3.2.6.5 Internationalism - Degree of involvement in international organizations, even to the extent of granting some degree of sovereignty to such an international organization.

Descriptors: Strong (supports supra-national approaches); Moderate (cooperates with international organizations); Low (resists involvement of international organizations); Anti- (actively opposes supra-national approaches).

C 3.3 Economy - Those factors that provide a nation with the manpower, materiel, and money to allow it to play a role on the military stage and shape that role.

Descriptors: Knowledge-based, post industrial (Third Wave); Industrial (Second Wave); Agrarian (First Wave).

C 3.3.1 Population - The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million); Very small (<5 million).

C 3.3.1.1 Size of Military - The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (>5 million); Large ( 2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

C 3.3.1.3 Educated Population - The general level of education of the people of a nation. Ranked here by average literacy level, however, it is also reflected by (1) total secondary schools, technical schools, and university graduates per 100,000 population; and (2) total schools and universities per 100,000 population.

Descriptors: Highly (>90 percent); Moderately (60 to 89 percent); Poorly (<59 percent).

C 3.3.1.6 Civil Unrest - The level of dissension within a nation or region as reflected by acts of civil disobedience or demonstrations against government or government policies.

Descriptors: Extensive (weekly incidents); Moderate (quarterly incidents); Little (annual incidents).

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C 3.3.2 Refugee Impact - Impact of need for humane treatment of refugees and displaced persons on military operations.

Descriptors: Severe (highly disruptive); Moderate (minor impacts); Negligible.

C 3.3.2.1 Refugee Type - The principal reason for population dislocation or migration.

Descriptors: Political; Economic; Religious; War.

C 3.3.2.2 Refugee Congestion - Degree of disruption of main supply routes, avenues of approach, and LOCs.

Descriptors: Severe (stoppages, prolonged slowdowns); Moderate (speed reduced significantly); Negligible.

C 3.3.2.3 Refugee Care Responsibility - Requirement to provide basic shelter, security, health, sanitation, and nutrition for refugees.

Descriptors: Significant (drain on forces); Moderate (some services provided by other groups); No.

C 3.3.2.4 Refugee Relocation Effort - Degree of effort expended by the military force to place refugees back in their original homes or cities.

Descriptors: Significant (drain on forces); Moderate (performed by other groups); No.

C 3.3.3 Gross Domestic Product (GDP) - The value of all goods and services produced domestically, measured in US dollars.

Descriptors: Very large (>1000 billion); Large (500 to 1000 billion); Medium (100 to 500 billion); Small (30 to 100 billion); Very small (<30 billion).

C 3.3.4 International Economic Position - The relative economic standing of a nation or region.

Descriptors: Powerful (G-7+); Strong (post-industrial); Moderate (industrial); Low (newly industrialized); Poor (pre-industrial).

C 3.3.4.1 Economic Self-Sufficiency - The ability of a nation to sustain itself without support from other nations. It is not only the amount of imports to exports, but also the dependence on the import of a particular product, and the uniqueness of that product, that can make a nation vulnerable.

Descriptors: High (self-sufficient); Moderate (dependent on other nations for few goods); Low (dependent on other nations for critical items).

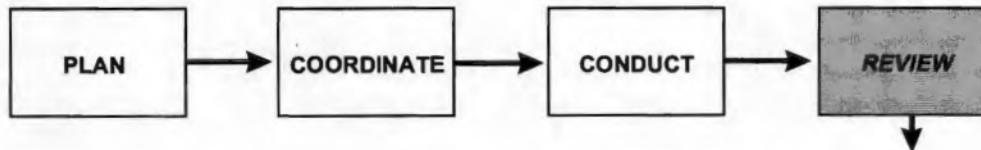


## Standards

S1 <10 percent of joint force support personnel administer HNS (e.g., trainers, supervisors, security).

S2 >50 percent of joint force support requirements met by HNS.

## REVIEW/JPOTF J3



### Task: OP 3.1.6.1.1 Assess Effectiveness of PSYOP

The JPOTF is responsible for assessing the effects of PSYOP on predetermined operational objectives the same as the combatant commander's staff or JTF staff assess the effects of lethal fires on operational targets. Unlike the assessment of lethal fires which is more objective and primarily an intelligence function, the assessment of the PSYOP supporting plan is more subjective in nature and undertaken by the commander, COS, J2, J3, and J5. The assessment identifies the PSYOP supporting plan's success in degrading, impairing, disrupting, delaying, improving, causing support for, or altering the performance of operational forces, tasks, and facilities.

## Conditions

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; clandestine; and covert (change will be included in the next UJTL update).

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.4 Pre-Existing Command - The extent to which an existing command and staff headquarters structure exists.

Descriptors: No (ad hoc); Partial (pre-designated command organization, with at least some training of augmentees); Strong (existing and functioning).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.4.2 Intelligence Database - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization - The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access - The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

#### Standards

S1 <6 hours to make initial assessment of PSYOP after TOT.

S2 <24 hours to complete full assessment of operations after TOT.

S3 <8 hours to provide full assessment of operations to JFC.

S4 <8 hours to commence follow-on operations, following receipt of assessment.

S5 No targets unnecessarily retargeted.

#### Task: ST 7.2.3. Conduct Joint PSYOP After Action Reporting

JPOTF J3 must review all joint SOF operations and conduct after-action procedures. Improvement in JPOTF performance is sought in addition to improvements in SOF doctrine, procedures, and materiel. The J3 compiles the latter for reporting to appropriate agencies. Additionally, the J3 must report after-action review items that might be of use in improving current operations to higher, lateral, and subordinate commands. The J3 consolidates all the JPOTF operational lessons learned and shapes them into the JULLS format and forwards JPOTF joint lessons learned to the appropriate agencies.

## Conditions

C 2.2.6. Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7. Military Force Relationships - The extent to which force elements (e.g. military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.1. Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3. Staff Expertise - The level of skill and experience that staff personnel can provide to the commander with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.8. Information Exchange - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Unrestricted; Restricted; Highly restricted.

## Standards

S1 100 percent completion of the AAR at submission date.

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S2 100 percent of all JPOTF operations are subjected to J3-led joint AARs and reviews that include mission performance and BDA with results reported to higher authority in a timely manner. The JPOTF joint lessons learned are consolidated and transmitted in the JULLS format not later than 7 days after the conclusion of a JPOTF operation.

S3 100 percent of all JPOTF operations are analyzed and submitted by J3 with recommendations for doctrine, organization, research, and development changes.

### General J3 Tasks

In addition to PSYOP specific tasks, the JPOTF J3 performs many routine planning and operations staff duties. General J3 functions that are largely identical to those tasks performed at other joint HQ include:

- OP 5.3 Prepare Operational Plans (OPLANS) and Orders.
- OP 5.3.4 Prepare and Maintain a Current Operations Estimate.
- ST 5 Establish and Operate JPOTF Plans and Policy Section.
- ST 5.2.3 Project Future Campaigns and Operations (Sequels).
- OP 5 Exercise Operational Command and Control.
- ST.4.4 Establish Liaison Activity.
- OP 6.3.1.4, OP 6.3.1.5 Select and Implement OPSEC Measures.
- OP 6.4.1, OP 6.4.2 Develop Deception Plans.
- OP 5.1.5 Preserve Historical Documentation of Joint Operations or Campaigns.

### 4.5.4 JPOTF J4/LOGISTICS

Overview: The JPOTF J4 exercises staff is responsible for ensuring adequate logistics support of all forces assigned or attached to the JPOTF. PSYOP logistics support is primarily a Service responsibility unless inter-Service support agreements are in effect. However, the JPOTF J4 must monitor the assigned forces' logistics readiness to ensure successful accomplishment of the COMJPOTF's assigned tasks.

The J4 monitors routine sustainment of assigned and attached forces and recommends logistics priorities to the JPOTF commander, monitors service support to PSYOP, arranges inter-Service support agreements when advantageous, and coordinating PSYOP-peculiar logistics support with USSOCOM.



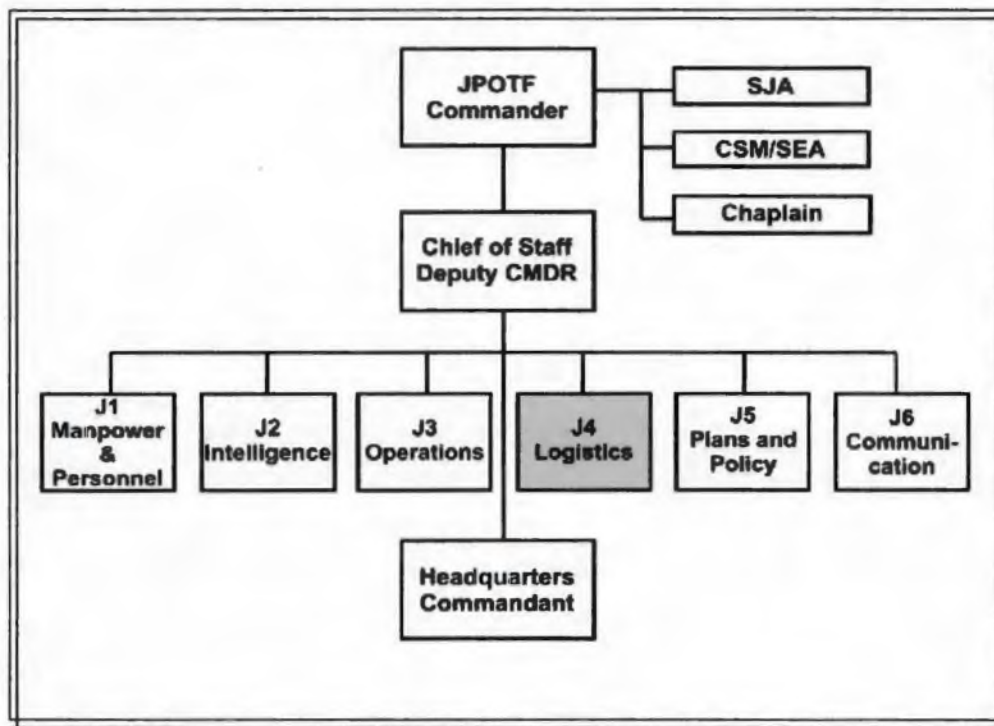


Figure 4-5. JPOTF J4

Logistics planning should be centralized, comprehensive, and continuous. Specific duties include but are not limited to:

- Maintaining a current logistics estimate.
- Developing logistics plans and recommending logistics support arrangements for assigned, attached, or apportioned forces.
- Coordinating PSYOP peculiar support for SOF attached to other component commanders.
- Coordinating inter-Service support arrangements for subordinate forces as required.
- Reviewing, validating, and consolidating statements of requirements from assigned, attached, or apportioned forces.
- Monitoring and reporting equipment readiness status of assigned, attached, or apportioned forces.
- Recommending controlled supply rates of critical resources.



- Providing policy to ensure accountability of supplies and equipment.
- Coordinating logistics support of the JPOTF HQ.
- Developing plans and programs for the medical support of the JPOTF staff and its assigned and attached forces.

JPOTF J4 tasks and their associated conditions and standards fall into three categories: general, PSYOP-specific, and special operations-specific. The general tasks involve those functions that are normally associated with any operational JTF HQ. These include such tasks as preparing logistics plans, and annexes to OPLANS, maintaining readiness reports, and coordinating administrative movements of personnel, equipment, and supplies. This support is complementary to all PSYOP missions. The list of common J4 tasks is at the end of this section. J4 PSYOP and special operations-specific tasks, conditions, and standards are detailed below.

PSYOP staff procedures are not identical to those found in conventional joint HQ. For example, the JPOTF J4 does not always use an established JTF logistics chain. Instead J4 may establish a chain to acquire PSYOP-specific goods and services. It should be noted that during the planning, coordination, conduct, and review phases of any operation, routine J4 tasks are conducted by the JPOTF J4 concurrently with the PSYOP and specific tasks.

Tasks: The following tasks have been selected for the J4 as common to all JPOTF missions. Further discussion on these tasks, along with the conditions and standards for them follow.

1. Plan

- (a) OP 4.3.1 Provide For Maintenance of PSYOP-Specific Equipment In Theater of Operations/JOA
- (b) OP 4.5.2.1 Review Applicable PSYOP Assessments/Studies for Logistical Related Data to Identify Shortfalls in the Information.
- (c) OP 5.3.9.1 Prepare JPOTF Logistics Plans And Orders.
- (d) OP 5.7.2.1 Determine PSYOP-Specific Logistical Support Available in Theater of Operations/JOA.
- (e) OP 5.4.5.2 Manage PSYOP Production.

2. Coordinate

- (a) OP 4.3.1 Provide for Maintenance of PSYOP-Specific Equipment in Theater of Operations or JOA
- (b) OP 5.4.5.2 Manage PSYOP Production

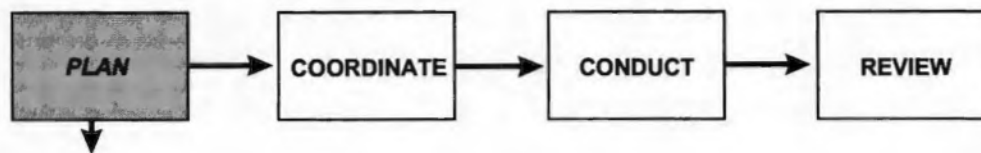
3. Conduct

- (a) OP 4.3.1 Provide for Maintenance of PSYOP-Specific Equipment in Theater of Operations or JOA.
- (b) OP 5.4.5.2 Manage PSYOP Production.
- (c) OP 4.4.7 Plan Assignment/attachment of Required Language-Capable Personnel to the JPOTF.

4. Review

- (a) OP 4.5.2.1 Review Applicable PSYOP Assessments/Studies for Logistical Related Data to Identify Shortfalls in the Information.
- (b) ST 7.2.3. Conduct Joint PSYOP After Action Reporting.

*PLAN/JPOTF J4*



**Task:** OP 4.3.1 Provide for Maintenance of PSYOP-Specific Equipment in Theater of Operations or JOA

The JPOTF J4 is responsible for providing maintenance activities to the JPOTF for all PSYOP-specific equipment. PSYOP-specific equipment could consist of commercially purchased items, such as a video camera, the AVID video editing system, or the Risograph small reproduction machine, or may include PSYOP-specific major-end items, like MSQ-85B Mobile Audiovisual Production Vehicle, the LSS 40B Loudspeaker System, the TAMT 400 Radio Station, and the SOMS A and B. Commercially purchased PSYOP equipment is usually not designed to withstand the extreme conditions that PSYOP units may operate in, so maintenance is critical to mission success. Because the JTF may not be prepared to service this equipment, the JPOTF J4 will have to plan ahead to secure maintenance support. In addition, repair parts for the PSYOP-specific major-end items may not be part of the JTF's prescribed load list (PLL) so the JPOTF J4 may need to secure a quantity of repair parts for equipment prior to deployment.

**Conditions**

**C 2.1 Mission** – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.7 Military Commitments from Other Nations – The amount of commitment on the part of other nations to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.5 Intertheater Distance – Mileage between two locations (e.g., CONUS to Joint Operations Area).

Descriptors: Very short (<1000 NM); Short (1,000 to 3,500 NM); Moderate (3,500 to 5,000 NM); Long (5,000 to 7,500 NM); Very long (>7,500 NM).

C 2.1.4.6 Intratheater Distance – Mileage between two locations (e.g., airfield to the FEBA).

Descriptors: Very short (<10 NM); Short (10 to 50 NM); Moderate (50 to 150 NM); Long (150 to 500 NM); Very long (>500 NM).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.2 Mission Duration – The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience – The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.5.3 Military Systems Reliability – The qualities of reliability, maintainability, and sustainability built into military systems.

Descriptors: High (few breakdowns and those fixed without major effort); Acceptable (operates at or near established reliability standards; maintainable in theater); Low (often breaks down or must be repaired by specialists in rear areas).

C 2.2.5.4 Military Systems Maturity – The development and deployment status of a force's leading edge technology systems.

Descriptors: Brass Board (pre-production state of development); Early (first units equipped and trained with new systems); Evolved (numerous units equipped with new systems; follow-on systems are in development); Advanced (fully developed and integrated into the force); Overage (questionable reliability).

C 2.2.6 Interoperability – The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1 Command Arrangements – Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.5 Command Authority – Degree of authority and support of the commander of the force.

Descriptors: Combatant Command (COCOM); Operational Control (OPCON); Tactical Control (TACON).

C 2.8.2 Deployed Supplies – The number of days of supply available to forces in a military operation.

Descriptors: Abundant (>90 days); Sufficient (30 to 90 days); Limited (10 to 30 days); Short (3 to 10 days); Negligible (<3 days).

C 2.8.3 CONUS Resupply – The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).

C 2.8.5 Host-Nation Support (HNS) – The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by > 50%); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50%); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15%); No.

C 2.8.6 Commercial Procurement – The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (> 90% of items normally available in the US); Extensive (50 to 90% of items normally available in the US); Limited



(15 to 50% of items available in the US); Negligible (<15% of items available in the US).

#### Standards

S1 24 hours to develop PSYOP-specific equipment maintenance concept and policies after receipt of WARNORD.

S2 72 hours for maintenance facilities to be available in theater of operations/JOA rear area after arriving in theater of operations or JOA.

S3 70 percent of damaged PSYOP-specific equipment is salvaged.

S4 80 percent of PSYOP-specific equipment failures are successfully repaired.

S5 90 percent of PSYOP-specific equipment is repaired at the appropriate level with evacuation to higher level.

S6 100 percent of PSYOP-specific equipment maintenance support policies and procedures are completed prior to execution.

S7 48 hours to obtain needed parts for repairs after arriving in theater of operations or JOA).

S8 72 hours to obtain replacement parts.

S9 96 hours to repair equipment.

Task: OP 4.5.2.1 Review Applicable PSYOP Assessments/Studies for Logistical Related Data to Identify Shortfalls in the Information.

The JPOTF J4 is responsible for reviewing all applicable PSYOP assessments/studies for logistical-related data to identify shortfalls in the information. PSYOP assessments/studies are prepared by the strategic studies detachment (SSD) of the regional support battalions and provide critical information about the theater of operations or JOA. The JPOTF J4 will want to review these studies to determine what kind of support is available in the area and what kind of additional support that may be required by the JPOTF. By reviewing these assessments/studies, the J4 may learn that there are many large industrialized cities in the region and local commercial resupply would be possible or may learn that the region is economically depressed and local resupply would be virtually impossible. Shortfalls in the information is defined as anything not contained in the assessment that the J4 needs to know about the



region to provide effective support to the JPOTF. Examples of shortfalls are things like not knowing the type of electrical current available, the type of transformers needed, or the type of adapters needed. Early identification of mission requirements will enable the J4 to efficiently support the JPOTF mission.

## Conditions

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.1 Command Level – The level of command directing the mission.

Descriptors: NCA; Combatant Commander; Commander, Joint Task Force; Joint Force Component Commander; Service Component Commander; Multinational.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.2 Mission Duration – The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.3.1.8 Information Exchange – The freedom with which information (e.g., intelligence and logistics data and operations plans) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

C 2.4.2 Intelligence Data Base – The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

C 2.4.6 Certitude of Data – The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100% confidence); High (>90%); Moderate (50-90%); Low (25-50% confidence); Little or No (<25% confidence).

#### Standards

S1 12 hours all applicable PSYOP assessments/studies are reviewed.

S2 24 hours all supply and service shortfalls are verified and reported to the COMJPOTF.

S3 48 hours to complete a plan to counter service and supply shortfalls and get it approved by the COMJPOTF.

S4 >95 percent of PSYOP-specific shortfalls in supplies or services have acceptable alternatives.

S5 100 percent of required supplies or services are provided in time to support mission.

S6 100 percent of required PSYOP supplies and services are assured to be available when and where they are needed.

Task: OP 5.3.9.1 Prepare JPOTF Logistics Plans And Orders

While the Service component is responsible for execution of logistics support for its PSYOP force, the JPOTF J4 is responsible for the logistics plans, orders, and input to the JPOTF J3 for deliberate planning. The J4 will provide initial logistics guidance for upcoming operations; this guidance is normally based on the current logistics estimate. The majority of PSYOP missions require joint logistics planning and coordination which is accomplished through the JPOTF J4 in coordination with higher, lateral, and subordinate HQ which is the case for PSYOP peculiar equipment.

## Conditions

**C 2.1.1 Mission Instructions** - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

**C 2.1.5 Time Available** - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

Note: The descriptor selected will vary according to mission parameters.

**C 2.2.1 Forces Assigned** - The capabilities of combat and support forces assigned to a commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

**C 2.2.6 Interoperability** - The ability of systems, units, or forces to interact and operate effectively with other systems, units or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

**C 2.8.2 Deployed Supplies** - The number of days of supply available to forces in a military operation.

Descriptors: Abundant (>90 days); Sufficient (30 to 90 days); Limited (10 to 30 days); Short (3 to 10 days); Negligible (<3 days).

**C 2.8.5 Host-Nation Support** - The equipment or supplies pre-positioned at or near the point of planned use or at a designated location.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50%); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50%); Limited

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(includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15%); No.

#### Standards

S1 <24 hours to change the original plan after recognizing that planning assumptions are invalid.

S2 <10 days to issue deliberate planning guidance to subordinate commands in advance of execution.

S3 100 percent of logistics estimates identify requirements for critical equipment and logistics support.

S4 90 percent of JPOTF mission planning folders are updated with current logistics information input.

Task: OP 5.7.2.1 Determine PSYOP-Specific Logistical Support Available in Theater of Operations or JOA

The JPOTF J4 is responsible for determining what PSYOP-specific support is available in the theater of operations or JOA. The main focus of this task involves determining what PSYOP-specific sources of supply are available in the JOA. The JPOTF J4 will also be responsible for determining the size and location of print facilities, radio stations, or television production/broadcast facilities in the area. When the product development center (PDC) proposes new PSYOP products, the JPOTF J4 must be prepared to advise the COMJPOTF on the production/dissemination feasibility of these products from a logistics perspective. To facilitate a smooth interaction between the development and production of PSYOP products, the JPOTF J4 should also act as an advisor to the PDC chief for PSYOP product development and production-related logistics issues.

#### Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

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Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification – The degree of secrecy assigned to the mission.

Descriptors: Overt; clandestine; and covert (change will be included in the next UJTL update).

C 2.1.1.6 Military Commitments to Other Nations – The amount of commitment on the part of one nation to assist another.

Descriptors: Major (robust use of lift or furnishing of major end items); Limited (clothing and individual equipment for whole units of battalion size or larger); Negligible.

C 2.1.1.7 Military Commitments from Other Nations – The amount of commitment on the part of other nations to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State – The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4 Theater Dimensions – The location and size of the theater or sub-area of a theater and the time available for mission accomplishment.



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Descriptors: Massive (a theater of war, a vast area with long distances); Medium (a theater of operations with a large area); Small (a Joint Operations Area).

C 2.1.5.2 Mission Duration – The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (< 30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.2.2 Competing Apportionment – The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.6 Interoperability – The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1 Command Arrangements – Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.5.1.3 Intertheater LOCs – Freedom of movement for forces and materiel between theaters.

Descriptors: Secure; Contested; Unsecured.

C 2.5.1.4 Intratheater LOCs – Freedom of movement for forces and materiel within a theater.

Descriptors: Secure; Contested; Unsecured.



C 2.8.2 Deployed Supplies – The number of days of supply available to forces in a military operation.

Descriptors: Abundant (>90 days); Sufficient (30 to 90 days); Limited (10 to 30 days); Short (3 to 10 days); Negligible (<3 days).

C 2.8.3 CONUS Resupply – The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).

C 2.8.4 Pre-positioned Materiel – Equipment or supplies pre-positioned at or near the point of planned use or at a designated location.

Descriptors: Extensive (can equip most ground forces and provide fuel and ammunition for air and naval forces apportioned); Limited (can equip and support early arriving forces, e.g., DFMs); No.

C 2.8.5 Host-Nation Support (HNS) – The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50%); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50%); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15%); No.

C 2.8.6 Commercial Procurement – The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90% of items normally available in the US); Extensive (50 to 90% of items normally available in the US); Limited (15 to 50% of items available in the US); Negligible (<15% of items available in the US).

C 3.1.3.2 Mission Priority – The relative priority of the mission being performed. Descriptors: High (higher than other current missions);

Moderate (comparable priority with other current missions); Low (lower than other current missions).

## Standards

S1 <24 hours to determine the level and type of PSYOP support available.

S2 <36 hours to request PSYOP-specific logistics support through the CJTF.

S3 <48 hours to obtain commitment of PSYOP support from allies or coalition partners, agencies, and HN assets after submitting request.

S4 ≥90 percent of allies or coalition partners, agencies, and HN assets actively contributing to the conduct of the PSYOP plan.

S5 ≥90 percent of PSYOP support tasking to allies or coalition partners, agencies, or HN assets are accepted.

S6 ≥90 percent of allies or coalition partners or other USG agencies, share their concept of operations and plans with PSYOP forces.

## Task: OP 5.4.5.2 Manage PSYOP Production

The JPOTF J4 has the responsibility of assisting the JPOTF J3 in managing PSYOP production. To accomplish this task, the JPOTF J4 will need to determine production locations where PSYOP support could be obtained. These locations may be inside or outside the area of operations or JOA. The JPOTF J4 will need to be prepared to provide production input to the JPOTF J3 on proposed PSYOP products. Additionally, the JPOTF J4 could be asked to determine whether PSYOP products that exceed the capabilities of organic equipment could be produced locally and if it is cost-effective to do so. The JPOTF J4 should be the JPOTF's subject matter expert (SME) on production facilities and capabilities inside and outside the area of operations or JOA.

## Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification – The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.1.7 Military Commitments from Other Nations – The amount of commitment on the part of other nation to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State – The legal state under which military forces are operating. Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.1 Location – The location where the task must be performed.

Descriptors: Ashore; Afloat; Airborne; Space.

C 2.1.4.3 Joint Operations Area – Physical scope and breadth of an area, usually the Joint Operations Area.

Descriptors: Very small (<100,000 km<sup>2</sup>); Small (100,000 to 300,000 km<sup>2</sup>); Moderate (300,000 to 1,000,000 km<sup>2</sup>); Large (1,000,000 to 3,000,000 km<sup>2</sup>); Very large (>3,000,000 km<sup>2</sup>).

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.1 Forces Assigned – The capabilities of combat and support forces assigned to a combatant commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

C 2.2.2 Competing Apportionment – The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience – The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.6 Interoperability – The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships – The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1 Command Arrangements – Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration – The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.2 Multinational Integration – The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.8.3 CONUS Resupply – The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).

C 2.8.4 Pre-positioned Materiel – Equipment or supplies pre-positioned at or near the point of planned use or at a designated location.



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Descriptors: Extensive (can equip most ground forces and provide fuel and ammunition for air and naval forces apportioned); Limited (can equip and support early arriving forces, e.g., DFMs); No.

C 2.8.5 Host-Nation Support (HNS) – The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50%); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50%); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15%); No.

C 2.8.6 Commercial Procurement – The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90% of items normally available in the US); Extensive (50 to 90% of items normally available in the US); Limited (15 to 50% of items available in the US); Negligible (<15% of items available in the US).

C 3.1.3.2 Mission Priority – The relative priority of the mission being performed.

Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

C 3.3.1 Population – The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million); Very small (<5 million).

C 3.3.1.1 Size of Military – The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (>5 million); Large (2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

## Standards

S1 100 percent of all PSYOP products are produced on time in accordance with the PSYOP plan.

S2 >90 percent of all PSYOP products are produced error free.

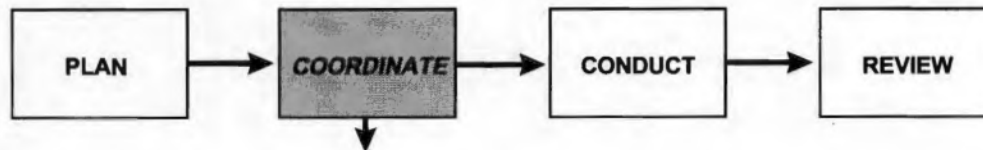


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S3 100 percent of all PSYOP production missions are correctly coordinated through the appropriate JTF staff section, government agency, and HN asset or agency.

S4 <24 hours the status of all PSYOP production missions are reported to the COMJPOTF after tasking to the appropriate section.

#### *COORDINATE JPOTF J4*



**Task: OP 4.3.1 Provide for Maintenance of PSYOP-Specific Equipment in Theater of Operations or JOA**

The JPOTF J4 is responsible for providing maintenance activities to the JPOTF for all PSYOP-specific equipment. To accomplish this task, the JPOTF J4 is responsible for coordinating within and outside the JTF to secure maintenance support for PSYOP-specific equipment. This task could involve coordinating with civilian corporations outside the AOR for sending PSYOP equipment for service, repair, or replacement. The task could also involve locating sources of repair within the JTF that may not be apparent in the normal scheme of unit maintenance.

#### **Conditions**

**C 2.1 Mission** – Those factors that frame and influence the execution of the mission assigned or understood.

**Descriptors:** Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

**C 2.1.1 Mission Instructions** – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

**Descriptors:** Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

**C 2.1.1.2 Pre-Existing Arrangements** – Those plans, organizations, relationships, and arrangements that existed before the present mission

or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.7 Military Commitments from Other Nations – The amount of commitment on the part of other nations to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.5 Intertheater Distance – Mileage between two locations (e.g., CONUS to Joint Operations Area).

Descriptors: Very short (<1000 NM); Short (1,000 to 3,500 NM); Moderate (3,500 to 5,000 NM); Long (5,000 to 7,500 NM); Very long (>7,500 NM).

C 2.1.4.6 Intratheater Distance – Mileage between two locations (e.g., airfield to the FEBA).

Descriptors: Very short (<10 NM); Short (10 to 50 NM); Moderate (50 to 150 NM); Long (150 to 500 NM); Very long (>500 NM).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.2 Mission Duration – The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience – The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.5.3 Military Systems Reliability – The qualities of reliability, maintainability, and sustainability built into military systems.

Descriptors: High (few breakdowns and those fixed without major effort); Acceptable (operates at or near established reliability standards; maintainable in theater); Low (often breaks down or must be repaired by specialists in rear areas).

C 2.2.5.4 Military Systems Maturity – The development and deployment status of a force's leading edge technology systems.

Descriptors: Brass Board (pre-production state of development); Early (first units equipped and trained with new systems); Evolved (numerous units equipped with new systems; follow-on systems are in development); Advanced (fully developed and integrated into the force); Overage (questionable reliability).

C 2.2.6 Interoperability – The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1 Command Arrangements – Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.5 Command Authority – Degree of authority and support of the commander of the force.

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Descriptors: Combatant Command (COCOM); Operational Control (OPCON); Tactical Control (TACON).

C 2.8.2 Deployed Supplies – The number of days of supply available to forces in a military operation.

Descriptors: Abundant (>90 days); Sufficient (30 to 90 days); Limited (10 to 30 days); Short (3 to 10 days); Negligible (<3 days).

C 2.8.3 CONUS Resupply – The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).

C 2.8.5 Host-Nation Support (HNS) – The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50%); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50%); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15%); No.

C 2.8.6 Commercial Procurement – The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90% of items normally available in the US); Extensive (50 to 90% of items normally available in the US); Limited (15 to 50% of items available in the US); Negligible (<15% of items available in the US).

## Standards

S1 24 hours to develop PSYOP-specific equipment maintenance concept and policies after receipt of WARNORD.

S2 72 hours for maintenance facilities to be available in theater of operations or JOA rear area after arriving in theater of operations or JOA.

S3  $\geq$ 70 percent of damaged PSYOP-specific equipment is salvaged.



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S4  $\geq$ 80 percent of PSYOP-specific equipment failures are successfully repaired.

S5  $\geq$ 90 percent of PSYOP-specific equipment is repaired at the appropriate level.

S6 100 percent of PSYOP-specific equipment maintenance support policies and procedures are completed prior to execution.

S7  $\leq$ 48 hours to obtain needed parts for repairs after arriving in theater of operations or JOA).

S8  $\leq$ 72 hours to obtain replacement parts.

S9  $\leq$ 96 hours to repair equipment.

Task: OP 5.4.5.2 Assist J3 Management of PSYOP Production

The JPOTF J4 has the responsibility of assisting the JPOTF J3 in managing PSYOP production. This assistance could take the form of securing outside contractors to provide PSYOP production, or involve coordinating for logistical support inside and outside the JTF. The JPOTF J4 monitors PSYOP production flow and provides logistics assistance when mission taskings to organic PSYOP production facilities exceed their production capacity.

#### Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission

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or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification – The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert .

C 2.1.1.7 Military Commitments from Other Nations – The amount of commitment on the part of other nation to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State – The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.1 Location – The location where the task must be performed.

Descriptors: Ashore; Afloat; Airborne; Space.

C 2.1.4.3 Joint Operations Area – Physical scope and breadth of an area, usually the Joint Operations Area.

Descriptors: Very small (<100,000 km<sup>2</sup>); Small (100,000 to 300,000 km<sup>2</sup>); Moderate (300,000 to 1,000,000 km<sup>2</sup>); Large (1,000,000 to 3,000,000 km<sup>2</sup>); Very large (>3,000,000 km<sup>2</sup>).

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).



C 2.2.1 Forces Assigned – The capabilities of combat and support forces assigned to a combatant commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

C 2.2.2 Competing Apportionment – The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience – The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.6 Interoperability – The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships – The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1 Command Arrangements – Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration – The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.2 Multinational Integration – The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.8.3 CONUS Resupply – The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).

C 2.8.4 Pre-positioned Materiel – Equipment or supplies pre-positioned at or near the point of planned use or at a designated location.

Descriptors: Extensive (can equip most ground forces and provide fuel and ammunition for air and naval forces apportioned); Limited (can equip and support early arriving forces, e.g., DFMs); No.

C 2.8.5 Host-Nation Support (HNS) – The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50%);

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Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50%); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15%); No.

C 2.8.6 Commercial Procurement – The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90% of items normally available in the US); Extensive (50 to 90% of items normally available in the US); Limited (15 to 50% of items available in the US); Negligible (<15% of items available in the US).

C 3.1.3.2 Mission Priority – The relative priority of the mission being performed.

Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

C 3.3.1 Population – The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million); Very small (<5 million).

C 3.3.1.1 Size of Military – The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (>5 million); Large (2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

## Standards

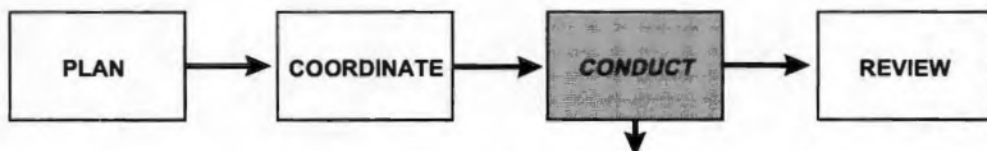
S1 100 percent of all PSYOP products are produced on time in accordance with the PSYOP plan.

S2 >90 percent of all PSYOP products are produced error free.

S3 100 percent of all PSYOP production missions are correctly coordinated through the appropriate JTF staff section, Government agency, and HN asset or agency.

S4 <24 hours for the status of all PSYOP production missions are reported to the COMJPOTF after tasking to the appropriate section.

*CONDUCT JPOTF J4*



**Task:** OP 4.3.1 Provide for Maintenance of PSYOP-Specific Equipment in Theater of Operations or JOA

The JPOTF J4 is responsible for providing maintenance activities to the JPOTF for all PSYOP specific equipment. To accomplish this task, the JPOTF J4 is responsible for managing the flow of PSYOP specific equipment into and out of service. The JPOTF J4 is also responsible for ensuring that the JPOTF receives satisfactory service, regardless of the type of service provider used. Another aspect of this task is ensuring that the JPOTF receives the proper level of maintenance support from the JTF. The JPOTF J4 must always be prepared to brief the COMJPOTF on the status of maintenance activities inside and outside the JTF.

**C 2.1 Mission** – Those factors that frame and influence the execution of the mission assigned or understood.

**Descriptors:** Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

**C 2.1.1 Mission Instructions** – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level. **Descriptors:** Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

**C 2.1.1.2 Pre-Existing Arrangements** – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

**Descriptors:** No; Partial; Strong (e.g., NATO).

**C 2.1.1.7 Military Commitments from Other Nations** – The amount of commitment on the part of other nations to support mission.

**Descriptors:** Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.5 Intertheater Distance – Mileage between two locations (e.g., CONUS to Joint Operations Area).

Descriptors: Very short (<1000 NM); Short (1,000 to 3,500 NM); Moderate (3,500 to 5,000 NM); Long (5,000 to 7,500 NM); Very long (>7,500 NM).

C 2.1.4.6 Intratheater Distance – Mileage between two locations (e.g., airfield to the FEBA).

Descriptors: Very short (<10 NM); Short (10 to 50 NM); Moderate (50 to 150 NM); Long (150 to 500 NM); Very long (>500 NM).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.2 Mission Duration – The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience – The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.5.3 Military Systems Reliability – The qualities of reliability, maintainability, and sustainability built into military systems.

Descriptors: High (few breakdowns and those fixed without major effort); Acceptable (operates at or near established reliability standards);



maintainable in theater); Low (often breaks down or must be repaired by specialists in rear areas).

C 2.2.5.4 Military Systems Maturity – The development and deployment status of a force's leading edge technology systems.

Descriptors: Brass Board (pre-production state of development); Early (first units equipped and trained with new systems); Evolved (numerous units equipped with new systems; follow-on systems are in development); Advanced (fully developed and integrated into the force); Overage (questionable reliability).

C 2.2.6 Interoperability – The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1 Command Arrangements – Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.5 Command Authority – Degree of authority and support of the commander of the force.

Descriptors: Combatant Command (COCOM); Operational Control (OPCON); Tactical Control (TACON).

C 2.8.2 Deployed Supplies – The number of days of supply available to forces in a military operation.

Descriptors: Abundant (>90 days); Sufficient (30 to 90 days); Limited (10 to 30 days); Short (3 to 10 days); Negligible (<3 days).

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C 2.8.3 CONUS Resupply – The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).

C 2.8.5 Host-Nation Support (HNS) – The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50%); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50%); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15%); No.

C 2.8.6 Commercial Procurement – The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90% of items normally available in the US); Extensive (50 to 90% of items normally available in the US); Limited (15 to 50% of items available in the US); Negligible (<15% of items available in the US).

## Standards

S1 24 hours to develop PSYOP-specific equipment maintenance concept and policies (after receipt of WARNORD).

S2 72 hours for maintenance facilities to be available after arrival in theater of operations or JOA rear area.

S3  $\geq 70$  percent of damaged PSYOP-specific equipment is salvaged.

S4  $\geq 80$  percent of PSYOP-specific equipment failures are successfully repaired.

S5  $\geq 90$  percent of PSYOP-specific equipment is repaired at the appropriate level.

S6 100 percent of PSYOP-specific equipment maintenance support policies and procedures are completed prior to execution.

S7 ≤48 hours to obtain needed parts for repairs after arriving in theater of operations or JOA.

S8 ≤72 hours to obtain replacement parts.

S9 ≤96 hours to repair equipment.

Task: OP 5.4.5.2 Manage PSYOP Production

The JPOTF J4 has the responsibility of assisting the JPOTF J3 in managing PSYOP production. This assistance could take the form of ensuring that PSYOP products are produced in a timely fashion. It is also the responsibility of the JPOTF J4 to ensure jobs contracted to outside sources are completed in an acceptable standard. The JPOTF J4 must be aware of the PSYOP production flow and be prepared to provide assistance during critical times when mission taskings to the organic PSYOP production facilities exceed their production capacity. In all cases, the JPOTF J4 must maintain a strong liaison presence with the JPOTF J3 so adequate support can be provided to the JPOTF.

Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification – The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.1.7 Military Commitments from Other Nations – The amount of commitment on the part of other nations to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State – The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4.1 Location – The location where the task must be performed.

Descriptors: Ashore; Afloat; Airborne; Space.

C 2.1.4.3 Joint Operations Area – Physical scope and breadth of an area, usually the Joint Operations Area.

Descriptors: Very small (<100,000 km<sup>2</sup>); Small (100,000 to 300,000 km<sup>2</sup>); Moderate (300,000 to 1,000,000 km<sup>2</sup>); Large (1,000,000 to 3,000,000 km<sup>2</sup>); Very large (>3,000,000 km<sup>2</sup>).

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.1 Forces Assigned – The capabilities of combat and support forces assigned to a combatant commander day-to-day.

Descriptors: Strong (planned forces in place); Marginal (planned defensive forces in place); Weak (reinforcements needed for defensive operations).

C 2.2.2 Competing Apportionment – The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).  
Descriptors: No; Two; Multiple.

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.  
Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience – The degree to which the civilian and military personnel assigned the task are experienced at the task.  
Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.6 Interoperability – The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.  
Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships – The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.  
Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1 Command Arrangements – Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.  
Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration – The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training.  
Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).



C 2.3.1.2 Multinational Integration – The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.8.3 CONUS Resupply – The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistic support); Sufficient (no impact on defensive operations due to lack of long-term logistic support); Limited (defensive operations must be tailored to accommodate limits on logistic support); Negligible (deferred theater).

C 2.8.4 Pre-positioned Materiel – Equipment or supplies pre-positioned at or near the point of planned use or at a designated location.

Descriptors: Extensive (can equip most ground forces and provide fuel and ammunition for air and naval forces apportioned); Limited (can equip and support early arriving forces, e.g., DFMs); No.

C 2.8.5 Host-Nation Support (HNS) – The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50%); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50%); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15%); No.

C 2.8.6 Commercial Procurement – The extent to which materiel and services can be procured from the local economy in theater.

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Descriptors: Fully available (>90% of items normally available in the US); Extensive (50 to 90% of items normally available in the US); Limited (15 to 50% of items available in the US); Negligible (<15% of items available in the US).

C 3.1.3.2 Mission Priority – The relative priority of the mission being performed.

Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

C 3.3.1 Population – The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million); Very small (<5 million).

C 3.3.1.1 Size of Military – The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (>5 million); Large (2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

#### Standards

S1 100 percent of all PSYOP products are produced on time in accordance with the PSYOP plan.

S2 >90 percent of all PSYOP products are produced error free.

S3 100 percent of all PSYOP production missions are correctly coordinated through the appropriate JTF staff section, USG agency, and HN asset or agency.

S4 <24 hours the status of all PSYOP production missions are reported to the COMJPOTF after tasking the appropriate section.

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Task: OP 4.4.7 Plan Assignment/Attachment of Required Language-Capable Personnel to the JPOTF.

The JPOTF J4 has the responsibility of assisting the J1 and J3 in the procurement of language-capable personnel for the JPOTF. This task may involve managing the contracts with local contractors to provide these personnel. The JPOTF J4 is also responsible for ensuring that the language capable personnel are of the quality needed to accomplish the JPOTF's task. In all cases, the JPOTF J4, J1, and J3 must maintain a close liaison to facilitate the efficient accomplishment of this task.

#### Conditions

C 2.1 Mission – Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements – Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time – The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.4 Personnel Capability – The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.7 Military Force Relationships – The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.3 Staff Expertise – The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 3.2.1.1 Language Translation – The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators – The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (<10 Level 2/3); Negligible (in-house capability).



## Standards

S1 100 percent of language personnel requirements are identified.

S2 100 percent of language personnel support that can be contracted in JOA is determined.

S3 100 percent of language personnel are adequately trained to perform assigned duties.

S4 90 percent of units have actual linguist manning levels that meet or exceeds their needs.

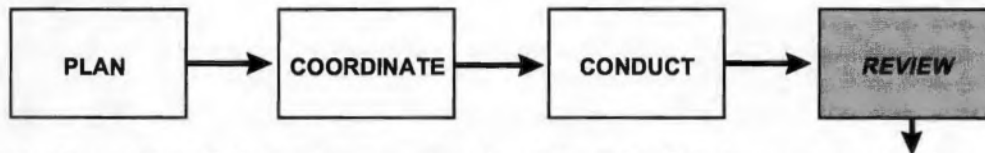
S5 24 hours to determine shortages in available language personnel within unit.

S6 48 hours to determine locations (e.g., other units, agencies, or Services) of language personnel and plan for their acquisition.

S7 96 hours to task for language personnel to fill shortages within unit.

S8  $\leq 7$  days to acquire language personnel and assign to unit.

## REVIEW/JPOTF J4



Task: OP 4.5.2.1 Review Applicable PSYOP Assessments/Studies for Logistical Related Data to Identify Shortfalls in the Information

The JPOTF J4 has the responsibility of determining if the PSYOP assessment/studies are of sufficient quality to meet the J4 needs. The factors to be considered are whether the assessment answered all the pertinent questions and provided enough data to enable the JPOTF J4 to accomplish the mission of providing PSYOP logistical support to the JPOTF.

## Conditions

C 2.1.1 Mission Instructions – Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.



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Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.1 Command Level – The level of command directing the mission.

Descriptors: NCA; Combatant Commander; Commander, Joint Task Force; Joint Force Component Commander; Service Component Commander; Multinational.

C 2.1.3 Mission Preparation – Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.5 Time Available – The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.2 Mission Duration – The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.3.1.8 Information Exchange – The freedom with which information (e.g., intelligence and logistic data and operations plans) can be distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted; Restricted; Highly restricted.

C 2.4.2 Intelligence Data Base – The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

C 2.4.6 Certitude of Data – The degree of confidence in the accuracy of intelligence data.

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Descriptors: Absolute (100% confidence); High (>90%); Moderate (50-90%); Low (25-50% confidence); Little or No (<25% confidence).

#### Standards

S1 12 hours all applicable PSYOP assessment/studies are reviewed after arriving in theater of operations or JOA.

S2 24 hours all supply and service shortfalls are verified and reported to the COMJPOTF.

S3 48 hours a plan to correct service and supply shortfalls is completed and approved by COMJPOTF.

S4  $\geq 95$  percent of PSYOP-specific shortfalls in supplies or services have acceptable alternatives.

S5 100 percent of required supplies or services are provided in time to support the mission.

S6 100 percent of required PSYOP supplies and services are available when and where they are needed.

#### Task: ST 7.2.3. Conduct Joint PSYOP After Action Reporting

The JPOTF J4 must review all PSYOP logistics operations and participate in a J3-led after-action review. JPOTF HQ lessons learned should be identified and forwarded for inclusion in the JULLS database. In addition to input for near-term operational enhancement, the J4 must analyze data for inputting changes to the J3 for PSYOP improvements in logistics doctrine, training, organization, and procurement.

#### Conditions

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units or forces can integrate easily, both vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training.

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Descriptors: Full (broadly based and fully interactive); Partial (some common experience and/or some level of integration); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works together and has a good grasp of technical, tactical and logistical aspects of forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistic aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.8 Information Exchange - The degree to which communications can be maintained up and down the chain of command and horizontally. Descriptors: Unrestricted; Restricted; Highly Restricted.

## Standards

S1 100 percent completion of the AAR at submission date.

S2 100 percent of all JPOTF operations have a J-3 led, J-4 involved, joint after-action review, including logistics mission performance, BDA, and logistics planning effectiveness.

S3 100 percent of all JPOTF logistics operations are analyzed, with findings submitted by J4 to the JPOTF J3 with recommendations for PSYOP logistics doctrinal, training, organizational, and equipment changes.

S4 <5 days to submit the AAR at the end of the JPOTF operation or exercise to the J3 for consolidation and review.

## GENERAL J4 TASKS

In addition to special operations specific tasks, the JPOTF J4 performs many routine planning and operations staff duties. General J4 functions

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that are largely identical to those tasks performed at other joint HQ include:

- OP 4.4.1 Coordinate Field Service Requirements.
- OP 4.4 Coordinate Support for Forces in Theater of Operations/JOA.
- OP 4.5.2 Supply Operational Forces.
- OP 4.5 Manage Logistics Support in Theater of Operations.
- OP 4.1 Coordinate Supply of Arms, Ammunition, and Equipment in JOA.
- OP 4.6.5 Provide for Real Estate Management.
- OP 4.6.6 Manage Contracts and Contract Personnel.
- OP 4.4.3.1 Manage Joint Blood Program in JOA.

#### 4.5.5 JPOTF J5/PLANS AND POLICY

Overview: The JPOTF J5 is responsible for JPOTF deliberate plans; represents the command at the JTF JTCB and chairs the JPOTF targeting panel. The J5 may participate in the JTF, theater or combatant command's campaign, and concept planning. The J5 also projects future PSYOP requirements for materiel, organization, and doctrine based on an analysis of current operations.

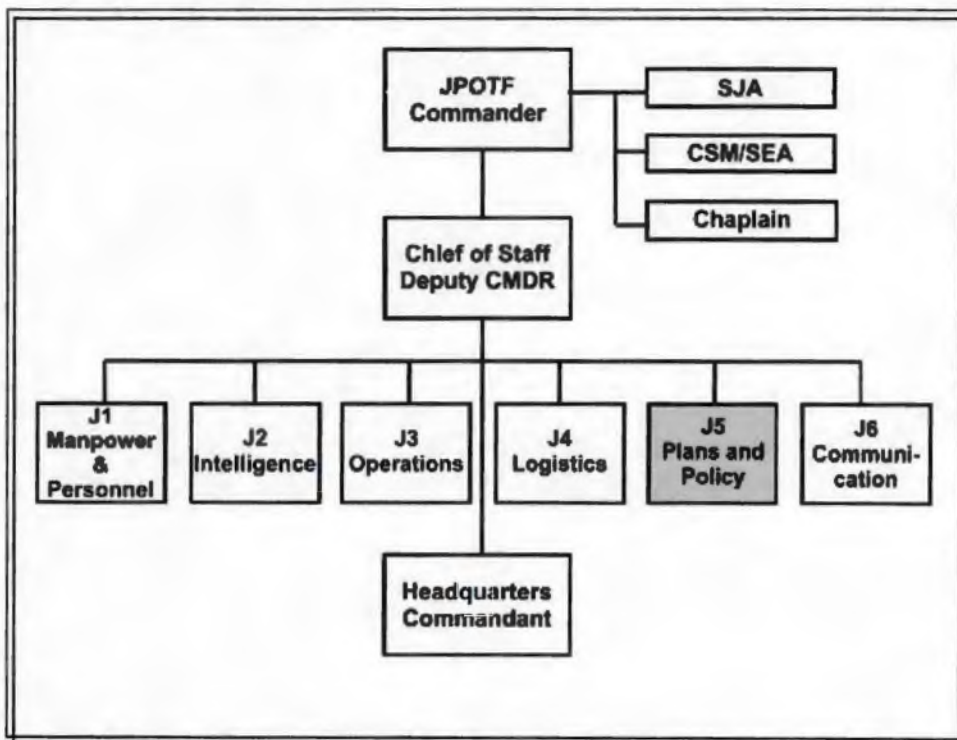


Figure 4-6. JPOTF J5

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Additionally, the J5 tracks the JPOTF TPFDD in coordination with the JPOTF J4 and manages the JPOTF Global Command and Control System (GCCS) link in concert with the J6. When required, the J5 provides the JPOTF input for the JOPES.

PSYOP-specific staff procedures are detailed and involve cultural, religious, social, political, and economic issues. The JPOTF J5 will normally perform multiple operational tasks in various stages of completion.

JPOTF J5 tasks and associated conditions and standards are divided into two categories which are general and PSYOP specific. General tasks involve those duties that are normal to any operational JTF HQ. These include such actions as preparing OPLANS and CONPLANS, managing GCCS, developing, comparing and selecting COAs, and performing other typical staff functions. These common tasks are cited in the last section. PSYOP-specific tasks are peculiar to PSYOP. These latter tasks stem from PSYOP missions. PSYOP planning procedures differ little from those found in other JTF HQ. The JPOTF HQ is involved in deliberate, crisis action, detailed, and operational planning. The J5 plays an important but supporting role to the J3 in crisis action planning and is normally absorbed in the command's deliberate planning. The J5 is the chief JPOTF HQ planning representative at the theater, combatant, or JTF HQ for deliberate planning and will normally assist in writing and coordinating the PSYOP portion of the higher HQ's plans. A JPOTF may accomplish operations planning. For protracted missions, a JPOTF support plan may be appropriate.

PSYOP-specific staff procedures are detailed and involve cultural, religious, social, political, and economic issues. The JPOTF J5 will normally perform multiple general and specialized tasks in various stages of completion. These tasks are time-phased below into planning, coordinating, conducting, and reviewing stages.

During the conduct phase of an operation, the J5 will analyze the operation and coordinate follow-on operations that are typically planned 72 hours in advance. The purpose of executing sequels to an ongoing operation is to maintain offensive momentum, keep continuous pressure on the enemy, and to add flexibility to the operation.

During the review phase of the cycle, the J5 will evaluate operational results and recommend changes in force development, doctrine, organization, or materiel if appropriate.



JPOTF J5-specific duties include:

- Review, analyze, and promulgate JPOTF plans, policies, and programs.
- Direct and manage the JPOTF deliberate planning process including production of operational concepts and OPLANS.
- Develop JPOTF TPFDD in conjunction with the JPOTF J-4.
- Manage the JPOTF joint doctrine program.
- Develop JPOTF input to the Joint Strategic Planning System and JOPES.
- Provide JPOTF representation on the JFC crisis action team.
- Provide a J-5 plans element to the JPOTF JOC when established.
- Provide the JFC PSYOP staff directorate or division when directed by the JFC.

Tasks: The following tasks have been selected for the J5 as common to all JPOTF missions. Further discussion on these tasks, along with the conditions and standards for them follow.

1. Plan

- (a). OP 3.2.2.1.1 Plan Psychological Operations in Theater of Operations or JOA.
- (b). OP 3.2.2.1.4 Recommend PSYOP Actions to the Combatant Commander or CJTF.
- (c). ST 5.3.2.1 Select PSYOP Themes and Symbols.
- (d). OP 4.4.7.1 Develop Plan to Provide Language-Qualified Personnel to the JPOTF.
- (e). OP 5.3.3.2 Derive PSYOP Objective During the Planning Phase
- (f). OP 5.7.2.1 Determine PSYOP Support Available in Theater of Operations or JOA.

2. Coordinate

OP 3.2.2.1.2 Coordinate Psychological Operations in Theater of Operations or JOA.

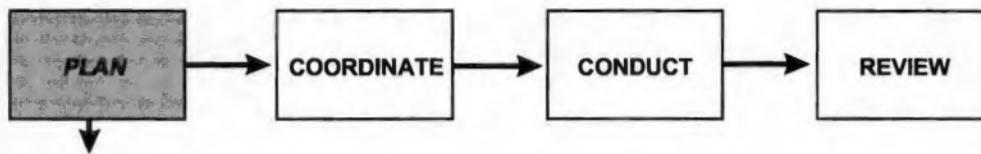
3. Conduct

OP 5.4.5.1 Monitor the Conduct of PSYOP Actions.

4. Review

- (a). OP 3.1.6.1.1 Assess Effectiveness of PSYOP Support Plan.
- (b). OP 3.2.2.1.4 Recommend PSYOP Actions to the Combatant Commander or CJTF.
- (c). ST 7.2.3. Conduct Joint PSYOP After Action Reporting.

*PLAN/JPOTF J5*



Task: OP 3.2.2.1.1 Plan Psychological Operations in Theater of Operations or JOA

The JPOTF J5 is responsible for planning and executing PSYOP to convey selected information and indicators to foreign audiences within the theater of operation or JOA. The JPOTF J5 must develop the support plan to meet the objectives of the combatant commander or CJTF, while not violating National policy and laws.

Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks), Long (weeks to months).

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Note: The description selected will vary according to mission parameters.

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission.

Descriptors: Very Short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very Long (>365 days).

Note: The descriptor will vary according to mission parameters.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of an assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

#### Standards

S1 <1 day to initiate PSYOP support planning after WARNORD.

S2 <8 hours For PSYOP to begin after joint force activation.

S3 >75 percent of JOA covered by friendly force mass media in planning.

S4 >75 percent of planned target audience reached by more than one media in PSYOP supporting plan.

Task: OP 3.2.2.1.4 Recommend PSYOP Actions to the Combatant Commander or CJTF

The JPOTF J5, through the JPOTF commander, is responsible for planning for follow-on PSYOP actions or sequels to the combatant commander or JTF commander during the course of PSYOP planning. The JPOTF J5 must assess the operational environment, the objects of the campaign and the enemy situation, and plan options for PSYOP actions in the PSYOP supporting plan. The J5s analysis combined with the assessment and analysis process of the operation conducted by the commander, COS, J3, and J2 provide the commander with COA that

may be presented to the combatant commander, theater commander, or CJTF.

#### Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.3 Mission Preparation - The degree to which preparations for mission have been completed at time of mission execution, including intelligence and logistics positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of an assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.8.1 Sustainment Facilities - Those grounds, buildings, and equipment available to provide and support sustainment of the force.

Descriptors: Abundant; Adequate; Limited; No.

## Standards

S1 >75 percent of JOA covered by friendly force mass media in planning.

S2 >20 percent of planned target audience exhibits behavior in accordance with JFC desires.

S3 >75 percent of planned target audience reached by more than one media in PSYOP supporting plan.

S4 <1 day planned to initiate PSYOP action after WARNORD.

### Task: ST 5.3.2.1 Select PSYOP Themes And Symbols

The JPOTF J5, in conjunction with the commander and COS, selects initial PSYOP themes and symbols to meet the combatant commanders or the CJTF strategic concept or plan. PSYOP are strategic, operational, and tactical in nature and as such must assist in securing the concepts of theater or JTF plans at all three levels. The J5 must relate the ends, ways, and means of the theater or JTF plan, in planning themes and symbols which will be used in the PSYOP support plan.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt, Covert.

C 2.1.2 Legal State - The legal state under which military forces are operating.



Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced), No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.6.4 Preplanned Targets - The degree to which initial fires have been preplanned, particularly in peacetime.

Descriptors: Fully (initial targeting complete and current); Partially (initially targeting either incomplete or dated); No.

C 3.1.2 International Politics - Those political factors, independent of one's own government, which impacts the commander's freedom of action.

Descriptors: Supportive; Indifferent; Opposed (unilateral action).

C 3.1.2.4 Foreign Public Opinion - The expressed attitude of foreign publics toward a military operation.

Descriptors: Supportive; Indifferent; Moderately opposed; Aggressively opposed.

C 3.1.3 NCA Decisions - Decisions taken by the NCA with regard to national security policy and strategy.

Descriptors: Clear and unrestrictive; Vague; Restrictive.

C 3.1.3.4 Restraints on Action - The limitations on a commander's freedom of action attendant to an NCA-assigned mission.

Descriptors: Severe (impedes mission accomplishment); Moderate (alternate COAs can accommodate); No.

C 3.2 Culture - Those aspects of a people that relate to their language, customs, economics, religion, and character.

Descriptors: Western; Non-Western.

C 3.2.1 Language - The spoken and written means of communication.

Descriptors: Primarily English; English as secondary; Other.

C 3.2.2.2 Legal Penalties - The seriousness of legal or religious penalties, in a foreign nation, associated with acts that violate cultural or legal norms.

Descriptors: Low; Moderate; High.

C 3.2.2.3 Law Source - The basis for current laws and justice (see C 3.2.2.2, Legal Penalties).

Descriptors: Koran; English Common Law; and Napoleonic Code.

C 3.2.3 Religious Beliefs - Strength of adherence to religion, the impact on behavior, and the degree of domination over the life of a nation.

Descriptors: Strong; Moderate; Indifferent.

C 3.2.3.1 Religious Unity - Degree of religious unity within a nation.

Descriptors: Strong (monolithic); Moderate (stratified); Low (fragmented).

C 3.2.3.2 Religious Militancy - The degree to which a religious group believes it can or should impose its views on others, internally or externally, by force of arms, if necessary.

Descriptors: Significant (pursues internal domination and exports beliefs by force); Moderate (politically active internally and exports beliefs by missionary activity); Limited (disinclined to impose religious views externally), No.

C 3.2.3.3 Religion-State Relationship - The extent to which a given religion influences the civil government of a nation.

Descriptors: Dominant (theocracy); Strong (guides civil law); Limited (influences civil law); No.

C 3.2.4 Significant Cultural Sites - Restrictions on actions due to the existence of particular sites held by certain cultures or religions to be sacred places or national treasures.

Descriptors: Presence of internationally; Presence of locally; No.

C 3.2.5 Cultural Unity - The extent to which a country is free from serious ethnic, cultural, and language divisions.

Descriptors: High (unified); Moderate (few divisions, causing minor problems); Low (serious divisions; causes internal conflict).

C 3.2.6 National Character - Perceived behavior of the populace in a nation or an area.

Descriptors: Open and adaptable; Careful and moderate; Closed and rigid.

C 3.2.6.1 National Discipline - The historically-based perception of a nationality's response to the direction and will of their central government.

Descriptors: High (blind adherence); Moderate (willing conformance); Limited (questioning acceptance); Low (rebellious nonconformance).

C 3.2.6.2 National Aggressiveness - Tendency to use national power to achieve goals.

Descriptors: High; Moderate; Low.

C 3.2.6.3 Nationalism - Belief that the good of the nation is paramount.

Descriptors: High; Moderate; Low.

C 3.2.6.4 Ethnocentrism - Degree of emphasis on a particular ethnic grouping or background.

Descriptors: High; Moderate; Low.

C 3.2.6.5 Internationalism - Degree of involvement in international organizations, even to the extent of granting some degree of sovereignty to such an international organization.

Descriptors: Strong (supports supra-national approaches); Moderate (cooperates with international organizations); Low (resists involvement of international organizations), Anti- (actively opposes supra-national approaches).

C 3.3 Economy - Those factors that provide a nation with the manpower, materiel, and money to allow it to play a role on the military stage and shape that role.

Descriptors: Knowledge-based, postindustrial (Third Wave); Industrial (Second Wave); Agrarian (First Wave).

C 3.3.1 Population - The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million), Very small (<5 million).

C 3.3.1.1 Size of Military - The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (> 5 million); Large (2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000), Very small (< 200,000).

C 3.3.1.2 Population Growth Rate - The annual change in a nation's population due to birth rates, migration, etc.

Descriptors: Exploding (>2 percent); Positive (0.5 to 2 percent); Stable (0.5 to -0.5 percent); Declining (<-0.5 percent).

C 3.3.1.3 Educated Population - The general level of education of the people of a nation. Ranked here by average literacy level, however, it is also reflected by (1) total secondary schools, technical schools, and university graduates per 100,000 population; and (2) total schools and universities per 100,000 population.

Descriptors: Highly (>90 percent); Moderately (60 to 89 percent); Poorly (<59 percent).

C 3.3.1.4 Civil Health - The physical and medical condition of a population, ranked here by only one indicator, life expectancy at birth.

Descriptors: Robust (>70 years); Good (61 to 69 years); Fair (55 to 60 years); Poor (<55 years).

C 3.3.1.6 Civil Unrest - The level of dissension within a nation or region as reflected by acts of civil disobedience or demonstrations against government or government policies.

Descriptors: Extensive (weekly incidents); Moderate (quarterly incidents); Little (annual incidents).

C 3.3.3 Gross Domestic Product (GDP) - The value of all goods and services produced domestically, measured in US dollars.

Descriptors: Very large (>1000 billion); Large (500 to 1000 billion); Medium (100 to 500 billion); Small (30 to 100 billion); Very small (<30 billion).

C 3.3.4 International Economic Position - The relative economic standing of a nation or region.

Descriptors: Powerful (G-7+); Strong (post-industrial); Moderate (industrial); Low (newly industrialized); Poor (pre-industrial).

C 3.3.4.1 Economic Self-Sufficiency - The ability of a nation to sustain itself without support from other nations. It is not only the amount of imports to exports, but also the dependence on the import of a particular product, and the uniqueness of that product, that can make a nation vulnerable.

Descriptors: High (self-sufficient); Moderate (dependent on other nations for few goods); Low (dependent on other nations for critical items).

C 3.3.4.2 Fiscal Position - The availability of currency and reserves to support military action.

Descriptors: Strong; Adequate; Weak.

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C 3.3.4.3 Infrastructure Dependence - The degree of infrastructure (roads, shipping/fishing fleet, railroads, pipelines, communications, etc.) required to sustain the economy.

Descriptors: Low (excess infrastructure capacity or low economic needs required to sustain economy); Moderate (economy capable of withstanding some loss of infrastructure); High (full infrastructure required to sustain basic economy).

C 3.3.5 Industry - The general ability of a nation to produce materiel for warfighting.

Descriptors: Highly developed; Moderately developed (produces some materiel that supports military operations); Limited (depends heavily on imports).

C 3.3.5.1 Industrialization - The extent of industrialization, measured as percent of GDP.

Descriptors: Heavy (>30 percent GDP); Moderate (20 to 30 percent GDP); Limited (5 to 20 percent GDP); Low (<5 percent GDP).

C 3.3.5.2 Industrial Growth Rate - Annualized rate of growth in industrial production.

Descriptors: High (> +4 percent); Moderate (2 to 4 percent); Low (0 to 2 percent); Declining (0 to -4 percent); Dangerously declining (any continuous decline).

#### Standards

S1 <1 day to select themes and symbols after receipt of mission.

S2 <1 day to submit product examples after receipt of National military strategic direction.

S3 No instances of combatant commander or JTF commander rejecting of planned and recommended themes and symbols.

S4 100 percent of accepted themes and symbols have planned feasible alternatives.

Task: OP 4.4.7.1 Develop Plan to Provide Language-Qualified Personnel to the JPOTF

The JPOTF J5 must include in all JPOTF future plans the identification and acquisition of language-qualified personnel to support the JPOTF mission. The J5 ensures that the intent of the COMJPOTF is adhered to in all aspects of the planning. To fully support the COMJPOTF plan, the



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J5 may plan to task outside the JPOTF to acquire language-qualified personnel. These personnel may reside in other DOD branches, other government agencies, or in the RC. Early identification of required languages is paramount to facilitating the timely acquisition of language-capable personnel.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval);

Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced), No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

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Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 3.2.1.1 Language Translation - The types of translations to be performed during the mission, including weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Diplomatic/political (Level 3/4/5); Technical (Level 3+); Social (Level 2+).

C 3.2.1.2 Language Translators - The number and type of translators to be used during the mission, including those for weaponeering, engineering, intelligence, POW interrogation, and staff coordination.

Descriptors: Numerous (>50 Level 3+); Many (10 to 50 Level 3+); Few (< 10 Level 2/3); Negligible (in-house capability).

## Standards

S1 100 percent of language personnel requirements are identified during the planning process.

S2 100 percent of language personnel support that can be contracted in JOA is determined in the planning process.

S3 >90 percent of units actual linguist manning levels meets or exceeds needs in planning.

Task: OP 5.3.3.2 Derive PSYOP Objective During the Planning Phase

The JPOTF J5 assists the commander in deriving the PSYOP objective or end state during planning for the PSYOP support plan. The J5 must ensure that the planned PSYOP objective is understandable and supportable by subordinate units, production assets, and dissemination assets. Additionally, the J5 must ensure the planned PSYOP objective is consistent with the goals and objectives of the supported unit and NCA guidance.

Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.1 Command Level - The level of command directing the mission.

Descriptors: NCA; Combatant Commander; Commander, Joint Task Force; Joint Force Component Commander; Service Component Commander; Multinational.

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

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C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Clandestine; Covert (change will be included in next UJTL update).

C 2.1.1.4 ROE - The divergence of the Rules of Engagement from the standard ROE, as published by the Director of Operations, Joint Staff.

Descriptors: US; NCA Modified; NORAD; NATO; UN (applying to UN operations, from Korea to peacekeeping); Multinational (ROE agreed amongst several nations in a coalition operation).

Note: The issue of ROE restrictiveness should be addressed as C 2.1.1 Mission Instructions.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced), No.

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks), Long (weeks to months).

2.6.4 Preplanned Targets - The degree to which initial fires have been preplanned, particularly in peacetime.

Descriptors: Fully (initial targeting complete and current); Partially (initially targeting either incomplete or dated) No.

C 2.9.2 Threat Form - Types of potential aggression.

Descriptors: Conventional; Unconventional (guerrilla warfare); Nuclear; Chemical; Biological; Terrorist; Economic.

C 2.9.3 Threat Existence - The perceived potential for aggression or harm to a nation, government, or its instrumentality.

Descriptors: Acknowledged (threat is understood); Unacknowledged (threat is neither understood nor accepted as genuine).

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C 2.9.4 Threat Posture - The timing of potential aggression against friendly forces.

Descriptors: Imminent (overt attack has begun); Ready (preparations for immediate attack completed); Near-term (preparations for immediate attack noted); Long-term (long-term indicators noted).

C 2.9.5 Threat Size - The relative size of the potential aggressor to friendly forces.

Descriptors: Overwhelming (significantly more enemy than friendly assets); Large (somewhat more enemy than friendly assets); Moderate (comparable level of enemy to friendly assets); Low (less enemy than friendly assets).

C 3.1 Political Policies - Those factors that derive from the people, their national government, and international and non-government organizations that support or oppose military action.

Descriptors: Fully supportive; Mixed support; Neutral; Opposed.

C 3.1.1 Domestic Political Support - Support of the people and government in the region (excluding National Command Authorities) for military actions.

Descriptors: Full; Limited; Negative.

C 3.1.1.1 Domestic Public Support - Public support for the actions of their government.

Descriptors: Full (large majority of citizens in support); Limited (majority of citizens in support, but many with some reservations); Negative (Public opinion in opposition).

C 3.1.1.5 Press Relations - The rapport between the military and the press, and the attitude of the press toward particular military activities.

Descriptors: Mutually supportive; Cooperative; Strained; Adversarial.

C 3.1.2 International Politics - Those political factors, independent of one's own government, which impacts the commander's freedom of action.

Descriptors: Supportive; Indifferent; Opposed (unilateral action).

C 3.1.2.1 Major Power Involvement - The existence of major power interests with regard to a region or military operation and the ability and willingness of a particular major power to act on those interests.

Descriptors: Active (major power has interests and may be willing to act); Limited (major power has interests but is not inclined to act); No (lack of major power interest).



C 3.1.2.2 Foreign Government Stability - The degree to which governments in a region remain in power and are consistent in their policies.

Descriptors: High (solid); Moderate (fluctuating); Low (unpredictable).

C 3.1.2.3 Foreign Government Support - The willingness of a foreign government to support military actions of another nation.

Descriptors: Complete; Diplomatic; Limited; Negative.

C 3.1.2.4 Foreign Public Opinion - The expressed attitude of foreign publics toward a military operation.

Descriptors: Supportive; Indifferent; Moderately opposed; Aggressively opposed.

C 3.1.2.5 International Organization Support - The extent to which supra-national organizations (non-governmental organizations) support military actions.

Descriptors: Fostering; Limited; Uncertain, No.

C 3.1.2.6 Multinational Business Support - The extent to which multinational business organizations support military actions (e.g., oil companies).

Descriptors: Fostering; Limited; Uncertain, No.

C 3.1.3 NCA Decisions - Decisions taken by the NCA with regard to national security policy and strategy.

Descriptors: Clear and unrestrictive; Vague; Restrictive.

C 3.1.3.4 Restraints on Action - The limitations on a commander's freedom of action attendant to an NCA-assigned mission.

Descriptors: Severe (impedes mission accomplishment); Moderate (alternate COAs can accommodate); No.

C 3.2 Culture - Those aspects of a people that relate to their language, customs, economics, religion, and character.

Descriptors: Western; Non-Western.

C 3.2.1 Language - The spoken and written means of communication.

Descriptors: Primarily English; English as secondary; Other.

C 3.2.2.2 Legal Penalties - The seriousness of legal or religious penalties, in a foreign nation, associated with acts that violate cultural or legal norms.

Descriptors: Low; Moderate; High.

C 3.2.2.3 Law Source - The basis for current laws and justice (see C 3.2.2.2, Legal Penalties).

Descriptors: Koran; English Common Law; Napoleonic Code.

C 3.2.3 Religious Beliefs - Strength of adherence to religion, the impact on behavior, and the degree of domination over the life of a nation.

Descriptors: Strong, Moderate, Indifferent

C 3.2.3.1 Religious Unity - Degree of religious unity within a nation.

Descriptors: Strong (monolithic); Moderate (stratified); Low (fragmented).

C 3.2.3.2 Religious Militancy - The degree to which a religious group believes it can or should impose its views on others, internally or externally, by force of arms, if necessary.

Descriptors: Significant (pursues internal domination and exports beliefs by force); Moderate (politically active internally and exports beliefs by missionary activity); Limited (disinclined to impose religious views externally); No.

C 3.2.3.3 Religion-State Relationship - The extent to which a given religion influences the civil government of a nation.

Descriptors: Dominant (theocracy); Strong (guides civil law); Limited (influences civil law); No.

C 3.2.4 Significant Cultural Sites - Restrictions on actions due to the existence of particular sites held by certain cultures or religions to be sacred places or national treasures.

Descriptors: Presence of internationally; Presence of locally; No.

C 3.2.5 Cultural Unity - The extent to which a country is free from serious ethnic, cultural, and language divisions.

Descriptors: High (unified); Moderate (few divisions, causing minor problems); Low (serious divisions; causes internal conflict).

C 3.2.6 National Character - Perceived behavior of the populace in a nation or an area

Descriptors: Open and adaptable; Careful and moderate; Closed and rigid.

C 3.2.6.1 National Discipline - The historically-based perception of a nationality's response to the direction and will of their central government.

Descriptors: High (blind adherence); Moderate (willing conformance); Limited (questioning acceptance); Low (rebellious nonconformance).

C 3.2.6.2 National Aggressiveness - Tendency to use national power to achieve goals.

Descriptors: High; Moderate; Low.

C 3.2.6.3 Nationalism - Belief that the good of the nation is paramount.

Descriptors: High; Moderate; Low.

C 3.2.6.4 Ethnocentrism - Degree of emphasis on a particular ethnic grouping or background.

Descriptors: High; Moderate; Low.

C 3.2.6.5 Internationalism - Degree of involvement in international organizations, even to the extent of granting some degree of sovereignty to such an international organization.

Descriptors: Strong (supports supra-national approaches); Moderate (cooperates with international organizations); Low (resists involvement of international organizations); Anti- (actively opposes supra-national approaches).

C 3.3 Economy - Those factors that provide a nation with the manpower, materiel, and money to allow it to play a role on the military stage and shape that role.

Descriptors: Knowledge-based; postindustrial (Third Wave); Industrial (Second Wave); Agrarian (First Wave).

C 3.3.1 Population - The population of a nation or region based on the estimates from the Bureau of the Census.

Descriptors: Very large (>150 million); Large (75 to 150 million); Medium (30 to 75 million); Small (5 to 30 million), Very small (<5 million).

C 3.3.1.1 Size of Military - The number of people in a nation or region who are currently under arms, or who are trained and available for military service.

Descriptors: Very large (>5 million); Large (2 to 5 million); Medium (500,000 to 2 million); Small (200,000 to 500,000); Very small (<200,000).

C 3.3.1.2 Population Growth Rate - The annual change in a nation's population due to birth rates, migration, etc.

Descriptors: Exploding (>2 percent); Positive (.5 to 2 percent); Stable (.5 to -.5 percent); Declining (<-.5 percent).

C 3.3.1.3 Educated Population - The general level of education of the people of a nation. Ranked here by average literacy level, however, it is also reflected by (1) total secondary schools, technical schools, and

university graduates per 100,000 population; and (2) total schools and universities per 100,000 population.

Descriptors: Highly (>90 percent); Moderately (60 to 89 percent); Poorly (<59 percent).

C 3.3.1.4 Civil Health - The physical and medical condition of a people, ranked here by only one indicator, life expectancy at birth.

Descriptors: Robust (>70 years); Good (61 to 69 years); Fair (55 to 60 years); Poor (<55 years).

C 3.3.1.6 Civil Unrest - The level of dissension within a nation or region as reflected by acts of civil disobedience or demonstrations against government or government policies.

Descriptors: Extensive (weekly incidents); Moderate (quarterly incidents); Little (annual incidents).

C 3.3.2 Refugee Impact - Impact of need for humane treatment of refugees and displaced persons on military operations.

Descriptors: Severe (highly disruptive); Moderate (minor impacts); Negligible.

C 3.3.2.1 Refugee Type - The principal reason for population dislocation or migration.

Descriptors: Political; Economic; Religious; War.

C 3.3.2.2 Refugee Congestion - Degree of disruption of main supply routes, avenues of approach, and LOCs.

Descriptors: Severe (stoppages, prolonged slowdowns); Moderate (speed reduced significantly); Negligible.

C 3.3.2.3 Refugee Care Responsibility - Requirement to provide basic shelter, security, health, sanitation, and nutrition for refugees.

Descriptors: Significant (drain on forces); Moderate (some services provided by other groups); No.

C 3.3.2.4 Refugee Relocation Effort - Degree of effort expended by the military force to place refugees back in their original homes or cities.

Descriptors: Significant (drain on forces); Moderate (performed by other groups); No.

C 3.3.3 Gross Domestic Product (GDP) - The value of all goods and services produced domestically, measured in US dollars.

Descriptors: Very large (>1000 billion); Large (500 to 1000 billion); Medium (100 to 500 billion); Small (30 to 100 billion); Very small (<30 billion).

C 3.3.4 International Economic Position - The relative economic standing of a nation or region.

Descriptors: Powerful (G-7+); Strong (post-industrial); Moderate (industrial); Low (newly industrialized); Poor (pre-industrial).

C 3.3.4.1 Economic Self-Sufficiency - The ability of a nation to sustain itself without support from other nations. It is not only the amount of imports to exports, but also the dependence on the import of a particular product-and the uniqueness of that product-that can make a nation vulnerable.

Descriptors: High (self-sufficient); Moderate (dependent on other nations for few goods); Low (dependent on other nations for critical items).

C 3.3.4.2 Fiscal Position - The availability of currency and reserves to support military action.

Descriptors: Strong; Adequate; Weak.

C 3.3.4.3 Infrastructure Dependence - The degree of infrastructure (roads, shipping/fishing fleet, railroads, pipelines, communications, etc.) required to sustain the economy.

Descriptors: Low (excess infrastructure capacity or low economic needs required to sustain economy); Moderate (economy capable of withstanding some loss of infrastructure); High (full infrastructure required to sustain basic economy).

C 3.3.5 Industry - The general ability of a nation to produce materiel for warfighting.

Descriptors: Highly developed; Moderately developed (produces some materiel that supports military operations); Limited (depends heavily on imports).

C 3.3.5.1 Industrialization - The extent of industrialization, measured as percent of GDP.

Descriptors: Heavy (>30 percent GDP); Moderate (20 to 30 percent GDP); Limited (5 to 20 percent GDP); Low (<5 percent GDP).

C 3.3.5.2 Industrial Growth Rate - Annualized rate of growth in industrial production.

Descriptors: High (> +4 percent); Moderate (2 to 4 percent); Low (0 to 2 percent); Declining (0 to -4 percent); Dangerously declining (any continuous decline).



## Standards

S1 100 percent of planned PSYOP objectives are consistent with the goals and objectives of the supported unit and NCA guidance.

S2 100 percent of planned PSYOP objectives are understandable and able to be supported by subordinate units.

S3 <2 instances of revisions to planned PSYOP objectives without a change to supported unit's mission.

S4 >90 percent of commanders accept the logical development of planned PSYOP objectives without requests for clarification.

Task: OP 5.7.2.1 Determine PSYOP Support Available in Theater of Operations or JOA

During planning the JPOTF J5 in conjunction with the COMJPOTF, COS, J2, J3, and J4, coordinates and conducts an initial assessment of sources and agencies in the theater of operations or JOA that may be available to support PSYOP. In many cases, these sources and agencies are different from the ones being used by the JTF because PSYOP operational requirements are different from those of a conventional unit. For this reason, the JPOTF may be the only unit in the theater interacting with a particular agency. The JPOTF should coordinate their activities through the JTF and provide updates to the JTF. In some cases, the JPOTF will have to coordinate with a local representative of an organization or agency to gain access to information that is available through sources that are outside the theater of operations or JOA.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities);

Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required);

Minimal (few in number, leaves most decisions to the on-scene

commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Clandestine; Covert (change will be included in next UJTL update).

C 2.1.1.6 Military Commitments to Other Nations - The amount of commitment on the part of one nation to assist another.

Descriptors: Major (robust use of lift or furnishing of major end items); Limited (clothing and individual equipment for whole units of battalion size or larger); Negligible.

C 2.1.1.7 Military Commitments from Other Nations - The amount of commitment on the part of other nations to support mission.

Descriptors: Major (large contributions of forces, supplies, or other resources); Limited (some contributions of forces, supplies, or other resources); Negligible.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.1.4 Theater Dimensions - The location and size of the theater or sub-area of a theater and the time available for mission accomplishment.

Descriptors: Massive (a theater of war, a vast area with long distances); Medium (a theater of operations with a large area); Small (a Joint Operations Area).

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission.

Descriptors: Very short (<30 days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very long (>365 days).

C 2.2.2 Competing Apportionment - The extent to which forces are distributed for planning, in that the same force may be apportioned simultaneously to more than one combatant commander (for planning).

Descriptors: No; Two; Multiple.

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.5.1.3 Intertheater LOCs - Freedom of movement for forces and materiel between theaters.

Descriptors: Secure; Contested; Unsecured.

C 2.5.1.4 Intratheater LOCs - Freedom of movement for forces and materiel within a theater.

Descriptors: Secure; Contested; Unsecured.

C 2.8.2 Deployed Supplies - The number of days of supply available to forces in a military operation.

Descriptors: Abundant (>90 days); Sufficient (30 to 90 days); Limited (10 to 30 days); Short (3 to 10 days); Negligible (<3 days).

C 2.8.3 CONUS Resupply - The adequacy of national level production and supply stocks and theater priority, which allows the theater to draw sustainment from out of the theater.

Descriptors: Adequate (no impact on defensive or offensive operations due to lack of long-term logistical support); Sufficient (no impact on defensive operations due to lack of long-term logistical support); Limited (defensive operations must be tailored to accommodate limits on logistical support); Negligible (deferred theater).

C 2.8.4 Pre-positioned Materiel - Equipment or supplies pre-positioned at or near the point of planned use or at a designated location.

Descriptors: Extensive (can equip most ground forces and provide fuel and ammunition for air and naval forces apportioned); Limited (can equip and support early arriving forces, e.g., DFMs); No.

C 2.8.5 Host-Nation Support (HNS) - The extent of civil and military assistance provided by a host nation to foreign forces within its territory.

Descriptors: Extensive (includes engineering, security, and medical services, which reduce equivalent deployment requirements by >50 percent); Moderate (includes engineering, security, and medical services, which reduce equivalent deployment requirements by 15 to 50 percent); Limited (includes engineering, security, and medical services, which reduce equivalent deployment requirements by <15 percent); No.

C 2.8.6 Commercial Procurement - The extent to which materiel and services can be procured from the local economy in theater.

Descriptors: Fully available (>90 percent of items normally available in the US); Extensive (50 to 90 percent of items normally available in the US); Limited (15 to 50 percent of items available in the US); Negligible (<15 percent of items available in the US).

C 3.1.3.2 Mission Priority - The relative priority of the mission being performed.

Descriptors: High (higher than other current missions); Moderate (comparable priority with other current missions); Low (lower than other current missions).

#### Standards

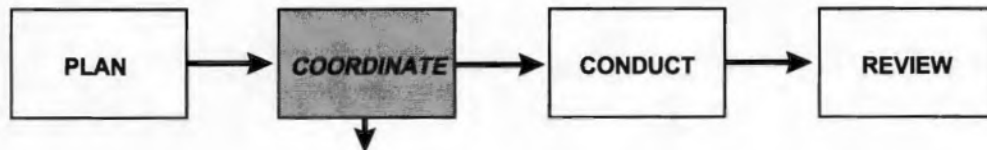
S1 <24 hours to determine through analysis of the target area the level and type of PSYOP support available.

S2 >90 percent of allies or coalition partners, agencies and HN assets can actively contribute to the conduct of the PSYOP support plan.

S3 >90 percent of PSYOP support tasking to allies or coalition partners, agencies, or HN assets are accepted.

S4 >90 percent of allies or coalition partners or other US government agencies, share the CONOPS and plans with PSYOP forces.

*COORDINATE JPOTF J5*



Task: OP 3.2.2.1.2 Coordinate Psychological Operations in Theater of Operations or JOA

The JPOTF J5 is responsible for coordinating the PSYOP support plan with information operations within the AOR during initial planning. Additionally, the JPOTF J5 must coordinate PSYOP with other (non-DOD) USG or multinational government informational activities within the theater of operations or JOA during the planning phase.

Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.5.1 Lead Time - The time from receipt of a warning or directive to initiation of military operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

Note: The descriptor selected will vary according to mission parameters.

C 2.1.5.2 Mission Duration - The time a unit is expected to continue to conduct a mission.



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Descriptors: Very Short (<30days); Short (30 to 90 days); Medium (90 to 180 days); Long (180 to 365 days); Very Long (>365 days).

Note: The descriptor will vary according to mission parameters.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of an assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

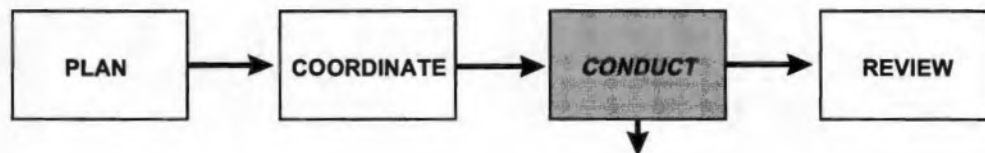
C 2.4.2 Intelligence Data Base - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

#### Standards

S1 100 percent of operations received full coordination and deconfliction prior to execution.

#### *CONDUCT JPOTF J5*



Task: OP 5.4.5.1 Monitor the Conduct of PSYOP Actions

The JPOTF J5 monitors the conduct and impact of all PSYOP actions to ensure the validity and reliability of each PSYOP action. The J5 ensures that all actions support the objectives of the PSYOP support plan and the CJTF campaign plan. Based on the assessment, the J5 recommends changes to the PSYOP support plan to the COMJPOTF.

## Conditions

C 2.1 Mission - Those factors that frame and influence the execution of the mission assigned or understood.

Descriptors: Straightforward (well within current capabilities); Moderately challenging (safely within current capabilities); Stressful (very demanding mission relative to current capabilities).

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.1 Command Level - The level of command directing the mission.

Descriptors: NCA; Combatant Commander; Commander, Joint Task Force; Joint Force Component Commander; Service Component Commander; Multinational.

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.2 Legal State - The legal state under which military forces are operating.

Descriptors: Peace; Military Operations Other Than War; War.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

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C 2.1.4.3 Joint Operations Area - Physical scope and breadth of an area, usually the joint operations area.

Descriptors: Very small (<100,000 km<sup>2</sup>); Small (100,000 to 300,000 km<sup>2</sup>); Moderate (300,000 to 1,000,000 km<sup>2</sup>); Large (1,000,000 to 3,000,000 km<sup>2</sup>); Very large (>3,000,000 km<sup>2</sup>).

C 2.1.4.6 Intratheater Distance - Mileage between two locations (e.g., airfield to the FEBA).

Descriptors: Very short (<10 NM); Short (10 to 50 NM); Moderate (50 to 150 NM); Long (150 to 500 NM); Very long (>500 NM).

C 2.1.5 Time Available - The time available, normally the time allowed, to complete a phase in a concept of operations.

Descriptors: Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months).

C 2.2 Forces - The overall capabilities of the forces of a nation, alliance, or coalition.

Descriptors: Strong (large, modern, well-trained, well-equipped, well-led), Marginal; Weak (small, old, poorly trained, poorly equipped, poorly led).

C 2.2.4 Personnel Capability - The extent to which personnel are capable of performing assigned tasks.

Descriptors: High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

C 2.2.4.5 Personnel Experience - The degree to which the civilian and military personnel assigned the task are experienced at the task.

Descriptors: High (professional long-term military and civilian personnel); Normal (mix of professional personnel with new personnel and Reserves); Limited (largely a conscript force or a force with very high turnover of personnel); Negligible.

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1 Command Arrangements - Type of relationships or procedures set up among forces and their staffs for the effective management of forces and accomplishment of the mission.

Descriptors: NATO; Multinational; Joint; Service Unilateral; Ad Hoc.

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques and procedures, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.2 Multinational Integration - The extent to which staffs of two or more forces, or agencies of two or more nations, have integrated their senior command and staff billets, information and intelligence, doctrine and procedures, logistics, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.3.1.8 Information Exchange - The freedom with which information (e.g., intelligence and logistical data and operations plans) can be

distributed or released within a staff or to operating units, to include among allies or coalition partners.

Descriptors: Unrestricted, Restricted, Highly restricted.

C 2.3.1.9 Information Volume - The volume of data or information generated or made available to decision makers.

Descriptors: High (>50 inputs per hour, often containing conflicting information); Moderate (20-50 inputs per hour, containing some conflicting information); Low (<20 inputs per hour, containing highly consistent information).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent), Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

C 2.9.2 Threat Form - Types of potential aggression.

Descriptors: Conventional; Unconventional (guerrilla warfare); Nuclear; Chemical; Biological; Terrorist; Economic.

#### Standards

S1 90 percent of all planned PSYOP actions are conducted in accordance with the PSYOP support plan.

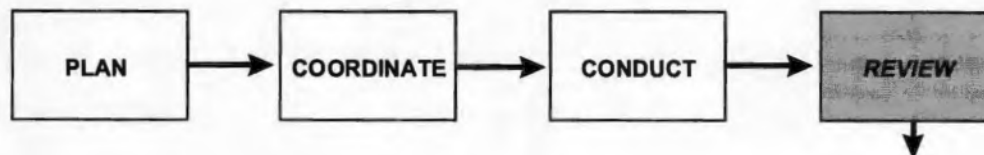
S2 100 percent of all PSYOP actions have data collected on their effectiveness.

S3 100 percent of all PSYOP actions are analyzed for effectiveness and adherence to the PSYOP support plan.

S4 <24 Hours to recommend a sequel based on the effect of each PSYOP action to the CJTF.

S5 100 percent of all PSYOP actions have an AAR.

#### REVIEW/JPOTF J5





Task: OP 3.1.6.1.1 Assess Effectiveness Of PSYOP Support Plan

The JPOTF is responsible for assessing the effectiveness of the PSYOP support plan on predetermined operational objectives just as the combatant commander staff or JTF staff assesses the effects of lethal fires on operational targets. Unlike the assessment of lethal fires which is more objective and primarily an intelligence function, the assessment of PSYOP is more subjective in nature and undertaken by the commander, COS, J2, J3, and J5. The assessment identifies the PSYOP support plan's success in degrading, impairing, disrupting, delaying, improving, causing support for, or altering the performance of operational forces, tasks, and facilities.

Conditions

C 2.1.1 Mission Instructions - Clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements - Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking and that might influence execution of the concept of operations.

Descriptors: No; Partial; Strong (e.g., NATO).

C 2.1.1.3 Mission Classification - The degree of secrecy assigned to the mission.

Descriptors: Overt; Covert.

C 2.1.3 Mission Preparation - Degree to which preparations for mission have been completed at time of mission execution. Includes intelligence, logistics, positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander, with regard to operational art

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and logistics, the capabilities and limitations of force elements, and tactics, techniques, and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.4 Pre-Existing Command - The extent to which an existing command and staff headquarters structure exists.

Descriptors: No (ad hoc); Partial (pre-designated command organization, with at least some training of augmentees); Strong (existing and functioning).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.4.2 Intelligence DataBase - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (little or no current intelligence on any targets).

C 2.4.3 Theater Intelligence Organization - The status of an intelligence collection, processing, and production organization within a theater or dedicated to the theater.

Descriptors: Mature; Growing; Immature.

C 2.4.4 Theater Intelligence Access - The ability of intelligence gathering resources to penetrate and cover the AOR.

Descriptors: Easy (easily penetrable); Minimally difficult (penetrable with minimal difficulty); Difficult (penetrable with major difficulty); Negligible (impenetrable).

C 2.4.6 Certitude of Data - The degree of confidence in the accuracy of intelligence data.

Descriptors: Absolute (100 percent confidence); High (>90 percent); Moderate (50-90 percent); Low (25-50 percent confidence); Little or No (<25 percent confidence).

## Standards

S1 <8 hours to recommend follow-on operations or reattack following receipt of assessment.

S2 <24 hours to complete full assessment of attacks after TOT.

S3 <8 hours to make initial assessment of attacks after TOT.

S4 <2 hours to provide full assessment of attacks to JFC.

S5 No targets are recommended for re-targeting unnecessarily.

S6 No difference between national level and joint force assessment of effectiveness.

Task: OP 3.2.2.1.4 Recommend PSYOP Actions to the Combatant Commander or CJTF

The JPOTF J5 is responsible for reviewing and recommending new and follow-on PSYOP actions to the combatant commander or CJTF during the course of the operation. The J5 must assess the changing operational environment, the objects of the operation, and the enemy situation and develop changes as required to the PSYOP support plan. The J5's analysis combined with the assessment and analysis process of support plan conducted by the COS, J2, J3, and other staff sections as required, provides the commander with courses of action that may be presented to the theater commander/JTF commander.

## Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.3 Mission Preparation - The degree to which preparations for mission have been completed at time of mission execution, including intelligence and logistics positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of an assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.4.2 Intelligence DataBase - The availability of intelligence to support a mission or task.

Descriptors: Abundant (multiple sources of current intelligence data on most or all targets); Adequate (at least one current source of intelligence on most targets); Marginal (intelligence data is neither current nor complete); Negligible (Little or no current intelligence on any targets).

C 2.8.1 Sustainment Facilities - Those grounds, buildings, and equipment available to provide and support sustainment of the force.

Descriptors: Abundant; Adequate; Limited; No.

#### Standards

S1 >75 percent of JOA covered by friendly force mass media in planning.

S2 <25 percent of PSYOP effort focused on stabilizing and reinforcing allied forces and HN.

S3 >90 percent of target audience exhibits behavior in accordance with CJTF desires.

S4 >50 percent of target audience reached by more than one media in PSYOP support plan.

S5 <1 day to recommend PSYOP action sequel.

S6 <8 hours for PSYOP action sequel to begin.

Task: ST 7.2.3. Conduct Joint PSYOP After Action Reporting

The JPOTF J5 must review all joint PSYOP operations and conduct after-action procedures. Improvement in JPOTF performance is sought in addition to improvements in SOF doctrine, procedures, and materiel. The J5 compiles the latter for reporting to appropriate agencies. Additionally, the J5 must report AAR items that might be of use in improving current operations to higher, lateral, and subordinate commands. The J5 provides consolidated JPOTF operational lessons learned to the J3 who shapes them into the JULLS format and forwards JPOTF joint lessons learned to the appropriate agencies.

Conditions

C 2.2.6 Interoperability - The ability of systems, units, or forces to interact and operate effectively with other systems, units or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command. Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques, procedures, and training. Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques and procedures. Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited



(staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.8 Information Exchange - The degree to which communications can be maintained up and down the chain of command and horizontally. Descriptors: Unrestricted; Restricted; Highly restricted.

#### Standards

S1 100 percent completion of the AAR at submission date.

S2 100 percent of all JPOTF operations are subjected to J3-led joint AAR and reviews that include mission performance and BDA with results reported to higher authority in a timely manner. The JPOTF joint lessons learned are consolidated and transmitted in the JULLS format not later than 7 days after the conclusion of a JPOTF operation.

S3 100 percent of all JPOTF operations are analyzed and submitted by J5 with recommendations for doctrine, organization, research, and development changes.

#### General J5 Tasks

In addition to PSYOP specific tasks, the JPOTF J5 performs many routine planning and operations staff duties. General J5 functions that are largely identical to those tasks performed at other joint HQ include:

ST 5. Establish and Operate JPOTF Plans and Policy Section.

ST 5.2.3. Project Future Campaigns and Major Operations (Sequels).

ST 5.3. Prepare Plans and Orders.

ST 5.3.1. Conduct Operational Mission Analysis.

ST 5.3.2. Issue Planning Guidance.

ST 5.3.3. Determine Operations End State.

ST 5.3.4. Develop Courses of Action/Staff Estimates.

ST 5.3.5. Analyze Courses of Action.

ST 5.3.6. Compare Courses of Action.

ST 5.3.7. Select or Modify Course of Action.

ST 5.3.8. Issue Commander's Estimate.

ST 5.3.9. Prepare Campaign or Major Operations and Related Plans and Orders.

ST 5.4.3. Provide Rules of Engagement.

ST 7.1.2. Determine Deployment Requirements Conjunction with the JPOTF J4.

ST 8.5.1. Coordinate and Integrate Policy for the Conduct of Operations.

OP 6.4.1, OP 6.4.2 Develop Deception Plans.

OP 5.1.5 Preserve Historical Documentation of Joint Operations or Campaigns.

#### 4.5.6 JPOTF J6/Command, Control, Communications, and Computers

Overview: The JPOTF J6 is responsible for CE and automated data processing (ADP) systems supporting assigned and attached PSYOP forces. The J6 has staff responsibility for communications and frequency management, communications planning and execution, and the management and development of automated information systems. Like logistics, communications is primarily a Service responsibility unless inter-Service agreements are in effect.

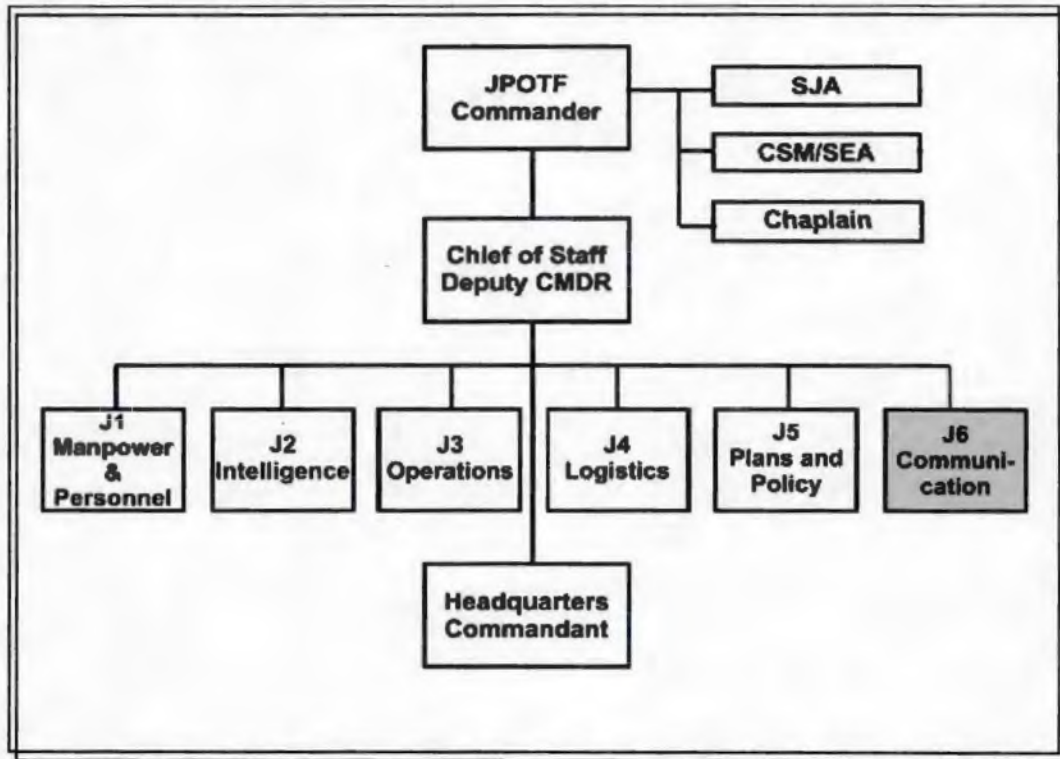


Figure 4-7 JPOTF J6

Nonetheless, the JPOTF J6 must monitor assigned and attached forces' communications readiness for the JPOTF commander to ensure effective support of assigned missions.

JPOTF J6 tasks and associated conditions and standards fall into two categories--general and PSYOP-specific. The general tasks involve those

functions that are normally associated with any operational JTF HQ. These tasks are as follows:

- Preparing communications estimates, communications annexes to OPLANS, and communications plans.
- Monitoring readiness status of communications equipment.
- Establishing joint communications-electronics operating instructions (JCEOI).
- Ensuring communications interoperability between higher, lower, and adjacent elements.
- General JPOTF J6 tasks are listed at the end of this section. The general tasks are compatible with and similar to the JTF J6 tasks and responsibilities.

PSYOP-specific tasks are those peculiar to PSYOP forces. PSYOP staff procedures, staff duties and tasks are not always identical to those found in conventional joint staff HQ. J-6 PSYOP-specific tasks, conditions, and standards are divided here into planning, coordination, conduct and review phases.

Tasks: The following tasks have been selected for the J6 as common to all JPOTF missions. Further discussion on these tasks, along with the conditions and standards for them follow.

1. Plan

OP 5.3.9. Prepare Campaign or Major Operations and Related Plans and Orders.

2. Coordinate

OP 5.4.5. Coordinate/Integrate Components, Theater, and Other Support.

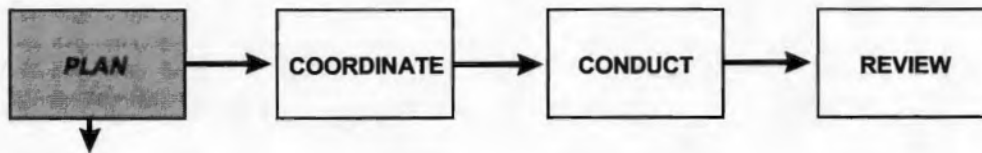
3. Conduct

OP 5.1.2 Manage Means of Communicating Operational Information.

4. Review

ST 7.2.3. Conduct Joint PSYOP After Action Reporting.

*PLAN/JPOTF J6*



**Task: OP 5.3.9. Prepare Campaign or Major Operations and Related Plans and Orders**

The JPOTF J6 is responsible for joint PSYOP deliberate communications planning. Deliberate planning is accomplished by the JPOTF J6 in coordination with higher, lateral, and subordinate communications elements.

**Conditions**

**C 2.1.1 Mission Instructions** - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

**Descriptors:** Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

**C 2.1.5.1 Lead Time** - The time from receipt of a warning or directive to initiation of military operations.

**Descriptors:** Minimal (minutes to hours); Short (hours to days); Moderate (days to weeks); Long (weeks to months). (Note: The descriptor will vary according to mission parameters.)

**C 2.2.3 Forces Allocated** - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

**Descriptors:** Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

**C 2.2.4 Personnel Capability** - The extent to which personnel are capable of performing assigned tasks.

**Descriptors:** High (fully trained and equipped); Partial (partially trained and equipped); Low (poorly trained and equipped).

**C 2.2.6 Interoperability** - The ability of systems, units, or forces to interact and operate effectively with other systems, units or forces.

Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

#### Standards

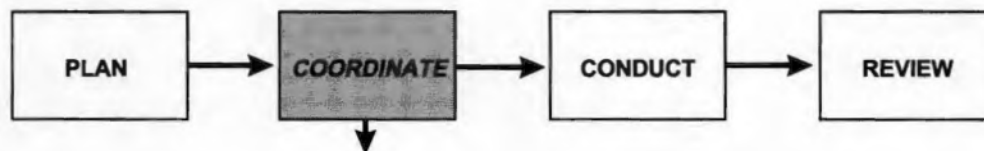
S1 <24 hours to adjust the original JPOTF communications plan for operations after recognizing planning assumptions are invalid.

S2 <7 hours to obtain and disseminate the commander's intent from the J3 after a higher HQ WARNORD.

S3 100 percent of JPOTF classified systems can be integrated.

S4 100 percent of JOPES information and data is available (via WWMCCS or GCCS).

#### *COORDINATE/JPOTF J6*



Task: OP 5.4.5. Coordinate/Integrate Components, Theater, and Other Support

The JPOTF J6 coordinates CE support of JPOTF operations. The JPOTF J6 must ensure that the commander's intent and CONOPS are correctly interpreted and provided for in all communications concepts and plans. The J6 must introduce mission specific CE requirements into all JPOTF plans, priorities, and requirements. In PSYOP, the communications support plans must be comprehensive and flexible, and planning must be continuous.

#### Conditions

C 2.1.1 Mission Instructions—The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene



commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.1.2 Pre-Existing Arrangements—Those plans, organizations, relationships, and arrangements that existed before the present mission or tasking that might influence execution of the concept of operations. Descriptors: No; Partial; Strong (e.g., NATO).

C 2.2.3 Forces Allocated—The extent to which forces are distributed to a commander for accomplishment of assigned mission. Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.2.6 Interoperability—The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.3.1.6 Communications Connectivity—The degree to which communications can be maintained up and down the chain of command and horizontally. Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

#### Standards

S1 100 percent of all J6-related policies and procedures in JPOTF OPLANS and concepts are reviewed to ensure CE supportability.

S2 100 percent of all CE inputs are made within 6 hours of mission tasking order (TASKORD) from higher HQ.

S3 100 percent of JPOTF OPLANS and CONOPS contain provisions for J-6 related HN support.

S4 <2 hours for JPOTF J6 to issue or approve initial communications planning guidance after being notified of the task.

S5 100 percent of JPOTF J6 monitoring of SPTREQ and SPTCONF, responding or intervening as necessary.

S6 100 percent of OPLAN communications annexes are developed and disseminated in accordance with JPOTF and JTF formats.

S7 100 percent of C4 planning guidance and assistance are provided to subordinate units on joint telecommunications and data systems during the planning process.

S8 100 percent of critical C4 architecture nodes are identified in the TASKORD.

S9 100 percent of the joint forces classified communications systems are available for integration.

S10 100 percent of potential crisis areas' existing terminals and lines of communications throughput capability are known or estimated.

S11 <2 days to integrate new HQ into the existing GCCS network.

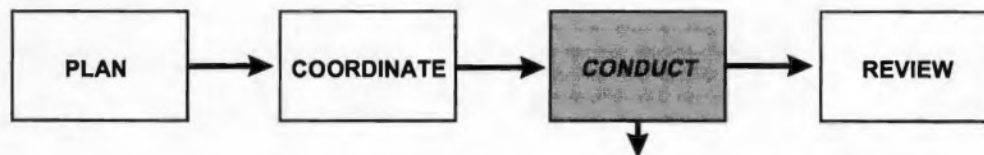
S12 >12 hours are required to establish integrated communications system.

S13 >90 percent of C2 nodes possess required communications capabilities.

S14 100% of TASKORD address existing terminals and lines of communications and known or estimated throughput capability.

S15 >75% of HN C2 systems are able to network with US C2 networks in FID operations.

*CONDUCT/JPOTF J6*



Task: OP 5.1.2 Manage Means of Communicating Operational Information

The JPOTF J6 monitors the execution of communications operations. The J6 identifies and corrects communications-related deficiencies, and supports planning of branches and sequels to current operations in a manner that enhances effective accomplishment of the overall JPOTF mission.

## Conditions

C 2.1.1 Mission Instructions - The clarity of instructions, directives, policy guidance (including end state), strategies, or Status of Forces Agreements, below the NCA level.

Descriptors: Clear (addresses likely issues and hedges, leaves little or no ambiguity as to intent, and allows freedom of action where required); Minimal (few in number, leaves most decisions to the on-scene commander); Restrictive (a large number of instructions, leaves little discretion to the on-scene commander).

C 2.1.3 Mission Preparation - The degree to which preparations for mission have been completed at the time of mission execution. It includes intelligence, logistics positioning of units, etc.

Descriptors: Completed (fully developed plan, including approval); Partially Completed (an OPLAN has been developed but is not fully refined and approved); Outline (a concept of operations or a draft OPLAN has been produced); No.

C 2.2.3 Forces Allocated - The extent to which forces are distributed to a commander for accomplishment of assigned mission.

Descriptors: Strong (exceeds plan); Adequate (meets plan); Marginal (less than plan).

C 2.3.1.6 Communications Connectivity - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Continuous (operates with almost no interruptions); Intermittent (some interruptions will occur); Periodic (only operates periodically); Comm Out.

C 2.8.1 Sustainment Facilities - Those grounds, buildings, and equipment available to provide and support sustainment of the force.

Descriptors: Abundant; Adequate; Limited; No.

## Standards

S1 100 percent of JPOTF subordinate units provide communications status reports as directed.

S2 100 percent of JPOTF critical item and battle loss reports for communications items are monitored and immediately acted on to ensure continued communications support.

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S3 <95 percent JPOTF communications support operations achieve the goal.

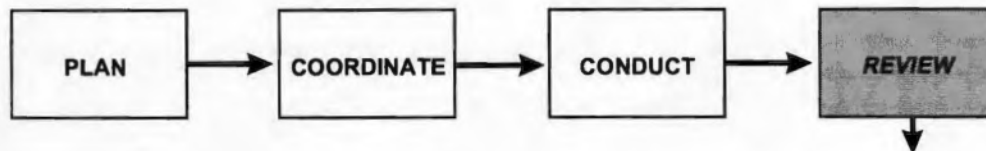
S4 100 percent of JPOTF J3 branch and sequel planning items requiring CE input are successfully completed.

S5 100 percent of JPOTF J3 internal suspenses allow sufficient preparation time to meet higher HQ report times.

S6 100 percent reliability of essential JPOTF communications is achieved and maintained.

S7 100 percent of the C4 architecture meets operational requirements or acceptable alternatives are found.

#### *REVIEW/JPOTF J6*



#### **Task: ST 7.2.3. Conduct Joint PSYOP After Action Reporting**

The J6 must review all JPOTF operations to identify potential improvements in PSYOP doctrine, organization, training procedures, and material and receive similar recommendations from JPOTF elements. The JPOTF J6 must provide the J3-led after-action review with communications input into the JULS database to improve current and near-term plans. In addition to input for current operational enhancements, the JPOTF J6 must analyze operations for input into SOF communication doctrine, manning, training and procurement, and support the J5 in forwarding recommendations to appropriate agencies

#### **Conditions**

**C 2.2.6 Interoperability** - The ability of systems, units, or forces to interact and operate effectively with other systems, units, or forces. Descriptors: Full (systems, units, or forces can integrate easily, both vertically and horizontally); High (systems, units, or forces can be integrated vertically and horizontally with few workarounds); Some (systems, units, or forces can only partially interoperate); No.

C 2.2.7 Military Force Relationships - The extent to which force elements (e.g., military branches, paramilitary organizations) cooperate with each other and adhere to the chain of command.

Descriptors: Strong (act as single team and adhere to chain of command); Moderate (some individual force element agendas, but general adherence to chain of command); Poor (uncooperative, force elements may act independently).

C 2.3.1.1 Joint Staff Integration - The extent to which staffs of two or more forces or agencies of the same nation have integrated their doctrine, staff, force techniques, procedures, and training.

Descriptors: Full (broadly based and fully interactive); Partial (lacks broad base or experience working together); Poor (not broadly based and has not worked together).

C 2.3.1.3 Staff Expertise - The level of skill and experience that staff personnel can provide to the commander with regard to operational art and logistics, the capabilities and limitations of force elements, and tactics, techniques and procedures.

Descriptors: High (staff works well together and has a good grasp of the technical, tactical, and logistical aspects of the forces assigned or likely to be assigned); Moderate (staff effective and generally knows the technical, tactical, and logistical aspects of assigned forces); Limited (staff lacks skill in working together or lacks knowledge of assigned forces).

C 2.3.1.8 Information Exchange - The degree to which communications can be maintained up and down the chain of command and horizontally.

Descriptors: Unrestricted; Restricted; Highly restricted.

## Standards

S1 100 percent completion of the AAR at submission date.

S2 100 percent of all JPOTF operations are subjected to J3-led (with J-6 involvement) after action reports and reviews that include mission performance and BDA with results reported to higher authority in a timely manner. The JPOTF joint lessons learned are consolidated and transmitted in the JULS format not later than 7 days after the conclusion of a JPOTF operation.

S3 100 percent of JPOTF communications operations are analyzed and submitted by J6 with recommendations for doctrine, organization, research, and development changes.



## General J6 Tasks

In addition to PSYOP specific tasks, the JPOTF J6 performs many routine planning and operations staff duties. General J6 functions that are largely identical to those tasks performed at other joint HQ include:

- ST 5.1.3 Maintain Strategic Information, Data and Force Status.
- OP 5.1.1 Communicate Operational Information.
- OP 5.3 Prepare Operational Plans (OPLANS) and Orders.
- OP 5.5.1 Develop a Joint Force Command and Control Structure.
- OP 6.3.2 Supervise COMSEC.
- OP 6.2.3 Protect Use of Electromagnetic Spectrum in JOA.

## SECTION 5

### ASSESSMENTS

#### 5.1 INTRODUCTION

This section provides guidance for assessing the capability of the JPOTF to perform selected principal missions in accordance with their JMETL. After execution of the training event, the COMJPOTF and staff use feedback to assess the level of proficiency of the JPOTF and adjust resources, personnel, training methods, and other areas to further define the JPOTF training program. The AAR process is the mechanism which provides the commander with the information to use to make an evaluation. The process evolves through the four stages of the joint exercise life cycle--planning, preparation, execution, and post-exercise evaluation.

It is the intent of this section to provide a guide for the application of the AAR process, which has become a standard part of every joint exercise. Proper structuring of AAR process will ensure that the appropriate data is collected and analyzed to correlate with an exercise's specified training objectives. The process requires extensive planning--IPC, MPC, and FPC--detailed preparation, and coordinated execution (See Figure 5-1).

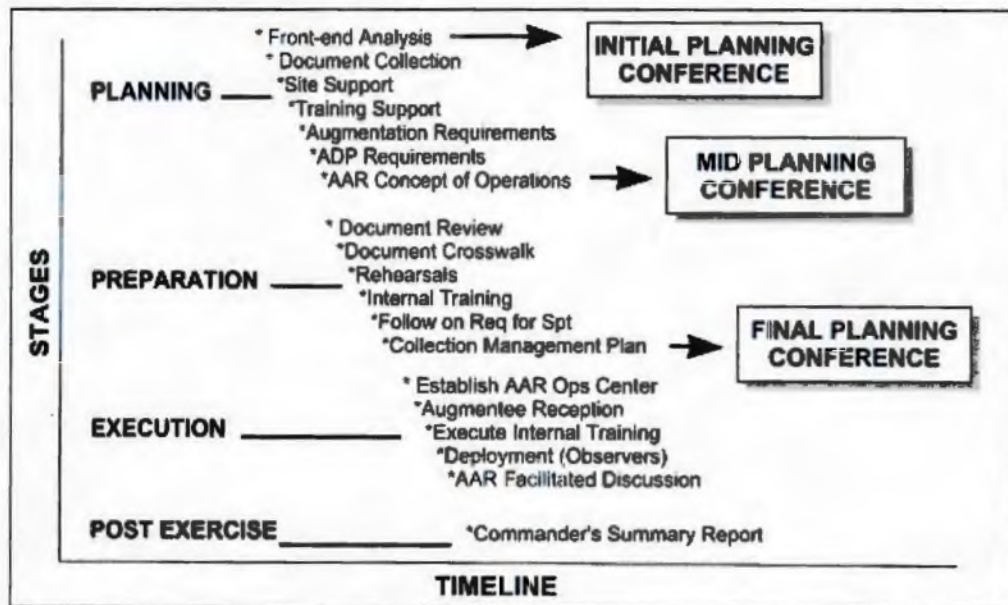


Figure 5-1. Timeline for AAR Steps

## 5.2 AFTER-ACTION REVIEW PROCESS

The AAR process is embedded in the execution phase of the JTS. The AAR process enables COMJPOTF to evaluate training objectives which were derived directly from JMETs.

The AAR process produces a high-impact FAAR and a normal training objective evaluation called a Commander's Summary Report. The FAAR is an analytical review of training events that enables the training audience through a facilitated professional discussion to discover what happened during a training event and why.

The Commander's Summary Report contains all data collected that relates directly to the commander's training objectives. The observations, data, and analysis produced by the FAAR process provide valuable assistance to commanders in improving mission capabilities and in completing post-exercise actions.

NOTE: Commanders begin the planning process by selecting the training objectives they want to assess. These objectives are derived from the commanders training analysis and usually focus on the critical tasks that are key to mission success. These tasks may be training deficiencies from prior training events or tasks that require repetitive training. The commander must select those that are most important. When the JPOTF is not the sole component being assessed but is part of a JTF or CINC battle staff assessment, the COMJPOTF should ensure that their tasks are included in the JTF or Battle Staff Collection Plan.

## 5.3 PLANNING THE AAR

The AAR process must efficiently use available personnel. This is accomplished by forming a small core of qualified analysts who are SMEs. These SMEs are able to quickly train borrowed military manpower immediately prior to the execution of the joint training event, both in the AAR process and functional areas of the JPOTF. This process ensures that training objectives are met and that the results are captured. Several planning considerations are essential to the AAR process. Based upon the joint training event directive, the scope of the AAR is derived using eight planning factors. These are:

- **Exercise Objectives:** The AAR team's knowledge of the exercise objectives ensures that training information is not skewed due to conflicting objectives. For example, the commander may test a new



piece of equipment that is not fielded or fully tested which may artificially effect the performance of training objectives.

- Training Objectives: These are drawn directly from the JMETLs, supporting tasks, and corresponding conditions and standards.
- Training Audience: The audience is drawn directly from the Joint Training Plan and Joint Exercise Directive.
- Training Method: The training method is drawn directly from the exercising command's, or component's Joint Training Plan and the Joint Exercise Directive.
- Duration/Coverage of Event: This factor is the duration of the event and how long per day the event will occur (i.e., 12 hours per day or 24 hours per day).
- Distribution/Location: Where the training audience and participants are located and what facilities are available at those locations. Some events may be distributed electronically to the training audience.
- Number and Type of FAARs: The commander may desire a FAAR at key points during the event. FAARs can be conducted at multiple locations. Often, commanders select a mid event FAAR and final FAAR. A final FAAR is a training event and is not intended to replace or replicate a Hot Wash that a COMJPOTF may conduct immediately following the end of the exercise (ENDEX). Hot Washes generally focus on exercise objectives and first impressions of the exercise participants. A FAAR is a facilitated discussion on how training objectives were met.
- Personnel/Equipment: Resource restrictions and capabilities are identified to ensure the training objectives can be adequately observed within the scope of available resources. Resources include, but are not limited to, the number of analysts, observers, support personnel, ADP, and communications equipment that are available.

Once the scope of the exercise is determined through a thorough analysis of the eight planning factors, a detailed research of doctrinal publications (JPOTF OPLANs and SOPs) is conducted to establish a baseline for interoperable relationships for JPOTF operations. The research produces an AAR CONOPS, which is approved by the joint exercise director. The CONOPS should include at a minimum:

- A timeline to complete event tasking (Plan of Action and Milestones).

- Training objectives.
- Analyst requirements and tasking.
- Observer requirements and tasking.
- ADP requirements.
- Analyst and observer training requirements.
- Deliverables: CONOPS, Collection Management Plan (CMP), Observer Training, FAARs, and Post-Exercise Reports.

The CONOPS should be completed by the MPC and approved by the joint exercise director at the MPC.

#### 5.4 PREPARATION FOR THE AAR

A successful AAR requires careful planning and coordination to provide meaningful feedback to the training audience. Upon approval of the AAR CONOPS, a CMP is written to identify critical information points related to the exercise training objectives. Each exercise training objective should be included in the CMP, which is designed to:

- Focus observer (augmentee) training.
- Provide guidance for pre-event analysis.
- Provide a basis for conducting the comparison between the SOPs, joint doctrine, war plans, and the CINC, JTF, JPOTF, and component OPORDS (document crosswalk).
- Provide a framework for organizing and directing the collection of both simulation-generated and observer-obtained data.

If a simulation supports the joint training event, the CMP will further identify simulation data pertinent to each joint training objective. To guarantee the AAR team is focused on the commander's training objectives, the COMJPOTF then reviews the CMP. Once approved, the CMP is the basis for conducting observer training and should be approved at the FPC.

The CMP is an event or organization unique document that details training objectives in task, condition, and standard format. The tasks



are in UJTL language, the conditions are unique to the event, and the standards are based on command specific standards. It focuses the execution of AAR operations during the training event and serves as the basis of the FAARs and Commander's Summary Report.

## 5.5 EXECUTION OF THE AAR

The execution phase begins with establishment of the AAR operations center at the training site. This should be completed a few days prior to the start of the exercise (STARTEX). During this time the AAR team needs to accomplish several internal tasks:

- Establish communications with all exercise event locations and when appropriate establish an AAR local area network (LAN).
- Train observers and augmentees.
- Establish the core membership of the AAR team. The core AAR team membership consists of the facilitator, analysts, and observers.

### Facilitator

The facilitator is responsible to the joint exercise director (designated by the JPOTF or JTF commander) and ensures data is collected for every training objective and compared against its performance standard under established conditions. Additionally, the facilitator:

- Is usually a senior officer who has direct access to the COMJPOTF Commander and is designated prior to the IPC. Senior DOD civil service (GS) or senior contractor personnel can perform the Facilitator function if properly trained and conversant with the exercise training objectives.
- Sets policy for the AAR organization and is the officer responsible for the AAR operation and its products.
- Advises the COMJPOTF on developing issues and obtains guidance on the format and content of the FAARs.
- Must be aware of all aspects of the exercise as they relate to meeting the training objectives.
- Is a key AAR team player for interface with the joint exercise control group (JECG).

## Analysts

The analysts are experienced SMEs. They function as planners during exercise planning and joint task analysts during joint exercise execution. Analysts maintain a strong knowledge of the JTS, joint doctrine, JTTP, and the UJTL. Analysts also:

- Crosswalk documents and develop the CMP.
- Analyze data within their functional area of expertise.
- Provide functional direction to observers during the training event (see Figure 5-2).
- Facilitate the pre-event observer training analysts as key presenters.

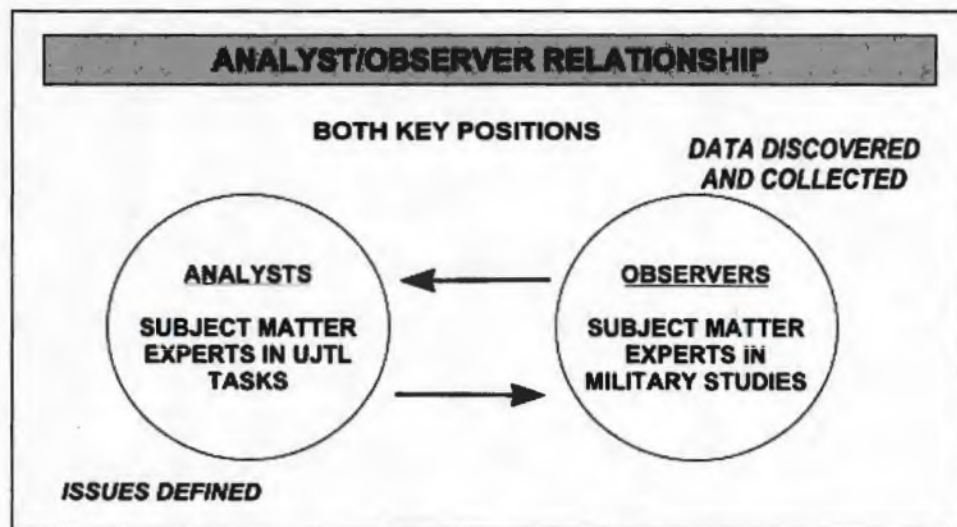


Figure 5-2. Analyst and Observer Relationship

## Observers

During training events, observers normally augment the analysts. Observers are usually augmentees drawn from within the command and are an integral part of the AAR organization. The observers:

- Provided guidance, direction, and focus by the analysts.
- Assigned a functional responsibility consistent with their Service, background, and training.

- Assigned specific tasks from the CMP. Each task is associated with a condition and a standard of performance.

#### AAR Execution Process

During training, the CMP focuses the data collection and analysis on the objectives. Through the execution of the CMP, systemic issues will begin to surface; analysts then consult with the facilitator and each other to identify potential FAAR topics that are relevant to the commander's training objectives. The observations provided to the analysts are brought to the facilitator and FAAR themes are identified and developed with focus on the training objectives. The analyst's information sources are primarily observer reports and simulation data during a CAX. Analysis is done in concert with senior training event controllers and the AAR facilitator to ensure issues are based on operations and not game anomalies. The results of the analysis are factual operational issues directly affecting the training audience's mission capabilities. The AAR team meets collectively to be updated on the team efforts of the team to gain data as related to the training objectives.

#### 5.6 THE FACILITATED AFTER-ACTION REVIEW (FAAR)

The objective of the FAAR is to allow the training audience to discover what happened during training and why. This process enhances learning, promotes effective problem solving, and allows the training audience to determine if goals were met. Critical to the success of the FAAR is the accuracy of data used to reconstruct the training events. Often, issues discussed during the FAAR will result in decisions on future training plans and direct follow-up corrective actions. Normally, a FAAR is planned to last for approximately 2 hours.

#### 5.7 AAR PROCESS POST-EXERCISE ACTIONS

Upon completion of an exercise, the AAR team completes a Commander's Summary Report including the task performance observations (TPOs) for each of the exercise training objectives. This report is a key tool for the commander to use to evaluate training proficiency levels (i.e., "T" Trained, "P" Needs Practice, "U" Untrained, or "N" Not Observed) of the JPOTF. It is a comprehensive document, and several sections replay the entire training event and provide data and information on TPOs, related directly to each training objective. While the FAAR focuses on four to seven major issues, the Commander's Summary Report describes the outcome of the exercise training objectives. It normally is completed within 20 days of completion of the training event. Also, the COMJPOTF may use this document in the development of the JAAR, a submission of specific

JULLS, or to identify and define issues that may be used internally or published externally to the JPOTF.

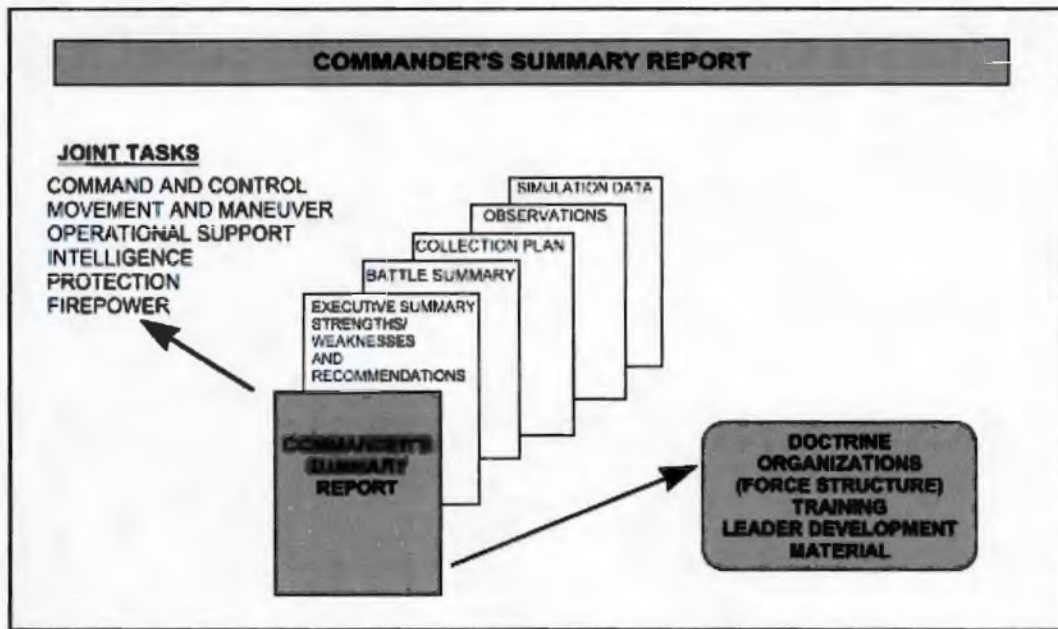


Figure 5-3. Commander's Summary Report Form



## SECTION 6

### SERVICE PSYCHOLOGICAL OPERATIONS FORCES

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#### 6.1 GENERAL

Each Military Service has an inherent capability to support production or dissemination of PSYOP products (Figure A-1). Joint PSYOP planning guidance is contained in the JSCP, JOPEs, and Service doctrine. Combatant commanders, subordinate unified commanders, and CJTFs should address the use of all levels of PSYOP as aspects of the overall strategy for conducting operations.

#### 6.2 US ARMY PSYCHOLOGICAL OPERATIONS FORCES

The US Army maintains Active Component (AC) and Reserve component (RC) forces to plan and conduct PSYOP. These units are available to support combatant command training exercises and to furnish advice and assistance.

US Army PSYOP forces are trained and equipped to plan and execute the JFC's PSYOP activities at the strategic, operational, and tactical levels support all special operations missions, and conduct PSYOP in support of consolidation missions. Specially trained units support EPW missions. US Army PSYOP group and battalion HQ are structured to provide command and control of subordinate units that conduct PSYOP missions.

All AC and RC US Army PSYOP forces are assigned to the US Army Civil Affairs and Psychological Operations Command (USACAPOC), a major subordinate command of the US Army Special Operations Command (USASOC), at Fort Bragg, North Carolina. The AC forces are organized under the 4th Psychological Operations Group (Airborne) with four regionally oriented battalions, a tactical support battalion, and a PSYOP dissemination battalion.

The majority of the Army's PSYOP forces rest in the Army Reserve. During peacetime, RC PSYOP personnel will actively participate with AC PSYOP personnel in an integrated planning and training program to prepare for regional conflicts or contingencies. RC personnel and forces will also be involved with the AC in the planning and executing of peacetime PSYOP programs. In wartime, RC PSYOP personnel or units may be mobilized by the Service, as required by combatant commanders, to augment AC PSYOP forces. RC PSYOP forces can also continue



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peacetime PSYOP programs in the absence of AC PSYOP forces when mobilized or directed. RC PSYOP groups and battalions possess the capability to deploy a PSYOP task force if required.

US Army PSYOP equipment is instrumental in the development and dissemination of PSYOP products. Unique equipment assets include 10 kW and 50 kW TV and radio broadcast transmitters, print systems, loudspeakers, and mobile audiovisual vans.

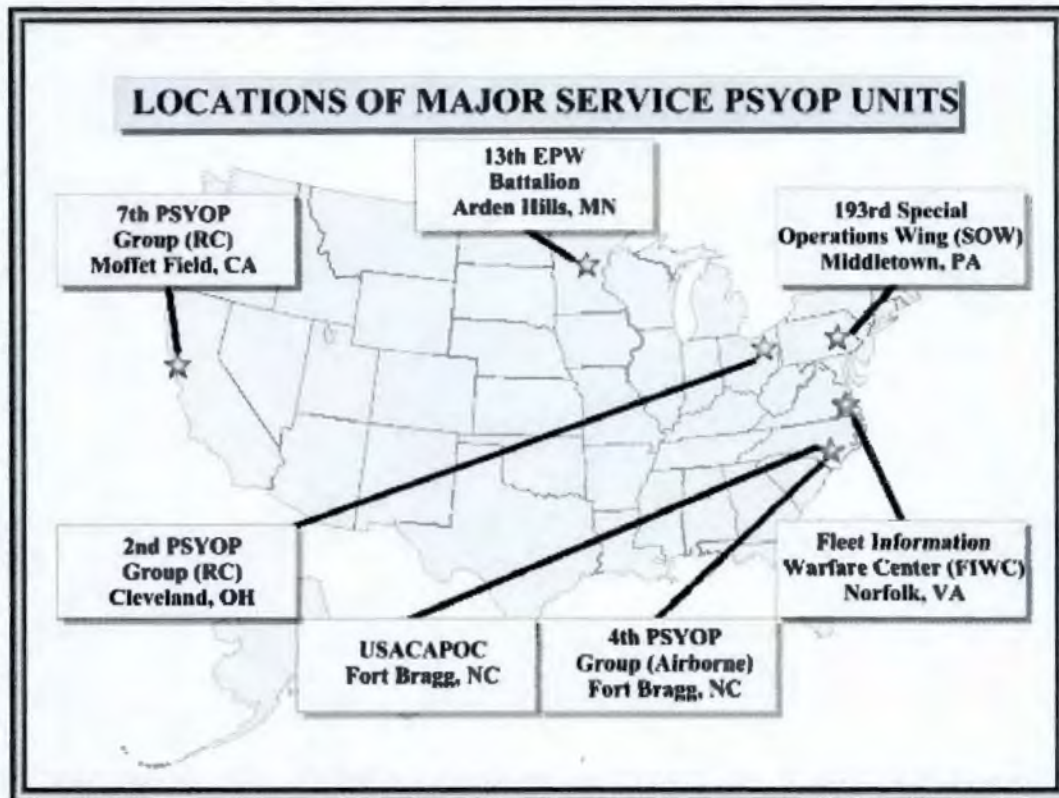


Figure 6-1 Locations of Major Service PSYOP forces

### 6.3 US NAVY PSYCHOLOGICAL OPERATIONS FORCES

The US Navy possesses the capability to produce audiovisual products in the Fleet Audiovisual Command, Pacific; the Fleet Imagery Command, Atlantic; the Fleet Combat Camera Groups (CCG); Naval Imaging Command; various film libraries; and limited capability from ships and aircraft of the fleet. A Naval Reserve PSYOP audiovisual unit supports the Atlantic Fleet.

Navy personnel assets can produce documents, posters, articles, and other material suitable for PSYOP. Administrative capabilities exist ashore and afloat that are capable of preparing and producing various

quantities of printed materials. Language capabilities exist in naval intelligence and among naval personnel for most European and Asian languages.

The Fleet Tactical Readiness Group (FTRG) provides equipment and technical maintenance support to conduct civil radio broadcasts and jam broadcasts in the amplitude modulation (AM) frequency band. This unit is not trained to produce PSYOP products and must be augmented with PSYOP personnel or linguists when necessary. The unit is capable of being fully operational within 48 hours of receipt of tasking. The unit's equipment consists of a 10.6kw AM band broadcast radio transmitter; a broadcast studio van; antenna tuner; two antennas (a pneumatically raised 100-foot top-loaded antenna mast and a 500-foot wire helium balloon antenna); and a 30 kW generator that provides power to the system.

Naval media production assets at sea are capable and flexible. High quality products including documents, posters, articles, and other material suitable for PSYOP can be developed or processed at sea. Also, leaflet or poster layouts can be transmitted electronically to afloat units for rapid production, turnaround, and dissemination. Language capabilities also reside within the Naval Intelligence Community among native-speaking personnel for most Middle East, Asian, and European languages.

In general, the Navy possesses the capability to produce audiovisual information products in the Fleet Imaging Command Pacific, Fleet Imaging Command Atlantic, and the Naval Media Center, Washington, D.C.

The Fleet Imaging Command Pacific provides state of the art imaging services throughout the Pacific Fleet AOR. The command is comprised of 16 shore-based centers, facilities, and detachments with the command HQ and Fleet CCC located in San Diego, CA. Each center and its detachments provide imagery support to a specific geographical area. Located in San Diego, Whidbey Island, Hawaii, Japan, and Guam, these centers are able to support fleet units throughout the Pacific. They possess conventional and electronic imaging and transmission capabilities. The Navy CCGs are rapid deployable units with personnel trained to operate in any environment. Based in San Diego, CA and Norfolk, VA, the groups have detachments that are capable of deploying worldwide in less than 24 hours. The CCGs have video and still imagery capability as well as the ability to transmit imagery from the field. Because the units routinely participate in Navy and joint operations and exercises, advance coordination with the CCG is advisable. As a leader

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in the field of digital imagery utilization, CCG can provide the PSYOP community with near-real-time imagery during any contingency.

Audiovisual Unit Two Eight Six (AVU-286) assigned to the US Atlantic Command (USACOM), is a dedicated Naval Reserve asset with real-world experience supporting PSYOP mobile information support team (MIST) deployments in the Caribbean (combined US Navy input as compiled and provided by FIWC).

The FIWC based in Norfolk, VA, with a detachment in San Diego, CA, provides carrier battle group (CVBG) and amphibious ready group (ARG) information warfare (IW) operations teams during fleet deployments that are trained in PSYOPS to provide fleet level PSYOP liaison. In addition, FIWC Norfolk has one PSYOP planner who provides PSYOP planning support as directed by the four Navy CINCs. FIWC also has one shore-based radio station consisting of two vehicles, one 10 kW AM and 1 kW FM transmitter, studio components, 106-foot pneumatic AM mast antenna with a single bay FM array on top, and a 30 kW generator. Naval personnel who operate the radio station are not trained to produce PSYOP products and must be augmented with PSYOP personnel or linguists when necessary. Similar shipboard capable radio stations are being discussed.

Although Naval forces have the assets listed above, CVBG and ARG staffs, with their FIWC deployed OP teams, do not have the expertise to conduct unilateral PSYOP. These operations will be coordinated at the JTF level.

The Department of the Navy Director of Strategy and Plans Division (N51) recently published a Naval Directive on joint PSYOP support and the US Navy's role in PSYOP.

#### 6.4 US AIR FORCE PSYCHOLOGICAL OPERATIONS FORCES

The US Air Force has a wide variety of aircraft with a vast array of capabilities that lend themselves to PSYOP across the spectrum of warfare. Several types of USAF aircraft are specifically modified for the PSYOP role. US Air Force Special Operations Command is equipped with several aircraft that are capable of PSYOP dissemination through broadcast and leaflet drops. Six EC-130 COMMANDO SOLO aircraft assigned to the 193rd Special Operations Wing (SOW), Pennsylvania Air National Guard, have PSYOP as their primary mission and are equipped for airborne broadcasting of radio and television signals. Additionally, the MC-130 Combat Talon force based in CONUS, Europe, and the Pacific is fully trained and equipped for leaflet dropping operations.



In addition to specialized assets, nearly all other USAF aircraft can conduct a variety of PSYOP missions. Conventional C-130 and MC-130P Combat Shadow aircraft can be configured for leaflet dropping operations. Strike aircraft can drop leaflet bombs on designated targets. Additionally, strike aircraft can conduct specific attack missions designed to dramatically reinforce particular messages presented by broadcast or leaflet assets.

Once USAF PSYOP opportunities and options are identified, plans should be recommended to and approved by the JPOTF or the joint PSYOP staff. Long-range plans are normally conducted through routine air operations planning and targeting processes while short notice planning may be expedited through the Special Operations Liaison Element (SOLE) located at the JFACC's JAOC.

#### 6.5 US MARINE CORPS (USMC) PSYCHOLOGICAL OPERATIONS FORCES

The USMC can execute observable actions to convey selected impressions to support PSYOP objectives. This support may include aerial and artillery leaflet dissemination, combat camera documentation, and the use of motion picture projection equipment.

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ENCLOSURE B

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## GLOSSARY

### PART I--ABBREVIATIONS AND ACRONYMS

AAR	after-action report
AC	Active component
ADP	automated data processing
AFSOC	Air Force Special Operations Command
ALSP	Aggregate Level Simulation Protocol
AM	amplitude modulation
AO	area of operations
AOR	area of responsibility
ARG	amphibious ready group
ARSOF	Army special operations forces
ASD(SO/LIC)	Assistant Secretary of Defense (Special Operations and Low Intensity Conflict)
AT	antiterrorism
AWSIM	air warfare simulation
BDA	bomb or battle damage assessment
BDE	brigade
BOS	battlefield operating systems
BPS	basic PSYOP study
BPSE	brigade psyop support element
C2	command and control
C2W	command and control warfare
C3	command, control, and communications
C3I	command, control, communications, and intelligence
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
C4I2	command, control, communications, computers, and intelligence and interoperability
CA	civil affairs
CAB	civil affairs battalion
CAX	computer-assisted exercise
CBS	corps battle simulation
CBT	combating terrorism
CCG	crisis coordination group
CD	counterdrug
CE	communications-electronics; command element
CINC	commander of a combatant command, commander in chief
CJCS	Chairman of the Joint Chiefs of Staff
CJTF	commander, joint task force

CMO	civil-military operations
CMP	collection management plan
CNA	computer network attack
COA	course of action
COCOM	combatant command (command authority)
COMAFSOC	commander, air force special operations command
COMJSOTF	commander, joint special operations task force
COMJPOTF	commander, joint psychological operations task force
CONOPS	concept of operations
CONUS	continental United States
COS	chief of staff
CP	counterproliferation
CPSE	corps psyop support element
CPX	command post exercise
CT	counterterrorism
CVBG	carrier battle group
DA	direct action
DFM	deterrent force module
DOD	Department of Defense
DOS	Department of State
DPSE	division psyop support element
DS	direct support
EALT	earliest anticipated launch time
EEFI	essential elements of friendly information
EEI	essential elements of information
ELINT	electronic intelligence
ENDEX	exercise termination
EPW	enemy prisoner of war
EW	electronic warfare; early warning
E&R	evasion and recovery
FAAR	facilitated after-action review
FEBA	forward edge of the battle area
FID	foreign internal defense
FIR	flight information region; first-impressions report
FIWC	Fleet Information Warfare Center
FNS	foreign-nation support
FPC	final planning conference
FRAGO	fragmentary order
FTRG	Fleet Tactical Readiness Group
FTX	field training exercise
GCCS	Global Command and Control System

GDP	gross domestic product
GS	general support, general service
HA	humanitarian assistance
HN	host nation
HNS	host-nation support
HPT	high priority targets
HQ	headquarters
ID	identification
IFF	identification, friend or foe
IO	information operations
IPC	initial planning conference
IR	information requirements
ITT	integrated training team; interrogator translator team
IW	information warfare
JAAR	joint after-action report
JAOC	joint air operations center
JCATS	Joint Conflict and Tactical Simulations
JCEOI	joint communications-electronics operating instructions
JCM	Joint Conflict Model
JCMOTF	joint civil-military operations task force
JECG	joint exercise control group
JFACC	joint force air component commander
JFC	joint force commander
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JFSOCC	joint force special operations component commander
JMET	joint mission essential task
JMETL	Joint Mission Essential Task List
JOA	joint operations area
JOC	joint operations center
JOPES	Joint Operation Planning and Execution System
JPOTF	joint psychological operations task force
JRX	joint readiness exercise
JSCP	Joint Strategic Capabilities Plan
JSIMS	Joint Simulation System
JSOA	joint special operations area
JSOACC	joint special operations air component commander
JSOCC	joint special operations component commander
JSOTF	joint special operations task force
JTCB	Joint Targeting Coordination Board
JTF	joint task force
JTLS	joint theater level simulation



JTS	joint training system
JTTP	joint tactics, techniques, and procedures
JULLS	Joint Universal Lessons Learned System
KW	kilowatt
LAN	local area network
LIC	low intensity conflict
LOC	lines of communications
MCA	mission concept approval
METL	mission essential task list
MIST	military information support team
MOA	military operating area
MOOTW	military operations other than war
MPA	mission planning agency
MPC	mid-planning conference
MRC	major regional contingency
MTG	master training guide
MTP	mission training plan
MTT	mobile training team
NCA	National Command Authorities
NCO	noncommissioned officer
NEO	noncombatant evacuation operation
NIEX	no-notice interoperability exercise
NM	nautical mile
NOK	next of kin
NSC	National Security Council
OCONUS	outside the continental United States
OIR	other information requirements
OPCON	operational control
OPFOR	opposing forces
OPLAN	operation plan
OPSEC	operational security
OPPP	Overt Peacetime PSYOP Program
OPTEMPO	operating tempo
PDB	PSYOP dissemination battalion
PDC	product development center
PDWS	product development workstation
PIR	priority intelligence requirement
PLANEX	planning exercises
PLL	Prescribed Load List

PMIS	PSYOP management information subsystem
POAS	PSYOP automated system
POAT	PSYOP assessment team
POB/C	PSYOP battalion or company
POC	point of contact
POG	PSYOP group
PSPP	PSYOP Studies Production Program
PSYADS	PSYOP dissemination system
PSYOP	psychological operations
PW	prisoner of war
RC	Reserve component
REQCONF	request confirmation
RESA	research, evaluation, and systems analysis
ROE	rules of engagement
RSB	PSYOP regional support battalion
RSC	PSYOP regional support company
SDC	strategic dissemination company
SJA	Staff Judge Advocate
SME	subject matter expert
SO	special operations
SOC	special operations command
SOF	special operations forces
SOLE	special operations liaison element
SOMPF	special operations mission planning folder
SOP	standing operating procedures
SOR	statement of requirements
SOW	special operations wing
SPTCONF	support confirmation
SPTREQ	support request
SR	special reconnaissance
SSD	Strategic Studies Detachment
STARTEX	start of the exercise
TAA	target audience analysis (PSYOP)
TACON	tactical control
TASKORD	tasking order
TF	task force
TIP	target intelligence package
TOA	transfer of authority
TOT	time on target
TPFDD	time-phased force and deployment data
TPO	task performance observations
TPT	tactical PSYOP team

TSB	PSYOP tactical support battalion
TSC	PSYOP tactical support company
T/C/S	task/condition/standard
UCP	unified command plan
UJTL	Universal Joint Task List
UMT	unit ministry team
USACAPOC	United States Army Civil Affairs and Psychological Operations Command
USAF	United States Air Force
USAID	United States Agency for International Development
USASOC	United States Army Special Operations Command
USCINCSOC	Commander in Chief, US Special Operations Command
USG	United States Government
USIA	United States Information Agency
USSOCOM	United States Special Operations Command
UW	unconventional warfare
WARNORD	warning order
WMD	weapons of mass destruction
WWMCCS	Worldwide Military Command and Control System

## PART II-TERMS AND DEFINITIONS

NOTE: terms marked with an "\*" are not standardized within the department of defense and are applicable only in the context of this document.

agent of action.\* Persons and organizations that carry out or conduct programs of psychological actions

antiterrorism. Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military authorities.

area oriented. Personnel or units whose organizations, mission, training, and equipping are based on projected operational deployment to a specific geographic or demographic area.

battle damage assessment. The timely and accurate estimate of damage resulting from the application of military force, either lethal or non-lethal, against a predetermined objective. Battle damage assessment can be applied to the employment of all types of weapon systems (air, ground, naval, and special forces weapon systems) throughout the range of military operations. Battle damage assessment is primarily an intelligence responsibility with required inputs and coordination from the operators. Battle damage assessment is composed of physical damage assessment, functional damage assessment, and target system assessment. Also called BDA.

battlefield psychological activities. Planned psychological activities conducted as an integral part of combat operations and designed to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of the tactical objectives.

capability. The ability to execute a specified course of action (a capability may or may not be accompanied by an intention).

civil affairs. The activities of a commander that establish, maintain, influence, or exploit relations between military forces and civil authorities, both governmental and nongovernmental, and the civilian populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives. Civil affairs may include performance by military forces of activities and functional normally the responsibility of local government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations.

civil-military operations. Group of planned activities in support of military operations that enhance the relationship between the military forces and civilian authorities and population and which promote the development of favorable emotions, attitudes, and behavior in neutral, friendly, or hostile groups.

combatant command (command authority). Non-transferable command authority established by title 10 ("Armed Forces"), United States Code, section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders or Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). Also called COCOM.

combating terrorism. Actions, including antiterrorism (defensive measures taken to reduce vulnerability to terrorist acts) and counterterrorism (offensive measures taken to prevent, deter, and respond to terrorism), taken to oppose terrorism throughout the entire threat spectrum.

command and control warfare. The integrated use of operations security, military deception, psychological operations, electronic warfare, and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities, while protecting friendly command and control capabilities against such actions. Command and control warfare is an application of information warfare in military operations and is a subset of information warfare. Command and control warfare applies across the range of military operations and all levels of conflict. Also called C2W. C2W is both offensive and defensive

- a. C2-attack. Prevent effective C2 of adversary forces by denying information to, influencing, degrading, or destroying the adversary C2 system.
- b. C2 protect. Maintain effective command and control of own forces by turning to friendly advantage or negating adversary efforts to deny information to, influence, degrade, or destroy the friendly C2 system.



consolidation. The combining or merging of elements to perform a common or related function.

consolidation psychological operations. Psychological operations conducted in foreign areas inhabited by an enemy or potentially hostile populace and occupied by United States forces or in which US forces are based, to result ultimately in behaviors by the foreign populace that support US objectives in the area.

conventional forces. Those forces capable of conducting operations using nonnuclear weapons.

counterproliferation.\* Counterproliferation refers to actions taken to seize, destroy, render safe, capture, or recover weapons of mass destruction (WMD). Also called CP.

counterpropaganda.\* Products and actions designed to nullify propaganda or mitigate its effects.

counterterrorism. Offensive measures taken to prevent, deter, and respond to terrorism. Also called CT.

Country Team. The senior, in-country, United States coordinating and supervising body, headed by the Chief of the United States diplomatic mission, and composed of the senior member of each represented United States department or agency, as desired by the Chief of the US diplomatic mission.

covert operations. An operation that is so planned and executed as to conceal the identity of or permit plausible denial by the sponsor. A covert operation differs from clandestine operations in that emphasis is placed on concealment of identity of sponsor rather than on concealment of the operation.

deception. Those measures designed to mislead the enemy by manipulation, distortion, or falsification of evidence to induce him to react in a manner prejudicial to his interests.

denied area. An area under enemy or unfriendly control in which friendly forces cannot expect to operate successfully within existing operational constraints and force capabilities.

direct action. Short-duration strikes and other small-scale offensive actions by special operations forces to seize, destroy, capture, recover, or inflict damage on designated personnel or material. In the conduct of these operations, special operations forces may employ raid, ambush, or direct assault tactics; emplace mines and other munitions; conduct standoff attacks by fire from air,

ground, or maritime platforms; provide terminal guidance for precision-guided munitions; and conduct independent sabotage. Also called DA.

diversion. 1. The act of drawing the attention and forces of an enemy from the point of the principal operation; an attack, alarm, or feint that diverts attention. 2. A change made in a prescribed route for operational or tactical reasons. A diversion order will not constitute a change of destination. 3. A rerouting of cargo or passengers to a new transshipment point or destination or on a different mode of transportation prior to arrival at ultimate destination. 4. In naval mine warfare, a route or channel bypassing a dangerous area. A diversion may connect one channel to another or it may branch from a channel and rejoin it on the other side of the danger.

electronic warfare. Any military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. Also called EW. The three major subdivisions within electronic warfare are: electronic attack, electronic protection, and electronic warfare support.

a. electronic attack. That division of electronic warfare involving the use of electromagnetic, directed energy, or antiradiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability. Also called EA. EA includes: 1) actions taken to prevent or reduce an enemy's effective use of the electromagnetic spectrum, such as jamming and electromagnetic deception, and 2) employment of weapons that use either electromagnetic or directed energy as their primary destructive mechanism (lasers, radio frequency weapons, particle beams).

b. electronic protection. That division of electronic warfare involving actions taken to protect personnel, facilities, and equipment from any effects of friendly or enemy employment of electronic warfare that degrade, neutralize, or destroy friendly combat capability. Also called EP.

c. electronic warfare support. That division of electronic warfare involving actions tasked by, or under direct control of, an operational commander to search for, intercept, identify, and locate sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition. Thus, electronic warfare support provides information required for immediate decisions involving electronic warfare operations and other tactical actions such as threat avoidance, targeting, and homing. Also called ES. Electronic warfare support data can be used to produce signals intelligence, both communications intelligence, and electronics intelligence.

essential elements of friendly information. Key questions likely to be asked by adversary officials and intelligence systems about specific friendly intentions, capabilities, and activities, so they can obtain answers critical to their operational effectiveness. Also called EEFI.

essential elements of information. The critical items of information regarding the enemy and the environment needed by the commander by a particular time to relate with other available information and intelligence in order to assist in reaching a logical decision. Also called EEI.

evasion and escape. The procedures and operations whereby military personnel and other selected individuals are enabled to emerge from an enemy-held or hostile area to areas under friendly control. Also called E&E.

evasion and recovery. The full spectrum of coordinated actions carried out by evaders, recovery forces, and operational recovery planners to effect the successful return of personnel isolated in hostile territory to friendly control.

exfiltration. The removal of personnel or units from areas under enemy control.

foreign internal defense. Participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency. Also called FID.

Foreign-nation support.\* Civil resource identification, negotiation, and procurement from available resources within a foreign nation in support of the US military mission during wartime, preparation for war, or peacetime. Also called FNS.

host nation. A nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, to operate in, or to transit through its territory.

humanitarian assistance. Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided is designated to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance.

infiltration. 1. The movement through or into an area or territory occupied by either friendly or enemy troops or organizations. The movement is made, either by small groups or by individuals, at extended or irregular intervals. When used in connection with the enemy, it infers that contact is avoided. 2. In intelligence usage, placing an agent or other person in a target area in hostile territory. Usually involves crossing a frontier or other guarded line. Methods

of infiltration are: black (clandestine); gray (through legal crossing point but under false documentation); white (legal).

information operations.<sup>\*</sup> Actions taken to affect adversary information and information systems while defending one's own information and information systems. Also called IO.

Joint Chiefs of Staff.<sup>\*</sup> Staff within the Department of Defense that consists of the Chairman, who is the presiding officer thereof; the Chief of Staff, United States Army; the Chief of Naval Operations; the Chief of Staff, United States Air Force; and the Commandant, United States Marine Corps. Also called JCS.

joint civil-military operations task force (JCMOTF).<sup>\*</sup> A special purpose task force, composed of units from two or more Services, flexible in size and composition, organized to plan, coordinate and conduct civil-military operations in a theater of operations or joint operations area. The joint civil-military operations task force may have both conventional and special operations forces assigned or attached to support the conduct of specific missions. Also called JCMOTF

joint doctrine. Fundamental principles that guide the employment of forces of two or more Services in coordinated action toward a common objective. It will be promulgated by the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands, Services, and Joint Staff.

joint force commander. A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called JFC.

joint force special operations component commander. The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for making recommendations on the proper employment of special operations forces and assets, planning and coordinating special operations, or accomplishing such operational missions as may be assigned. The joint force special operations component commander is given the authority necessary to accomplish missions and tasks assigned by the establishing commander. The joint force special operations component commander will normally be the commander with the preponderance of special operations forces and the requisite command and control capabilities. Also called JFSOCC.

joint psychological operations task force.<sup>\*</sup> A joint task force composed of psychological operations (PSYOP) units from more than one Service, formed to carry out PSYOP in support of a joint forces commander's campaign or other



contingencies. The joint psychological operations task force assists the joint force commander in developing strategic, operational, and tactical psychological operations plans for a theater campaign or other operation. The joint psychological operations task force (JPOTF) may have units assigned or attached to support the joint task force commander. Also called JPOTF.

joint special operations task force. A joint task force composed of special operations units from more than one Service, formed to carry out a specific special operation or prosecute special operations in support of a theater campaign or other operations. The joint special operations task force may have conventional nonspecial operations units assigned or attached to support the conduct of specific missions. Also called JSOTF.

joint task force. A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. Also called JTF.

key communicator. An individual to whom the target audience turns most often for analysis or interpretation of information or events.

low intensity conflict. Political-military confrontation between contending states or groups below conventional war and above the routine, peaceful competition among states. It frequently involves protracted struggles of competing principles and ideologies. Low intensity conflict ranges from subversion to the use of armed force. It is waged by a combination of means employing political, economic, informational, and military instruments. Low intensity conflicts are often localized and generally in the Third World, but contain larger regional and global security implications. Also called LIC.

military civic action. The use of preponderantly indigenous military forces on projects useful to the local population at all levels in such fields as education, training, public works, agriculture, transportation, communications, health, sanitation, and others contributing to economic and social development, which would also serve to improve the standing of the military forces with the population. (US forces may at times advise or engage in military civic action in overseas areas.)

National Command Authorities. The President and the Secretary of Defense or their duly deputized alternates or successors. Also called NCA.

national objectives. The aims, derived from national goals and interests, toward which a national policy or strategy is directed and efforts and resources of the nation are applied.



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national policy. A broad course of action or statements of guidance adopted by the government at the national level in pursuit of national objectives.

national security. A collective term encompassing both national defense and foreign relations of the United States. Specifically, the condition provided by: a. a military or defense advantage over any foreign nation or group of nations, or b. a favorable foreign relations position, or c. a defense posture capable of successfully resisting hostile or destructive action from within or without, overt or covert.

national strategy. The art and science of developing and using the political, economic, and psychological powers of a nation, together with its armed forces, during peace and war, to secure national objectives.

operational control. Transferable command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority). Operational control may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. See also combatant command (command authority); operational control; tactical control.

operational psychological operations. Conducted prior to, during war or conflict, and at the conclusion of open hostilities in a defined geographic area to promote the effectiveness of the area commander's campaigns and strategies.

overt peacetime psychological operations program. Those programs developed by combatant commands, in coordination with the chiefs of US diplomatic missions, that plan, support, and provide for the conduct, during military operations other than war, of psychological operations in support of US regional objectives, policies, interests, and theater military missions. Also

called OP3. See also consolidation psychological operations; psychological operations.

product.\* Any visual, audio, or audiovisual item generated and disseminated in support of a PSYOP program.

product development center.\* That organization within the operations element of a PSYOP battalion or company in which programs of products or actions are developed. Also called PDC.

propaganda. Any form of communication in support of national objectives designed to influence the opinions, emotions, attitudes, or behavior of any group in order to benefit the sponsor either directly or indirectly.

psychological operations. Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign government, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. See also consolidation psychological operations, overt peacetime psychological operations program.

psychological warfare. The planned use of propaganda and other psychological actions having the primary purpose of influencing the opinions, emotions, attitudes, and behavior of hostile foreign groups in such a way as to support the achievement of national objectives. Also called PSYWAR.

psychological operations objective.\* A statement of a measurable response that reflects the desired attitude or behavior change of a selected foreign target audience as a result of psychological operations.

psychological operations program.\* A sequential, coordinated presentation of a series of actions to achieve a specific PSYOP objective.

special activities. Activities conducted in support of national foreign policy objectives abroad, which are planned and executed so that the role of the United States Government is not apparent or acknowledged publicly. They are also functions in support of such activities, but are not intended to influence United States political processes, public opinion, policies, or media and do not include diplomatic activities or the collection and production of intelligence or related support functions.

special operations. Operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or psychological objectives by unconventional military means in

hostile, denied, or politically sensitive areas. These operations are conducted during peacetime competition, conflict, and war, independently or in coordination with conventional, nonspecial operations forces. Political-military considerations frequently shape special operations, requiring clandestine, covert, or low visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. Also called SO.

special operations command. A subordinate unified or other joint command established by a joint force commander to plan, coordinate, conduct, and support joint special operations within the joint force commander's assigned area of operations. Also called SOC.

status-of-forces agreement. An agreement which defines the legal position of a visiting military force deployed in the territory of a friendly state. Agreements delineating the status of visiting military forces may be bilateral or multilateral. Provisions pertaining to the status of visiting forces may be set forth in a separate agreement, or they may form a part of a more comprehensive agreement. These provisions describe how the authorities of a visiting force may control members of that force and the amenability of the force or its members to the local law or to the authority of local officials. To the extent that agreements delineate matters affecting the relations between a military force and civilian authorities and population, they may be considered as civil affairs agreements. Also called SOFA.

strategic psychological activities. Planned psychological activities in peace and war, which normally pursue objectives to gain the support and cooperation of friendly and neutral countries and to reduce the will and the capacity of hostile or potentially hostile countries to wage war.

subversion. Activity designed to undermine the military, economic, psychological, or political strength, or morale of a regime. See also unconventional warfare.

symbol.\* A visual or aural means used to convey a theme.

tactical control. Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command. Also

called TACON. See also combatant command (command authority); operational control.

tactical psychological operations. Conducted in the area assigned a tactical commander during conflict and war to support the tactical mission against opposing forces.

target audience. An individual or group selected for influence or attack by means of psychological operations.

target audience analysis.\* The process by which potential target audiences are identified and analyzed for effectiveness, accessibility, and susceptibility.

theme.\* A theme is a subject, topic, or line of persuasion used to achieve a psychological objective.

terrorism. The calculated use of violence or threat of violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological. See also antiterrorism; combating terrorism; counterterrorism.

unconventional warfare. A broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted by indigenous or surrogate forces who are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes guerrilla warfare and other direct offensive, low visibility, covert, or clandestine operations, as well as the indirect activities of subversion, sabotage, intelligence activities, and evasion and escape. Also called UW.

weapons of mass destruction. In arms control usage, weapons that are capable of a high order of destruction and/or of being used in such a manner as to destroy large numbers of people. Can be nuclear, chemical, biological, and radiological weapons, but excludes the means of transporting or propelling the weapon where such means is a separable and divisible part of the weapon.

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