

CIVILIAN AND MILITARY ORGANIZATIONS. PSYOP organizations are organized and trained to conduct and support psychological activities at all levels.

■ **NATIONAL LEVEL.** Both military and civilian PSYOP organizations may exist at national level. These organizations should be coordinated by a single agency. They are responsible for - -

■ Planning a coordinated national PSYOP program.

■ Organizing, training, and allocating host country PSYOP units and resources.

■ Conducting strategic PSYOP.

■ Developing criteria of program effectiveness.

■ Monitoring the PSYOP program.

■ Producing, analyzing, and disseminating PSYOP intelligence and target analysis of specific target groups.

■ **SUBNATIONAL AND LOCAL LEVEL.** The subnational area coordination center (ACC) translates national PSYOP programs and directives into implementing guidance for local ACCs, military commanders, and civilian agencies. The local ACC provides direction to paramilitary forces, military forces, civilian agencies, and PSYOP teams. Since paramilitary organizations normally do not have their own PSYOP teams, PSYOP support is provided by civilian or armed forces organizations.

■ **MILITARY UNITS.** PSYOP military units plan and conduct PSYOP in consonance with national programs and directives. Military PSYOP and civilian information services planning must be closely coordinated and supervised at all levels to insure effectiveness and credibility. Operations range from strategic and tactical PSYOP to support of consolidation operations. PSYOP units are tailored to meet mission requirements. Their operations involve all means and media of communications including face-to-face communications (the most effective of all means), television, radio, loudspeaker, printing, audiovisual, and photographic equipment.

SCOPE. At the national level, PSYOP exploit the broad aspects of internal defense and internal development programs. They are general in scope and deal primarily with national policy and programs. Tactical and consolidation PSYOP are responsive to local intelligence and address more specific target audiences. In nations with large minority groups, PSYOP should employ languages, dialects, and symbols that can be readily understood by these groups.

COMMAND RESPONSIBILITY. Military forces are a major factor in the formation of attitudes and behavior toward the government. For this reason, commanders must constantly be aware of the psychological effect of operations as well as the effect of the behavior of their troops. Military operations have a psychological impact on the population, and the success of an operation may depend on the commander's awareness of the psychological and political implications of his