



INTERNATIONAL MILITARY STAFF
ETAT-MAJOR MILITAIRE INTERNATIONAL



19 March 2003

MC 402/1 (Military Decision)

SECRETARY GENERAL, NORTH ATLANTIC TREATY ORGANISATION

MILITARY DECISION ON MC 402/1 – NATO MILITARY POLICY ON PSYCHOLOGICAL OPERATIONS

1. On 13 March 2003 the Military Committee endorsed under silence procedure MC 402/1, NATO MILITARY POLICY ON PSYCHOLOGICAL OPERATIONS (PSYOPS), which is attached at Enclosure 1.
2. MC 402/1 Military Decision is forwarded for consideration and approval by the North Atlantic Council.
3. This document clears IMSWM-029-03, 27 Jan 03.

FOR THE MILITARY COMMITTEE

A handwritten signature in black ink, appearing to read 'P. Haddacks'.

SIR PAUL HADDACKS
Vice Admiral, UKNA
Director
International Military Staff

Enclosure

1. MC 402/1

Distribution SDL Z, SHAPE (ATTN: LTCOL COLINS), OPS (3)

Action Officer Lieutenant Colonel E. Witte (OPS/5674)

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MC 402/1

NATO MILITARY POLICY ON PSYCHOLOGICAL OPERATIONS

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General

1. The role of psychological operations (PSYOPS) is to influence the perceptions, attitudes and behaviour of target audiences, be it selected individuals or groups, with the goal of achieving political or military objectives whilst preventing the effective use of these activities against own forces. Simply stated, successful PSYOPS weakens the will of an adversary, reinforces the feelings and stimulates the co-operation of the loyal and sympathetic, and gains the support of the uncommitted.

Definition

2. Psychological Operations (PSYOPS). Planned psychological activities using methods of communications and other means directed to approved audiences in order to influence perceptions, attitudes and behaviour, affecting the achievement of political and military objectives.

Aim

3. The aim of this document is to prescribe the NATO military policy for PSYOPS.

Psychological Dimension

4. PSYOPS have been used throughout history to influence attitudes and behaviours of people, leaders and key communicators. The dense and ubiquitous nature of today's global information environment, coupled with NATO's involvement in non-Article 5 Crisis Response Operations, have dramatically increased the demand and importance of effective PSYOPS. In today's Information Age, NATO can expect to operate for an extended period of time in an area where sophisticated, indigenous media compete for influence over the perceptions of local audiences. The organisation, state, or entity more able to effectively influence the understanding of a crisis or conflict, especially managing the perceptions of particular target audiences, will likely be the most successful. PSYOPS are conducted to convey selected information and indicators to governments, organisations, groups and individuals, with the aim of influencing their emotions, attitudes, motives, perceptions, reasoning and ultimately their behaviour and decisions.

5. PSYOPS are an indispensable part of the broad range of modern political, military, economic and informational activities aimed at preventing conflict, bringing peace and stability and resolving issues within the operational areas. PSYOPS may multiply the effects of military capabilities by communicating messages directly through all available means, thus influencing the behaviour of their intended targets audiences. In order to preserve Alliance and PSYOPS long-term credibility, PSYOPS are based on true, factual and attributable information. The effectiveness of this communication depends on the audience's perception of the communicator's credibility and capability to carry out promises or actions.

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6. The employment of any element of power projection, particularly the military element, has always had a psychological dimension. Similarly, Alliance activities and actions convey a psychological impact to world audiences. The psychological dimension may include all activities that cause a psychological impact on the target audience's decision-making process, such as shows-of-force or limited strikes. If the primary goal of an activity is to influence the perceptions, attitudes or behaviour of the targeted audience, then it should be considered as a planned psychological activity. These planned activities must be integrated, co-ordinated, de-conflicted, and synchronised with all other aspects of operations, and in particular with Information Operations (INFO OPS), to achieve a synergistic effect in the psychological dimension.

7. When properly employed, PSYOPS can lower the morale and reduce the efficiency of an adversary by creating doubts, dissidence and disaffection within their ranks. It can also provoke or discourage adversary actions by influencing the adversary's decision-making process. PSYOPS also provides the means for the commander to understand and influence the audiences in his area of operations, which is fundamental to successfully accomplishing the mission. Consequently, the PSYOPS staff contributes to the commander's decision making process, advises on the psychological impact to be expected within authorised target audiences, and can recommend psychological activities, to be performed by non-PSYOPS units, in support of PSYOPS objectives.

Categories

8. NATO military authorities identify three categories of PSYOPS: strategic psychological operations (SPO), crisis response psychological operations (CRPO), and combat psychological operations (CPO).

9. Strategic Psychological Operations (SPO).

a. Definition: Planned psychological operations that pursue objectives to gain the support and co-operation of supportive and neutral audiences and to reduce the will and the capacity of hostile or potentially hostile audiences to commit aggressive action, and contribute to crisis management and deterrence in support of diplomatic actions.

b. Description: SPO are high level (i.e. national government level) PSYOPS directed toward supportive, hostile, potentially hostile or neutral audiences. Normally the objectives of SPO are long-term and political in nature. They aim to undermine the adversary's, or a potential adversary's, readiness for conflict, will to fight and to reduce his war-making capability, whilst gaining the support and co-operation of neutral and friendly audiences. Conduct of SPO is a national responsibility. The North Atlantic Council (NAC) can provide a forum to co-ordinate SPO among the nations and with NATO military activities.

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10. Crisis Response Psychological Operations (CRPO).
- a. Definition: Planned psychological operations conducted as an integral part of Crisis Response Operations, designed to create a supportive atmosphere and a willingness to co-operate among the parties in conflict and civilian population in the Joint Operations Area (JOA), in order to assist in the achievement of mission objectives and protect the force.
 - b. Description: CRPO are conducted at the operational and tactical level and are the responsibility of the respective NATO commander. They are an integral part of military operations, being in consonance with Alliance strategic objectives. CRPO are conducted in the JOA and directed at the approved target audiences with the aim of creating a supportive environment for NATO forces and encourage co-operation by these target audiences. The objectives are to assist in the achievement of the mission and protect the force.
11. Combat Psychological Operations (CPO).
- a. Definition: Planned psychological operations conducted against approved target audiences in support of the commander as an integral part of combat operations and designed to defeat the enemy by reducing or eliminating the will to continue aggression in the Joint Operations Area (JOA), as well as to support the operational freedom of the commander.
 - b. Description: CPO are conducted at the operational and tactical level. They are the responsibility of the respective NATO commander and are planned and executed in consonance with Alliance strategic objectives. They must be fully co-ordinated with all other aspects of an operation. CPO are directed at enemy military forces and civilians in the JOA with the aim of reducing the adversary's combat power by eliminating the enemy's will to continue aggression and support the to operational freedom of the commander.

Objective

12. The objective of PSYOPS is to induce or reinforce perceptions, attitudes, behaviour and decisions favourable to the originator's objectives. In order to accomplish this objective, PSYOPS must have a clearly identified mission, the ability to analyse and evaluate targets and their effects, reliable methods of communicating with the target audience, a rapid implementation capability, and must consider the use of emerging media technologies. Robust, rapid and reliable voice and data communications are essential to enable PSYOPS to execute the mission and make timely adjustments based on situational changes.

Authority

13. The Military Committee (MC) is the authority for NATO military PSYOPS policy. The MC exercises its responsibility through the International Military Staff, Operations Division.

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To assist in this responsibility, the MC has authorised the formation of a NATO PSYOPS military working group, with Terms of Reference at Annex D, to provide advice on NATO PSYOPS policy and doctrine matters. Reference documents containing policies, doctrine, and planning guidance concerning PSYOPS are listed at Annex C.

Responsibilities

14. The specific responsibilities of the NATO Military Committee (MC) are:
 - a. To approve and maintain an effective PSYOPS policy, and ensure that PSYOPS aspects are included, where appropriate, in other MC policy documents.
 - b. To provide guidance for the conduct of PSYOPS to include operations, exercises and training.
 - c. To develop and promulgate NATO PSYOPS doctrine through the Joint Service Board (JSB).
 - d. To encourage co-operation and co-ordination of all military PSYOPS matters within NATO.
 - e. As appropriate, to seek NAC guidance and approval for PSYOPS objectives and target audiences.
 - f. As appropriate, to provide military advice to the NAC regarding SPO support from nations.

15. The specific responsibilities of the strategic commanders (SC) are:
 - a. To ensure subordinate commands have the doctrine, Standing Operating Procedures (SOP) and plans required to implement PSYOPS in accordance with the emerging NATO Crisis Response System (NCRS).
 - b. To develop, co-ordinate and update PSYOPS concepts, plans and procedures.
 - c. To include PSYOPS in operational plans.
 - d. To forward to NATO political authorities requests for SPO in support of military operations.
 - e. To authorise, co-ordinate, and supervise the conduct of CRPO and CPO.
 - f. To initiate requests for scientific research and development for the improvement of PSYOPS techniques and means.

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- g. To develop training standards and include in a realistic manner PSYOPS in NATO training and exercises.
 - h. To establish and maintain, PSYOPS personnel within their own headquarters and subordinate commands.
 - i. To integrate PSYOPS into all aspects of the operation.
 - j. To review and develop PSYOPS related NCRS measures and/or options for MC approval.¹
 - k. To develop PSYOPS force proposals, force standards and goals.
16. The specific responsibilities of the nations are:
- a. To consider PSYOPS during the national planning process and implement PSYOPS into directives and planning documents.
 - b. To develop national plans and programmes to support NATO PSYOPS policy and doctrine.
 - c. To ensure that, within their capabilities and overall priorities, intelligence is provided in support of NATO PSYOPS.
 - d. To ensure that, within their capabilities and overall priorities, research and analysis is provided in support of NATO PSYOPS.
 - e. To ensure interoperability is taken into consideration during development and procurement of PSYOPS capabilities.
 - f. To provide resources and trained personnel to support NATO PSYOPS in operations and exercises.

Force Multiplier and Enabler

17. The application of PSYOPS can have a significant impact in the long and short terms to influence behaviour and also acts as a force multiplier and enabler, enhancing NATO military capabilities. The principles of developing a PSYOPS strategy apply across the spectrum of conflict. Although the complexity of the methodology varies with the target audiences, basic considerations for development of all PSYOPS actions are the same. When engaged in combat operations, NATO forces will want to face an enemy that is both unsure about its cause and capabilities whilst convinced of their inevitable defeat. In Crisis Response Operations, commanders will want to influence the degree of co-operation and compliance of the approved target audiences. Furthermore, as part of NATO military operations, PSYOPS can support deception plans.

¹ NCRS is still awaiting final NAC approval.

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Limitations

18. NATO commanders can conduct CRPO and CPO but will not target the international press, NATO/coalition nations, allied/coalition forces, or civilian audiences outside the JOA. Nevertheless, the possible impact of PSYOPS on these unintended audiences must be taken into account. Due to the nature of global communications, the effects of PSYOPS and adversary psychological activities cannot be bounded, and these activities will have some degree of impact both outside the JOA and at the strategic level.

19. PSYOPS units are not precluded from supporting and providing technical assistance (e.g. printing support, radio broadcast equipment) to non-PSYOPS activities such as Troop Information or Public Information, which have a responsibility to address audiences (own military forces and international press) excluded from the PSYOPS area of responsibility.

Co-ordination and Co-operation

20. PSYOPS supports INFO OPS in targeting the decision-making of the adversary either directly and/or indirectly through addressing the adversary's public or military forces.

21. Because of its potential complexity and inherent risks, PSYOPS should be planned, conducted, and represented on staffs by a special staff (element), having a sound knowledge of PSYOPS. Additionally, because PSYOPS is the commander's voice to the approved target audiences in the JOA, PSYOPS issues need to be reflected in the decision cycle. Consequently, to be effective, PSYOPS requires periodic and direct access to the commander.

22. PSYOPS doctrine, operational requirements, standards and procedures will be co-ordinated as follows:

a. Doctrine will be developed on a NATO-wide basis in order to provide nations with guidelines to conduct PSYOPS.

b. Operational requirements documents and mission need statements will incorporate PSYOPS where appropriate.

c. Interoperability standards and procedures should be developed and implemented to achieve a capability that will meet joint and combined needs and enable the integration of national capabilities.

23. Unity of effort is essential to achieve consistency of word and action in all operations. All national and NATO psychological activities in a theatre must have central direction and be closely co-ordinated. A close relationship and good co-ordination must exist between PSYOPS and all other military capabilities involved.

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24. For the conduct of a CRPO, the relationship between PSYOPS, Civil Military Co-operation (CIMIC), INFO OPS, and Public Information (PI) becomes crucial because of a much greater degree of overlap between audiences and information. Especially in a peace support operation, military procedures for co-ordinating all aspects of information activities must be established.

All Source Intelligence Support

25. The use of PSYOPS forces and assets is predicated on political, military, economic, cultural, and psychological or social conditions. PSYOPS planners must possess a thorough and current knowledge of these conditions to develop PSYOPS targeted at selected groups to influence their objective and emotional reasoning. This knowledge is aided in part through the use of intelligence. Fused intelligence, including Open Source Intelligence (OSINT), and security intelligence, are essential elements for PSYOPS. PSYOPS planners should ensure specific Requests for Information (RFIs) are communicated to the intelligence community so that they can be tasked, monitored, and satisfied in a timely manner. As well as the routine RFIs, thought should be given at including a PSYOPS request as a Priority Intelligence Requirement (PIR) if deemed appropriate. The PSYOPS plan must include appropriate Measures of Effectiveness (MOE) for each activity or phase, and the J2 should be specifically tasked to identify signs that these have or have not been met, in order to guide subsequent PSYOPS activities.

Counter PSYOPS

26. Counter PSYOPS are defined as actions designed to detect and mitigate adverse psychological activities. Counter PSYOPS uses NATO PSYOPS, intelligence, and PI assets to analyse an adversary's psychological activities, its source content, intended audience, media selection and effectiveness. Themes stressed in the adversary's psychological activities are identified and then possibly countered. Whilst NATO PSYOPS forces and assets may be used in the analysis of an adversary's psychological activities, they will only have the responsibility for addressing approved target audiences. Still, NATO PSYOPS units are not precluded from supporting and providing technical assistance to non-PSYOPS activities such as Troop Information or PI, which have a responsibility to address other audiences.

ANNEX A

GLOSSARY OF PSYCHOLOGICAL OPERATIONS TERMS AND DEFINITIONS

The following terms and definitions may be found in the noted source.

ALL-SOURCE INTELLIGENCE: Intelligence produced using all available sources and agencies.

CIVIL MILITARY CO-OPERATION (CIMIC): The co-ordination and co-operation, in support of the mission, between the NATO commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies. (MC 411)

COMBAT PSYCHOLOGICAL OPERATIONS (CPO): Planned psychological operations conducted against approved target audiences in support of the commander as an integral part of combat operations and designed to defeat the enemy by reducing or eliminating the will to continue aggression in the Joint Operations Area, as well as support the operational freedom of the commander.

COMMAND AND CONTROL WARFARE (C2W): The integrated use of all military capabilities including operations security (OPSEC), deception, psychological operations (PSYOPS), electronic warfare (IEW) and physical destruction, supported by all source intelligence and communication and information systems (CIS), to deny information to, influence, degrade or destroy an adversary's C2 capabilities while protecting friendly C2 capabilities against similar actions. Also called C2W. (MC 348)

COUNTER PSYOPS: Actions designed to detect and mitigate adverse psychological activities.

CRISIS RESPONSE PSYCHOLOGICAL OPERATIONS (CRPO): Planned psychological operations conducted as an integral part of Crisis Response Operations, designed to create a supportive atmosphere and a willingness to co-operate among the parties in conflict and civilian population in the Joint Operations Area, in order to assist in the achievement of mission objectives and protect the force

EFFECTIVENESS (of target audience): The ability of a target audience to affect the desired reaction or behaviour in themselves or others in response to a psychological activity or PSYOPS message.

INFORMATION OPERATIONS: In military aspects, INFO OPS are co-ordinated actions to influence decision-making of adversaries in support of the Alliance overall objectives by affecting their information, information based processes and systems while exploiting and protecting one's own. (MC 422)

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MEASURE OF EFFECTIVENESS (MOE): Measurements or indicators regarding how a PSYOPS objective is accomplished. These measurements or indicators are normally expressed as an increase or decrease in a specified activity of a target audience. MOEs help in describing and portraying the effectiveness of PSYOPS efforts.

OPEN SOURCE INTELLIGENCE: Intelligence derived from publicly available information, as well as other unclassified information that has limited public distribution or access. (AAP-6)

PRIORITY INTELLIGENCE REQUIREMENT (PIR): Those intelligence requirements for which a commander has an anticipated and stated priority in his task of planning and decision-making. (AAP-6)

PSYCHOLOGICAL ACTIVITIES: Any activity planned to have a psychological effect. Psychological Activities can range from military, economic, to political actions. Psychological Operations are a sub-set of the broader array of Psychological Activities that occur throughout the political/military spectrum.

PSYCHOLOGICAL MEDIA: The media, technical or non-technical, which establish any kind of communication with a target audience. (AAP-6)

PSYCHOLOGICAL OPERATIONS (PSYOPS): Planned psychological activities using methods of communications and other means directed to approved audiences in order to influence perceptions, attitudes and behaviour, affecting the achievement of political and military objectives.

PSYCHOLOGICAL OPERATIONS APPROACH: The technique adopted to induce a desired reaction on the part of the target audience. (AAP-6)

PSYCHOLOGICAL OPERATIONS SITUATION: That part of the overall operation situation in which PSYOPS, taken at command and unit level as well as the commitment of PSYOPS units, are planned and executed. (AAP-6)

PSYCHOLOGICAL SITUATION: The current emotional state, mental disposition or other behavioural motivation of a target audience, basically founded on its national political, social, economic, and psychological peculiarities but also subject to the influence of circumstances and events. (AAP-6)

PSYCHOLOGICAL THEME: An idea or topic on which a psychological operation is based. (AAP-6)

PUBLIC INFORMATION (PI): Information which is released or published for the primary purpose of keeping the public fully informed, thereby gaining their understanding and support. (MC 457) (AAP-6)

RECEPTIVITY: The vulnerability of a target audience to particular psychological operations media. (AAP-6)

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REQUEST FOR INFORMATION (RFI): Those items of information which need to be collected and processed in order to meet the intelligence requirements of a commander. (AAP-6)

SECURITY INTELLIGENCE: Intelligence on the identity, capabilities and intentions of hostile organisations or individuals who are or may be engaged in espionage, sabotage, subversion or terrorism. (AAP-6)

SOURCE ANALYSIS: Identifies the individual, organisation or government that sponsors and disseminates a particular PSYOPS product. The classification of a PSYOPS source is not a reflection on the veracity of the product.

- a. White. A PSYOPS product acknowledged by the actual sponsor.
- b. Grey. An unacknowledged PSYOPS product. Not readily apparent which organisation produced the product.
- c. Black. Originates from a source other than the one identified with the product.

STRATEGIC PSYCHOLOGICAL OPERATIONS (SPO): Planned psychological operations that pursue objectives to gain the support and co-operation of supportive and neutral audiences and to reduce the will and the capacity of hostile or potentially hostile audiences to commit aggressive action and contribute to crisis management and deterrence in support of diplomatic actions.

SUSCEPTIBILITY: The vulnerability of a target audience to particular forms of psychological operations approach. (AAP-6)

TARGET AUDIENCE: An individual or group selected for influence or attack by means of psychological operations. (AAP-6)

TROOP INFORMATION: Information disseminated for the primary purpose of keeping own forces informed.

ANNEX B

**LIST OF ACRONYMS USED IN PSYCHOLOGICAL OPERATIONS
AND/OR THIS DOCUMENT**

| | | |
|-----------------|---|---|
| AJOD WG | - | Allied Joint Operations Doctrine Working Group |
| BPSE | - | Brigade PSYOPS Support Element |
| C2 | - | Command and Control |
| C2W | - | Command and Control Warfare |
| CIMIC | - | Civil Military Co-operation |
| CJPOCC | - | Combined Joint Psychological Operations Component Command |
| CJPOTF | - | Combined Joint Psychological Operations Task Force |
| COP | - | Contingency Plan |
| CPO | - | Combat Psychological Operations |
| CPSE | - | Corps PSYOPS Support Element |
| CRPO | - | Crisis Response Psychological Operations |
| DPSE | - | Division PSYOPS Support Element |
| EW | - | Electronic Warfare |
| INFO OPS | - | Information Operations |
| JOA | - | Joint Operations Area |
| MC | - | Military Committee |
| MOE | - | Measure of Effectiveness |
| NAC | - | North Atlantic Council |
| NCRS | - | NATO Crisis Response System |
| NSA | - | NATO Standardisation Agency |
| OPLAN | - | Operation Plan |
| PDC | - | Product Development Centre |
| PI | - | Public Information |
| PIR | - | Priority Intelligence Requirement |
| PSE | - | PSYOPS Support Element |
| PSYOPS | - | Psychological Operations |
| PSYREP | - | Psychological Operations Report |
| RFI | - | Request for Information |
| SC | - | Strategic Commander |
| SOP | - | Standing Operating Procedures |
| SPO | - | Strategic Psychological Operations |
| TA | - | Tasking Authority |
| TAA | - | Target Audience Analysis |
| TES | - | Testing and Evaluation Section |
| TPT | - | Tactical PSYOPS Team |
| WG | - | Working Group |

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ANNEX C

LIST OF REFERENCES AND RELATED DOCUMENTS

MC Documents

- A. MC 327 - NATO Military Policy for Non-Article 5 Crisis Response Operations
- B. MC 348 - NATO Command and Control Warfare Policy
- C. MC 389 - NATO's Combined Joint Task Force Capability
- D. MC 411 - NATO Military Policy on Civil Military Co-operation
- E. MC 422 - NATO Military Information Operations Policy
- F. MC 457 - NATO Military Policy on Public Information

Allied Publications and STANAGs

- G. AAP-6 - NATO Glossary of Terms and Definitions - STANAG 3680
- H. AJP-01 - Allied Joint Doctrine - STANAG 2437
- I. AJP-3 - Allied Joint Operations
- J. AJP 3.4 - Non-Article 5 Crisis Response Operations (Draft)
- K. AJP 3.4-1 - Peace Support Operations
- L. AJP 3.7 - NATO Psychological Operations Doctrine – STANAG 2508
- M. AJP 3.10 - Information Operations (Draft)
- N. ATP-35 (B) - Land Force Tactical Doctrine - STANAG 2868
- O. AAP-15 - NATO Glossary of Abbreviations

BI-SC Documents

- P. Guidelines for Operational Planning (GOP), Vol II (Draft), Staff Planning Guidance, Annex L - Psychological Operations
- Q. BI-SC Functional Planning Guide for PSYOPS, 25 Oct 2002, IMSM 667-02
- R. BI SC 80 -1 - Psychological Operations, June 1997

ANNEX D

**TERMS OF REFERENCE FOR THE NATO PSYCHOLOGICAL
OPERATIONS WORKING GROUP (NATO PSYOPS WG)**

INTRODUCTION

1. In an evolving security environment, the area of Psychological Operations (PSYOPS) requires ongoing re-examination. Policies, directives, doctrine and guidance require co-ordination within the Alliance.

AIM

2. The aim of the NATO PSYOPS WG is to ensure the Alliance maintains an effective PSYOPS capability by:

- a. Developing and examining all Alliance Psychological Operations issues.
- b. Reviewing and confirming NATO PSYOPS policy.
- c. Developing NATO PSYOPS doctrine (reporting through AJOD WG).
- d. Applying lessons learned from operations to policy and doctrine documents.

MEETINGS, RECORDS and COMPOSITION

3. The WG Chairman is to be the Deputy Assistant Chief of Staff for Operations, SHAPE. Typically, the Deputy Assistant Chief of Staff for Operations, SHAPE, will delegate his role as WG Chairman to the Chief, PSYOPS, SHAPE. In addition to providing the WG Chairman, the SHAPE PSYOPS office is responsible for providing a secretary for each meeting. The WG will have scheduled meetings twice annually. One meeting will normally coincide with the annual BI-SC PSYOPS Conference. Other meetings may be scheduled, as the WG deems necessary, to carry out its responsibilities. The Chairman will ensure that a summary record of each meeting, including decisions taken and actions pending, is prepared and distributed to all members and participants. Members and representatives are responsible for informing their respective chains of command.

4. The SHAPE PSYOPS office will issue a proposed agenda for each meeting. WG members may propose items for discussion as additions to this agenda. Following the meeting, the WG Secretary will prepare the summary record and action list for approval by the Chairman and distribution by the SHAPE PSYOPS Office.

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5. The NATO PSYOPS WG membership consists of one representative from each of the NATO signatory nations, the two Strategic Commands (SC) and other NATO organisations as appropriate. The national member is normally the senior national PSYOPS military official. The SC representative is the senior PSYOPS officer in that command.

6. Members representing the SCs and representatives from other NATO bodies do not have a vote in proceedings nor the power of reservation. They do have an acknowledged right to express views in proceedings and have such views recorded if they so desire. National representatives are the voting members of the WG. WG members should come to meetings fully briefed and prepared to present national or SC views. They are expected to participate in discussions on proposals with a view to reaching agreement. Final acceptance of major proposals will be obtained from the nations through the normal staffing process.

TASKS

7. The mission of the group is to:
- a. Examine all aspects of Alliance psychological operations.
 - b. Adopt and review terms of reference for the working group.
 - c. Co-ordinate NATO PSYOPS policy and doctrine in accordance with other NATO policies and doctrines.
 - d. Review and make recommendations for updating and revising all NATO and SC PSYOPS policies, directives, doctrine, procedures and Guidelines for Operational Planning.
 - e. Ensure that nations and commands are kept informed of all developments and that their concerns are adequately addressed in the deliberations of the WG.
 - f. Discuss requirements and make proposals for force standards and capabilities.
 - g. Develop, co-ordinate, promote and provide NATO PSYOPS training guidance in co-operation with the nations.
 - h. Initiate requests for scientific research and development for the improvement of PSYOPS techniques and media.
 - i. Provide a forum for the discussion and fulfilment of PSYOPS requirements for both operations and exercises.