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Military Information Support Operations



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EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- **Provides an Overview of Military Information Support Operations**
 - **Addresses Roles, Responsibilities, and Relationships**
 - **Discusses Military Information Support Operations Command and Control**
 - **Explains Military Information Support Operations Planning**
 - **Presents the Joint Military Information Support Operations Process**
 - **Discusses Military Information Support Operations Employment**
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Overview

The informational, cultural, social, moral, political, and physical aspects of the operational environment are as critical to operational success as the traditional orientation on adversary military capabilities has been in the past.

Today's global information environment is complex, rapidly changing, and requires integrated and synchronized application of the instruments of national power to ensure responsiveness to national goals and objectives. In the current operational environment, effective influence is gained by unity of effort in what we say and do, and how well we understand the conditions, target audiences (TAs), and operational environment. Within the military and informational instruments of national power, the Department of Defense (DOD) is a key component of a broader United States Government (USG) communications strategy. To be effective, all DOD communications efforts must inherently support the credibility, veracity, and legitimacy of USG activities.

The Department of Defense communications strategy and the separate and unique capabilities of military information support operations (MISO), public affairs (to include visual information), and defense support to public diplomacy address a

Military information support operations (MISO) play an important role in DOD communications efforts through the planned use of directed programs specifically designed to support USG and DOD activities and policies. MISO are planned operations 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 in a manner favorable to the originator's objectives. Military information support (MIS) professionals follow a deliberate process that aligns

variety of communication roles and specific audiences as permitted by operational parameters and policy.

commander's objectives with an analysis of the environment; select relevant TAs; develop focused, culturally, and environmentally attuned messages and actions; employ sophisticated media delivery means; and produce observable, measurable behavioral responses.

Legal Framework and Authorities

The employment of MIS units is governed by explicit legal authorities that direct and determine how their capability is utilized. This legal foundation establishes MISO as a communications means and allows their integration with those strategies that apply the instruments of national power. Leaders and planners interpret relevant laws and policies to conduct MISO in any situation or environment, internationally and domestically.

Levels of War

Joint MISO support policy and commanders' objectives from strategic to tactical levels. Although military leadership and local key communicators are examples of TA engaged at the operational and tactical levels that are capable of affecting the accomplishment of a strategic objective.

The Purpose of MISO

MISO are used to establish and reinforce foreign perceptions of US military, political, and economic power and resolve. In conflict, MISO as a force multiplier can degrade the enemy's relative combat power, reduce civilian interference, minimize collateral damage, and maximize the local populace's support for operations.

Key Considerations for Effective MISO

Key considerations for effective MISO include: early planning and sustained employment; integration of MISO with the communication strategies of the USG and multinational partners; the use of indigenous assets; command emphasis and resourcing; a responsive MISO approval process; and a quantifiable and timely assessment criteria.

Roles, Responsibilities, and Relationships

Guidance for Combatant Commanders

The *Unified Command Plan* (UCP) and *Joint Strategic Capabilities Plan* (JSCP) provide direction and guidance to combatant commanders (CCDRs) concerning joint operation planning and their respective responsibilities.

Roles and Responsibilities

The **Secretary of Defense (SecDef)** provides strategic MISO advice to USG departments and agencies and

multinational partners and approves all MISO programs submitted as part of a CCDR's operation plan (OPLAN).

The **Under Secretary of Defense for Policy** approves all MISO programs not submitted as part of a CCDR's OPLAN.

Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict and Interdependent Capabilities develops, coordinates, and oversees the implementation of DOD policy for MISO activities and reviews, evaluates, coordinates, and oversees MISO plans, programs, and resources to ensure adherence to approved policy and planning guidance.

General Counsel, DOD, conducts legal reviews of all proposed MISO plans and programs for consistency with US public law, regulations, and internationally recognized legal standards as applicable.

CCDRs (to include Commander, United States Special Operations Command [CDRUSSOCOM], when designated the supported commander for MISO) plan, support, and conduct MISO in support of theater military missions and US national and regional objectives and integrate MISO into the preparation and review of joint OPLANs to ensure appropriate collaboration and deconfliction of information operations (IO), public affairs (PA), and civil-military operations.

CDRUSSOCOM is the designated joint proponent for MISO, which includes leading the collaborative development, coordination, and integration of the MISO capability across DOD. CDRUSSOCOM has the following responsibilities in addition to those detailed in the JSCP: prepares and provides assigned MIS forces to the other CCDRs and USG lead agencies, when directed by SecDef; coordinates and synchronizes transregional MISO when directed by SecDef or Chairman of the Joint Chiefs of Staff (CJCS); and coordinates with the Service Chiefs for planning and providing sustainment of MIS forces assigned to the other CCDRs for conduct of MISO.

The **Joint Staff** supports transregional MISO programs and activities as well as the programs and plans of geographic combatant commanders (GCCs) with integration and

coordination of applicable strategic IO capabilities assigned to the Joint Staff under the UCP.

Military Departments and Services provide capabilities organic to Service forces to execute MISO actions and develop such dedicated MIS forces and equipment as directed by SecDef and CJCS.

Relationships

DOD information activities include IO, MISO, PA (to include visual information), and defense support to public diplomacy (DSPD).

MISO and Strategic Communication

Strategic communication (SC) integrates various instruments of national power with other activities across the USG to synchronize crucial themes, messages, images, and actions. MISO are a key capability that supports SC by influencing foreign audiences in support of US objectives.

MISO and Information Operations

MISO play a central role in the achievement of the joint force commander's (JFC's) information objectives through their ability to induce or reinforce adversary attitudes and behavior favorable to these objectives. In order to ensure all aspects of IO are properly integrated and synchronized into the combatant command planning process, an IO cell chief is chosen. This cell chief convenes meetings of the IO cell periodically in order to facilitate the integration of information-related capabilities. Within the IO cell, the MISO representative integrates, coordinates, deconflicts, and synchronizes the use of MISO with other IO capabilities.

MISO and Computer Network Operations

Computer network operations support MIS forces with dissemination assets (including interactive Internet activities) and the capabilities to deny or degrade an adversary's ability to access, report, process, or disseminate information.

MISO and Military Deception

MISO create and reinforce actions that are executed to deliberately mislead adversary military decision makers about US military capabilities, intentions, and operations. Military deception operations that integrate MIS unit's targeting input provide the JFC with the ability to influence the adversary to take specific actions (or inactions), giving the joint force an advantage.

MISO and Operations Security

It is essential that MISO plans and messages are protected prior to execution through the proper use of information

security, information assurance, physical security, and operations security.

MISO and Electronic Warfare

Electronic warfare (EW) platforms provide a means of disseminating MISO messages and shaping the information environment through the electronic dissemination of MISO products. EW validates the assessment of MISO effectiveness by providing information on threat responses to broadcasts.

MISO and Public Affairs

PA and MISO activities are separate and distinct, but they must support and reinforce each other, which requires coordination, synchronization, and occasionally deconfliction. JFCs must ensure that appropriate coordination between MISO and PA activities are consistent with the DOD Principles of Information, policy or statutory limitation, and security.

Command and Control

US Special Operations Command, Services, and Combatant Commands

In accordance with SecDef and *Forces for Unified Commands Assignment Tables*, CDRUSSOCOM exercises combatant command (command authority) over all assigned Active Component MIS forces. Designated Reserve Component MIS forces and other MIS functions tasked to the Services remain under the control of the parent Service during training and mobilization. When directed by SecDef, the losing commander transfers MIS forces to the supported geographic or functional combatant commander. When these forces are transferred, the command relationship of the gaining and losing commanders over those forces must be specified. In most cases, the gaining unit commander will have operational control (OPCON). Commanders centralize operational MISO planning at the combatant command due to its importance to the commander's strategic concept. When a CCDR establishes a subordinate joint force they include MISO staff positions on the JFC's staff. The requested MIS force size and planned disposition may exceed the command and control capabilities of the joint force components. In these cases, the CCDR may identify the requirement to establish a joint military information support task force (JMISTF) or military information support task force (MISTF) as a component of the joint force. MIS forces may be organized as large as a JMISTF or as small as a MIS team that provides a planning capability. The JFC may delegate OPCON of all MIS

forces to the JMISTF commander or may exercise OPCON of specified MIS forces through the commander of the units or components to which they are assigned.

The Joint Military Information Support Task Force

The JMISTF is responsible for providing MISO support to joint or multinational operations at the tactical and operational levels. The JMISTF is also responsible for deconflicting all MISO that occur under the joint task force and other commands as designated by the establishing authority.

Organizing Military Information Support Forces

If the JFC determines that MISO planning and execution requires control by a component command with that mission as its sole purpose, then the JFC requests establishment of a JMISTF or MISTF. **Control should favor centralized planning and direction and decentralized execution.** Considerations for MISO may dictate that control be at high national levels.

Planning

Joint Operation Planning and Phasing

Guidance for Employment of the Force and the JSCP set priorities for activities undertaken in the near term—usually the period covered by budget execution (present through two years). These plans define how a GCC will conduct all DOD activities within their area of responsibility. Joint planning integrates US military actions with other instruments of national power and multinational partners to achieve specified end states. CCDRs translate national and theater strategy into strategic and operational concepts through the development of security cooperation strategies and implementation plans, and operation and campaign plans. MISO have significant impact on the JFC objectives as they involve the need to mobilize the civilian population, while simultaneously isolating the adversary, taking away its ability to muster popular support.

Phasing

Phasing helps JFCs and staffs to visualize and think through the entire operation or campaign and to define requirements in terms of forces, resources, time, space, and purpose.

Planning Considerations

To plan for the effective employment of MISO, JFCs and their staffs must possess a thorough knowledge of national security policy and objectives, as well as national and theater military objectives. They must ensure planning is

consistent with IO, PA, and DSPD planning as well as overall USG objectives. In addition, they must ensure all MISO are closely coordinated and synchronized to ensure that consistent themes and messages are communicated to TAs.

Requesting Forces

CCDRs clearly articulate MIS requirements in terms of the required capabilities. CCDRs submit requests for MIS forces to the Joint Staff. The Joint Staff is responsible for validating MIS force requests and will assign the appropriate joint force provider, depending on the activity, type of forces necessary, and availability.

Military Engagement, Security Cooperation, and Deterrence

Actions that can be applied to meet military engagement, security cooperation, and deterrence objectives and can be supported by joint MISO include foreign internal defense, security assistance, humanitarian and civic assistance, antiterrorism, DOD support to counterdrug operations, show of force operations, and arms control.

Crisis Response and Limited Contingencies

In military operations involving the use or threat of force, MISO offer SecDef options for engagement that potentially avoid the employment of additional combat forces, reduce the period of confrontation, and enhance the diplomatic, informational, military, and economic instruments.

Major Operations and Campaigns

CCDR activities executed during the shape phase assist in determining the character of future operations. MISO can be employed to gather information, undermine a potential opponent's will or capacity to wage war, and enhance the capabilities of multinational forces.

Interagency and Multinational Coordination

Coordination of DOD MISO with other USG departments and agencies facilitates the communication of the objectives of each organization and synchronization of effort. The **joint interagency coordination group** at the combatant command headquarters is an interagency staff group that establishes regular, timely, and collaborative working relationships between civilian and military operational planners. The Department of State's (DOS's) Bureau of International Information Programs engages audiences on issues of foreign policy, society, and values to help create an environment receptive to US national interests. In addition to DOS, MISO should be coordinated with other USG departments and agencies, including, but not limited to, the Central Intelligence Agency; International Broadcasting Bureau; Broadcasting Board of

Governors; Departments of Commerce, Homeland Security, Transportation, Energy, and Justice; Drug Enforcement Administration; and the US Coast Guard. When MISO are planned during multinational operations, planners must coordinate with multinational partners to ensure the attainment of US and multinational security objectives.

Support of Irregular Warfare

Irregular warfare (IW) is defined as a violent struggle among state and non-state actors for legitimacy and influence over the relevant populations. When MISO occur in IW, their role usually is much greater than during major operations and campaigns. MISO are key supporting operations to each contextual application of indirect approaches to executing IW. The ideological and political factors associated with IW create a fertile field for MISO.

Joint Military Information Support Operations Process

US MISO are developed and executed through a multiphase approach.

The joint MISO process is a standard framework by which MISO assets and critical enablers plan, execute, and evaluate MISO with proficiency and consistency throughout major campaigns, operations, and peacetime engagements. The joint MISO process consists of seven phases: planning; target audience analysis (TAA); series development; product development and design; approval; production, distribution, dissemination; and evaluation. Each of these phases is designed to apply to any type or level of operation. Collectively, the phases address important considerations and include the necessary activities for the proper integration of MISO with the CCDR's military strategy and mission.

Planning: Phase I

CCDRs are required to obtain approval prior to conducting MISO. A MISO program provides the required SecDef guidance for execution. MISO objectives, usually determined by the highest-level MIS authority involved in the operation (e.g., CCDR) provide the framework for developing the MISO plan. The goal of MISO planning is to integrate MISO into the commander's vision and concept of operations. Staff planners adjust the MISO plan as necessary to support the commander's objectives.

Target Audience Analysis: Phase II

During this phase of the joint MISO process, foreign groups or individuals are examined carefully and closely for their ability to be influenced. This provides insights on

***Series Development:
Phase III***

how best to persuade the TA to change its behavior to one that is more favorable to US interests.

The information learned as a result of TAA is used in the development of products and actions. MIS personnel design a series of products and actions, determine the appropriate mix of media, and develop an execution plan. Series are reviewed for their suitability, length or duration, potential to affect the intended audience, accuracy of persuasive arguments or techniques to influence behavior change, and the resources available to execute them.

***Product Development and
Design: Phase IV***

The work completed during the planning, analysis, and series development phases are vital for designing the prototypes of MISO products. Evaluating the TA's understanding and acceptance of the arguments conveyed in a MISO product is a key task. Pretesting products also helps establish a foundation for conducting post testing of entire series after dissemination occurs.

Approval: Phase V

A judicious and efficient approval process for MISO series and the management of the series development and approval process are fundamental in providing supporting MISO to emerging, ongoing, and future operations.

***Production, Distribution,
and Dissemination: Phase
VI***

MIS units from group to detachment level may deploy with organic production assets or utilize reachback to fixed assets at higher levels. Once production is complete, products are transferred to the disseminating unit or agency in accordance with a predetermined timeline. The most appropriate dissemination means are determined through TAA, and intelligence about the operational area. Radio and television broadcasts, the Internet, aerial leaflet drops, and loudspeaker transmissions are some of the means used throughout the world to disseminate MISO messages. Messages also are communicated through planned face-to-face contact with the local populace.

Evaluation: Phase VII

Assessing the effects of MISO product series on TAs relies on MISO impact indicators and analyses produced in earlier phases. MISO assessment criteria are focused on the achievement of supporting MISO objectives by TAs. The results of the evaluation are thus two-fold as they yield substantive information about the trends toward achieving the supporting MISO objectives and contribute data that are

relevant for the commander's overall measures of effectiveness (MOEs).

Employment

Support to Unified Action

MISO are integrated in joint and multinational military operations as well as actions conducted by other designated governmental agencies. To be effective, MISO must be fully integrated with the supported organization's planning and decision-making activities. MISO are a key capability in furthering US endeavors to deter aggression, and to maximize the commander's efforts to shape the operational environment, insert combat forces, neutralize the threat, and secure the region. When authorized, MIS forces may be used domestically under a designated lead federal agency's or other US civil authority's public information efforts during domestic emergencies.

MISO and the Range of Military Operations

Employing MISO in conjunction with other activities to further national security goals in specific locations may prevent escalation of hostilities, shorten the duration of hostilities, or hasten a return to normalcy.

Military Engagement, Security Cooperation, and Deterrence

As an information activity in military engagement, security cooperation, and deterrence, MISO are employed to shape environments and influence relevant audiences to discourage armed conflict. MISO can reduce the need for a lethal response to adversary actions.

Crisis Response and Limited Contingency Operations

During crisis response and limited contingency operations, MISO are executed to mitigate the effects of the crisis and stabilize the operational environment.

Major Operations and Campaigns

MISO are planned and integrated throughout all phases of operations or campaigns. During major operations, MISO are integrated with both conventional and special operations (SO) activities.

MISO and Special Operations Activities

SO are relevant across the range of military operations and the eleven core activities, including MISO should be integral parts of a theater strategy, OPLAN, or campaign plan. SO usually are most effective when integrated with operations conducted by conventional forces.

Direct Attack Support

MISO can be integrated in all **direct attack** activities, employing within the physical and political risks,

operational techniques, and use of force to achieve specific objectives.

Special Reconnaissance Support

MISO can be integrated in the four **special reconnaissance (SR)** activities by providing an additive capability to special operations forces conducting SR actions.

Unconventional Warfare Support

When conducted independently, the primary focus of **unconventional warfare** is on political-military and psychological objectives. MIS forces are employed to advise, assist, and train indigenous or surrogate forces in developing and implementing an effective MISO capability.

Foreign Internal Defense and Security Force Assistance Support

MISO are employed to prepare key audiences for US **foreign internal defense and security force assistance** operations, and to directly assist the host nation in establishing an environment that promotes internal stability and security through democratic systems.

Counterterrorism Support

MISO are a critical capability in conducting **counterterrorism** through the application of the direct and indirect approaches in support of DOD's global operations against terrorist networks. When authorized, MIS forces support national security or disaster relief within US territory to reduce civilian casualties and suffering.

Counterproliferation of Weapons of Mass Destruction

USG strategy to **combat weapons of mass destruction (WMD)** consists of three pillars: nonproliferation, **counterproliferation (CP)**, and consequence management. MISO can facilitate USG CP informational activities directed at state and non-state actors to prevent and dissuade the production, acquisition, and delivery of WMD.

Civil Affairs Operations Support

MISO can be integrated with **civil affairs operations** activities to increase support for the HN government and reduce support to destabilizing forces.

Information Operations Support

MIS forces can be employed in conjunction with other **IO** capabilities and provide a critical means of communicating with foreign audiences to inform, direct, and influence.

Interagency Coordination

Military operations are synchronized with operations of other USG departments and agencies as well as with foreign forces, non-governmental organizations (NGOs), intergovernmental organizations (IGOs), and regional organizations for the purpose of accomplishing objectives. Success depends on the ability to blend and engage all

instruments of national power. Interagency and MISO coordination occur at all levels of warfare to ensure synchronization of activities intended to influence TAs.

Multinational Operations

MIS units should be integrated into all multinational operations to ensure that MISO are coordinated. MISO must begin early, preferably before deployment, to prepare a population for the arrival of multinational forces and develop communication channels that can be used from day one of an operation. When the Armed Forces of the United States are integrated into a multinational command structure, peacetime MISO policies and wartime conduct should be coordinated and integrated to the maximum extent possible for the attainment of US and multinational security objectives. However, US MISO normally will be approved in US channels regardless of the composition of the multinational force chain of command.

*Civil Authority
Information Support
Within the United States
and Its Territories*

MIS forces can provide a civil authority information support element within the US and its territories. When authorized for employment in this manner, MIS forces utilize their media development, production, and dissemination capabilities to deliver public and other critical disaster information to populations in the impacted area. Their role is to assist in dissemination of messages developed by civil authorities.

Enablers

Intelligence Operations

Ongoing intelligence support is critical to all phases of the MISO process. During phase I (Planning) of the MISO process, planners identify information requirements and use the intelligence process to request needed information used in conducting TAA in phase II. Phase II (Target Audience Analysis) includes thorough examination of the political, military, economic, cultural, religious, and psychological or social conditions that make up the operational environment, and impact the behavior of the audiences within that environment. Intelligence plays a critical role in phase VII (Evaluation) by confirming or denying MISO MOEs. **Development of MISO-related information should be predicated on a detailed collection plan** with specific collection requirements to exploit all available sources and techniques.

Threat Identification

Any factor that presents a recurring and identifiable obstacle to achieving success of a MISO program is

deemed a threat. The early identification of threats and opportunities increases the potential for successful fulfillment of MISO program goals and objectives.

***Intelligence, Surveillance,
and Reconnaissance***

MISO rely on theater intelligence, surveillance, and reconnaissance (ISR) operations to provide intelligence products based on a whole of government approach that occurs within the intelligence community. ISR assets also are critical in collecting data to confirm or deny MISO MOEs.

Communications

Communications between commands that are planning and executing MISO are necessary for effective use of capabilities. A joint MISO communications plan should be prepared to ensure that communications systems are compatible and adequate.

Logistics

The execution of the joint MISO process in sustained operations requires critical logistic support. MIS units are dependent primarily on the supported unit for all classes of resupply, maintenance, base support, commercial item restock, and dissemination contracting support. Early identification of host nation support is critical to the establishment of agreements or contracts to provide needed supplies, equipment, and facilities for MISO.

Capabilities

***Service Inherent
Capability***

Each Service has the inherent capability to support achievement of US national objectives by using organic assets for production and dissemination of MISO products.

Studies Programs

CDRUSSOCOM, as the supporting CCDR, manages the MISO Studies Production Program, issues taskings, and monitors production. Products of the MISO studies program primarily are designed to support the operational requirements of the combatant commands and of US MIS forces worldwide, although they also are used by a variety of other organizations (e.g., DOS). MISO studies are unique in format; however, other military intelligence products can contain this type of intelligence information. In general, they profile the salient features of a country or its people; provide an analysis of the influences that lead different social, occupational, and ethnic groups of that country to act as they do; discuss issues that elicit strong responses from the indigenous population; assess

attitudes; identify vulnerabilities; and suggest ways and means to influence people.

United States Army Assets

In addition to dedicated military information support units, conventional Army units can also support MISO. With routine interaction with target audiences, they are in an ideal position to support MISO product dissemination and collect limited measure of effectiveness indicators for transmission to MISO planners.

Army Service MISO assets provide a vital instrument of engagement across all military phases in support of the full range of military operations and interagency coordination in a foreign setting and under special circumstances during domestic emergencies as well.

United States Army Special Operations Command is the Army component command of United States Special Operations Command. Its mission is to command (if directed), support, and ensure the combat readiness of assigned and attached Army MIS forces for worldwide use.

Army Active Component Military Information Support Group organizes, equips, and collectively trains assigned and attached forces to rapidly deploy anywhere in the world and conduct MISO and other specified communication tasks in any environment in support of CCDR and the interagency as directed by the President and SecDef.

Reserve Component Military Information Support Groups organize, train, and equip assigned and attached forces to deploy anywhere in the world and conduct MISO and other specified communication tasks in any environment in support of CCDRs and the interagency as directed by the President and SecDef.

United States Navy Assets

The **US Navy** employs a wide range of dissemination assets, product reproduction capabilities, and planning resources that can support joint and Service MISO missions. Navy afloat and ashore IO cells coordinate with joint MISO experts to identify maritime audiences, develop themes and products, and plan dissemination. The Navy has ultrahigh frequency, very high frequency, and high frequency broadcast capabilities to deliver MISO messages to afloat and ashore target audiences. Boarding parties can disseminate products to crews of civilian vessels to achieve MISO objectives. Several Navy aircraft support MISO.

United States Air Force Assets

United States Air Force (USAF) MISO is focused on the employment of air, space, and cyberspace capabilities as the Air Force's primary means of preparing, shaping, and exploiting the cognitive dimension of the operational environment. USAF MIS forces support JFC objectives

through a variety of operations and activities that include development of psychologically informed targeting strategies. Many USAF platforms are used to execute missions in support of JFC MISO objectives. Air Mobility Command IO and MISO planners uniquely postured to observe and support MISO in addition to supporting the operational-level MISO efforts of a single geographic combatant command.

*United States Marine
Corps Assets*

The Marine Corps has the capability to conduct MISO at the tactical level via MIS teams using loudspeaker broadcasts, print media, and face-to-face communication. The Marine Corps expeditionary MIS capability is found within the Marine Corps Information Operations Center (MCIOC). The MCIOC coordinates and integrates the conduct of MISO programs that complement IO with the JMISTF, CCDRs, interagency, DOS, intelligence community, IGOs, NGOs, and others as necessary.

CONCLUSION

This publication provides guidance for the planning, execution, and assessment of MISO in support of joint, multinational, and interagency activities across the range of military operations.

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CHAPTER I OVERVIEW

“In this war, which was total in every sense of the word, we have seen many great changes in military science. It seems to me that not the least of these was the development of psychological warfare as a specific and effective weapon.”

General of the Army Dwight D. Eisenhower, 1945

1. General

a. Today’s global information environment is complex, rapidly changing, and requires integrated and synchronized application of the instruments of national power to ensure responsiveness to national goals and objectives. Key terrain has undergone a fundamental shift from exclusively geographic to now include relevant populations. This has created an increased need for a broad set of capabilities and policy to engage local, regional, and global audiences. The informational, cultural, social, moral, political, and physical aspects of the operational environment are as critical to operational success as the traditional orientation on adversary military capabilities has been in the past. In the current operational environment, effective influence is gained by unity of effort in what we say and do, and how well we understand the conditions, target audiences (TAs), and operational environment.

b. Within the military and informational instruments of national power, the Department of Defense (DOD) is a key component of a broader United States Government (USG) communications strategy. DOD communications strategy and the separate and unique capabilities of military information support operations (MISO), public affairs (PA) (to include visual information), and defense support to public diplomacy (DSPD) address a variety of communication roles and specific audiences as permitted by operational parameters and policy. DOD informational activities can be used to inform, direct, or persuade. To be effective, all DOD communications efforts must inherently support the credibility, veracity, and legitimacy of USG activities.

See Chapter II, “Roles, Responsibilities, and Relationships,” for additional clarification of DOD information activities.

c. MISO play an important role in DOD communications efforts through the planned use of directed programs specifically designed to support USG and DOD activities and policies. MISO are planned operations 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 in a manner favorable to the originator’s objectives. Military information support (MIS) professionals follow a deliberate process that aligns commander’s objectives with an analysis of the environment; select relevant TAs; develop focused, culturally, and environmentally attuned messages and actions; employ sophisticated media delivery means; and produce observable, measurable behavioral responses. **It is important not to confuse psychological impact with MISO.** Actions of the joint force, such as strikes or shows of force, have psychological impact but they are not MISO unless their primary purpose is to influence the perceptions

and subsequent behavior of a TA. Regardless of the mission set, all MISO are conducted within carefully reviewed and approved programs and under mission-tailored product approval guidelines that flow from national-level authorities.

d. MISO contribute to the success of both peacetime engagements and major operations. The combatant commander (CCDR) receives functional and theater strategic planning guidance from the Joint Strategic Capabilities Plan (JSCP), Unified Command Plan (UCP), and Guidance for Employment of the Force (GEF). These documents are derived from the Secretary of Defense (SecDef) *National Defense Strategy*, which interprets the President's national security policy and strategy, and the Joint Chiefs of Staff *National Military Strategy*.

(1) In peacetime, MISO are planned and integrated to further national defense strategies through the geographic combatant commander's (GCC's) theater campaign plan (TCP). CCDRs incorporate MISO programs and integrate them into the broad range of activities required for military engagement, security cooperation, and deterrence (i.e., Phase 0). For example, in steady-state geographic combatant command TCPs, MIS units can deploy to support approved counterinsurgency (COIN), demining, or foreign humanitarian assistance (FHA) programs under either a joint force commander (JFC) or US diplomatic control.

(2) MISO reinforce US policies that center on preventing hostilities and advocating peaceful resolutions when possible. MISO are key in furthering US endeavors to deter aggression and to maximize the JFC's efforts to shape the operational environment. MIS units communicate well-orchestrated and planned information to international audiences to clarify intent, prevent escalation of tension, ease concerns, and mitigate the potential effects and capabilities of adversary information activities.

(3) When diplomatic and other measures fail to deter conflict and lethal capabilities are employed, MISO can assist the JFC by setting conditions for the insertion of combat forces; neutralizing threats; facilitating efforts to contain conflict; stabilizing the operational area; and enhancing efforts to achieve conditions that allow a return to steady-state operations. MISO can inform, direct, educate, and influence targets to increase US combat power and decrease enemy hostile aggression. Proper integration of MISO may reduce operational risk and collateral damage, as well as military and civilian casualties.

(4) MIS forces can also be used to provide civil authority information support (CAIS). CAIS are DOD information activities conducted under a designated lead federal agency or other US civil authority to support dissemination of public or other critical information during domestic emergencies.

2. Legal Framework and Authorities

a. Introduction

(1) The employment of MIS units is governed by explicit legal authorities that direct and determine how their capability is utilized. This legal foundation establishes MISO as a communications means and allows their integration with those strategies that apply the

instruments of national power. Leaders and planners interpret relevant laws and policies to conduct MISO in any situation or environment, internationally and domestically. The outcome is the incorporation of MISO as an integral component of US measures designed to achieve national objectives.

(2) MIS units are employed during military operations as well as operations led by civilian agencies. They can be a vital asset to government departments and agencies in many situations when DOD is not the lead. The legal framework for MISO allows this DOD capability to be integrated with national-level strategies and support other USG departments and agencies.

b. Law

(1) The legal authorities for MISO are established in a number of documents and are in place to enable the proper integration of MISO. The legal framework for MISO applies to:

- (a) Establishing the capability.
- (b) Authorizing execution.
- (c) Approving messages and actions.

(d) Establishing authorities for use of MIS forces in civil support operations (domestic operations) and for use of MISO in sovereign territory, air, seas, and airways.

(2) Although the following list is not all-inclusive, consideration should be given to the following specific legal issues when conducting MISO:

(a) The requirement that US MISO will not target US citizens at any time, in any location globally, or under any circumstances.

(b) *Geneva and Hague Conventions*. These international conventions preclude the injury of an enemy through “treachery” or “perfidy.” It is also a violation of Geneva Convention III to publish photographic images of enemy prisoners of war.

(c) International agreements with host countries may limit the activities of MIS units (e.g., status-of-forces agreements).

(d) Domestic laws including copyright law and broadcasting law.

c. Policy

(1) Policymakers develop realistic and relevant policies that are within the capabilities of MISO to support. Executive- and agency-level policies reflect the laws and provide the necessary guidance to place MISO into action to achieve objectives. DOD policy, for instance, addresses the intent of the organization, guides decision making, and prompts action to integrate MISO into military operations and other USG strategies.

(2) Military leaders and planners consistently refer to and interpret both broad and specific policies on issues that affect our national security. They study US positions formulated to address a number of issues, such as terrorism, trafficking of illegal drugs, and proliferation of weapons of mass destruction (WMD). An in-depth understanding of MISO, and how they are best integrated with other US capabilities, is a prerequisite to determining how MISO contribute to US communication objectives in dealing with these and other global issues.

(3) MISO can assist USG mitigation efforts of issues that arise from unintended consequences.

d. **Strategy.** The Chairman of the Joint Chiefs of Staff (CJCS) and the CCDRs refer to national strategies as they establish guidance that provides the necessary strategic direction for employment of MISO. CCDRs' analyses of the national strategies' objectives are a critical step in determining MISO requirements. Understanding other government department and agency approaches in executing national strategies is another important step for decision makers for determining how MISO are to be employed, i.e., MISO contributions to strategic communication (SC) efforts.

3. Levels of War

a. Joint MISO support policy and commanders' objectives from strategic to tactical levels. The impact of these operations at one level may have significant implications at other levels. Although military leadership and local key communicators are examples of TAs engaged at the operational and tactical levels that are capable of affecting the accomplishment of a strategic objective.

b. MIS forces normally plan and execute operations in support of operational and/or tactical-level headquarters with a defined joint operations area. However, MIS forces may support USG departments and agencies, GCCs, or multinational partners. This is often the case when supporting a broad USG approach designed to achieve strategic objectives. MISO that support strategic objectives are often transregional in character and normally involve detailed coordination with one or more GCCs and interagency partners.

c. Commonly, MISO conducted at the operational level support regional policies and military plans.

d. Typically, tactical MISO are conducted in support of local military or civil authorities. Most commonly, they are designed to create immediate, localized effects, which together, support broader operational objectives.

"To seduce the enemy's soldiers from their allegiance and encourage them to surrender is of especial service, for an adversary is more hurt by desertion than by slaughter."

Flavius Vegetius Renatus
The Military Institutions of the Romans, c. 378 AD

4. Purpose

a. Every activity of the force has potential psychological implications that may be leveraged to influence foreign targets. MISO contribute to the success of wartime strategies and are well-matched for implementation in stable and pre-conflict environments. MISO are applied across the range of military operations and, as a communication capability, constitute a systematic process of conveying messages to selected foreign groups to promote particular themes that result in desired foreign attitudes and behaviors. MISO are used to establish and reinforce foreign perceptions of US military, political, and economic power and resolve. In conflict, MISO as a force multiplier can degrade the enemy's relative combat power, reduce civilian interference, minimize collateral damage, and maximize the local populace's support for operations.

b. MISO are integrated with US ambassador and GCC's theater-wide priorities and objectives to shape the security environment to promote bilateral cooperation, ease tension, and deter aggression. MISO convey the intent of the GCC by supporting public diplomacy efforts, whether to foster relations with other nations or to ensure their collaboration to address shared security concerns.

5. Missions

a. The purpose of joint MIS forces is further clarified by the application of their activities across the range of military operations.

b. Missions performed by joint MIS forces include:

(1) **MISO in Support of Combat Operations.** MISO are planned to influence the perceptions, attitudes, objective reasoning, and ultimately, the behavior of adversary, friendly, and neutral audiences and key population groups in support of US combat operations and objectives. Operations supported by joint MIS forces support include the following:

- (a) Offense.
- (b) Defense.
- (c) Stability operations.

(2) **Military Information Support to DOD Information Capabilities in Peacetime.** This support can shape and influence foreign attitudes and behavior in support of US regional objectives, policies, interests, theater military plans, or contingencies. Operations or activities supported by MIS forces may include, but are not limited to:

- (a) FHA/disaster relief.
- (b) Noncombatant evacuation operations.
- (c) Maritime interception operations.

(d) Support to USG country team or host nation (HN) civil programs (e.g., counterdrug, demining, human immunodeficiency virus awareness, security institution building, ethnic tolerance, and reconciliation).

(3) **Defense Support to Civil Authorities.** MIS forces provide support to public information efforts when authorized by SecDef or the President in accordance with Title 10, United States Code (USC). This support is provided during natural disaster relief following domestic incidents. Per Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.05D, *Joint Psychological Operations Supplement to the Joint Strategic Capabilities Plan FY 2006*, MIS forces do not provide their full capability. MIS forces deliberately exclude their development capability and support dissemination of messages developed by civil authorities. The National Response Framework establishes command relationships and responsibilities of DOD forces in support of domestic operations. Command of federal military and civilian personnel and resources is retained by SecDef when supporting civil authorities.

(4) **Support to Special Operations (SO)** (discussed in Chapter VI, “Employment”).

6. Key Considerations for Effective Military Information Support Operations

a. Early Planning and Sustained Employment

(1) Military information support should be integrated into all plans at the initial stages of planning to ensure maximum effectiveness. This enables the JFC to shape the cognitive dimension of the information environment and set terms of initial and subsequent engagement. Early planning of MISO and employment of MIS forces will maximize the potential to influence foreign audiences within the area of interest.

(2) MISO require sustained application as part of a broader USG communication strategy. Effective MISO are proactive and set conditions for obtaining subsequent phase objectives. MISO are a critical component in all phases and in some phases may be the JFC’s main effort.

b. **Integration of MISO.** MISO must be planned, coordinated, and integrated with the communication strategies of the USG and multinational partners at all levels from strategic to tactical. The synchronization of MISO with all other actions of the US and multinational forces precludes messages or actions at one level from contradicting or weakening the effectiveness at another.

c. **Use of Indigenous Assets.** Planners consider the use of indigenous resources, production assets, key communicators, and dissemination platforms to increase TA receptivity to messages, reduce military footprint, and facilitate credibility of the HN government, allies, and other agencies. While organic MIS assets are essential to the execution of joint force operations, their use may be limited by footprint restrictions or desired to be limited to specific phases of an operation when indigenous assets are disrupted or inappropriate.

d. **Command Emphasis and Resourcing.** Active involvement by the commander will emphasize the importance of MISO. MISO-relevant concerns may be included in commander's critical information requirements as priority intelligence requirements. Allocation decisions and logistics support of concept of operations (CONOPS) will also reflect the emphasis a commander places on MISO.

e. **Responsive MISO Approval Process.** Once delegated, the MISO approval process belongs to the commander. MISO approval authority should be delegated to the lowest practical level authorized by the Office of the Secretary of Defense. A time-sensitive process is crucial to providing responsive MISO.

f. **Assessment**

(1) Quantifiable and timely assessment criteria to determine measures of effectiveness (MOEs) are required for every MISO program. The assessment criteria should be established early within each planning phase, evaluated often, and adjusted as necessary throughout the campaign to ensure the joint task force (JTF) objectives are met.

(2) To create measurable effects in the human environment, commanders need to ensure that the information requirements for MISO and other information support activities are reflected in the collection plan; allocation of intelligence, surveillance, and reconnaissance (ISR) assets; and the codified output of selected staff elements and processes within the joint force battle rhythm.

CHAPTER II

ROLES, RESPONSIBILITIES, AND RELATIONSHIPS

“Psychological warfare has always rested as an uneasy activity in democracies, even in wartime. It is partly to do with the suspicion that using the mind to influence the mind is somehow unacceptable. But is it more unacceptable to shoot someone’s brains out rather than to persuade that brain to drop down their weapon and live?”

Dr. Phillip M. Taylor
Munitions of the Mind, Manchester University Press, 1995

1. General

The UCP and JSCP provide direction and guidance to CCDRs concerning joint operation planning and their respective responsibilities. The roles, responsibilities, and relationships contained in this chapter reflect general guidance derived from a combination of this strategic guidance as well as directives, instructions, joint and Service doctrine, and current practices within the MISO community.

2. Roles and Responsibilities

a. Secretary of Defense

- (1) Participates in the establishment of national security policy and objectives.
- (2) Recommends to the President the mobilization of Reserve Component (RC) assets, as necessary.
- (3) Provides strategic MISO advice to USG departments and agencies and multinational partners.
- (4) Approves all MISO programs submitted as part of a CCDR’s operation plan (OPLAN).
- (5) Through an execute order, delegates product approval and dissemination authority to the appropriate level for operational- and tactical-level products during contingency and wartime operations.

b. Under Secretary of Defense for Policy (USD[P])

- (1) Approves and oversees all MISO policy and programs not delegated to the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict and Interdependent Capabilities (ASD[SO/LIC&IC]).
- (2) Delegates product approval and dissemination authority to the appropriate level for peacetime programs.

(3) Retains approval authority for strategic-level and politically sensitive products during contingency and wartime operations.

(4) Approves all MISO programs not submitted as part of a CCDR's OPLAN.

For a full description of MISO program and product approval authorities, see CJCSI 3110.05, Joint Psychological Operations Supplement to the Joint Strategic Capabilities Plan.

c. Under Secretary of Defense for Intelligence (USD[I])

(1) Ensures appropriate intelligence support and coordination are provided for MISO plans, programs, and activities.

(2) Oversees the integration and support of MISO into information operations (IO) plans, programs, and activities, and capabilities, as appropriate.

(3) Ensures that MISO are supported by other IO capabilities, as appropriate.

d. Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict and Interdependent Capabilities

(1) Acts as principal staff assistant and civilian advisor to SecDef, Deputy Secretary of Defense, and USD(P) on MISO matters.

(2) Provides guidance on the planning and conduct of MISO activities and their integration into USG activities during peacetime, and more specific guidance for the planning and conduct of these activities across the range of military operations.

(3) Develops, coordinates, and oversees the implementation of DOD policy for MISO activities.

(4) Reviews, evaluates, coordinates, and oversees MISO plans, programs, and resources to ensure adherence to approved policy and planning guidance.

(5) Reviews, analyzes, and evaluates the various policies, processes, and programs of the DOD components that impact on the capability to plan, resource, prepare forces, and execute MISO; initiates and coordinates actions or taskings that enhance the readiness, capabilities, and effective use of MIS forces.

(6) Provides policy guidance and recommendations to consider and incorporate MISO in contingency planning.

(7) Makes recommendations to the USD(P) for all matters concerning the CCDRs' MISO plans, programs, activities, and requests for deployment of MISO personnel and equipment.

(8) Ascertains where shortfalls in intelligence support to MISO exist and recommends activities to the USD(I) that support the capabilities and plans of DOD components to conduct MISO programs and activities.

(9) Represents the USD(P) and SecDef in interagency deliberations and international negotiations dealing with MISO, as required.

(10) Establishes standing departmental and interagency working groups, as appropriate, to facilitate the conduct of effective MISO activities.

e. **Assistant Secretary of Defense for International Security Affairs** reviews MISO plans and programs, and provides recommendations to the ASD(SO/LIC&IC) on the development of specific MISO programs affecting the GCCs.

f. **Assistant Secretary of Defense for Public Affairs** provides PA guidance for MISO plans and programs.

g. **General Counsel, DOD**, conducts legal reviews of all proposed MISO plans and programs for consistency with US public law, regulations, and internationally recognized legal standards as applicable.

h. **Chairman of the Joint Chiefs of Staff**

(1) Advises the President, SecDef, and National Security Council on all MISO matters.

(2) Represents SecDef on the North Atlantic Treaty Organization MISO Working Group and in other multinational military forums.

(3) Coordinates and directs the preparation of multinational MISO plans and US participation in multinational MISO training programs.

(4) Provides MISO representation to the interagency organizations and their working groups.

(5) Provides the general policy and establishes production priorities for the MISO Studies Program.

(6) Provides the guidance for MISO conducted by the CCDRs.

(7) Prepares strategic plans and issues policy for the use of MISO across the range of military operations.

(8) Reviews the MISO plans and programs of the CCDRs to ensure they are adequate, feasible, and consistent with USG and DOD policy.

(9) Provides MISO plans and programs to the Office of the Secretary of Defense for review and approval.

(10) Reviews the CCDRs' peacetime MISO plans and programs.

(11) Establishes, in conjunction with the Commander, United States Special Operations Command (CDRUSSOCOM) joint doctrine for MISO.

(12) Provides a joint, prioritized statement of military requirements for MISO capabilities to meet the needs of SecDef, the Service Chiefs, CCDRs, and the CJCS.

(13) Provides an integrated statement of joint MISO training requirements and ensures that these requirements are appropriately addressed.

(14) Apportions MIS forces to the combatant commands through the JSCP.

(15) Prepares integrated logistic and mobilization guidance for MISO capabilities.

(16) Provides a unified, prioritized list of MISO intelligence and counterintelligence requirements to meet the needs of the CCDRs, Joint Staff, and Services.

(17) Ensures integration of MISO into the CJCS Exercise Program and Joint Experimentation Program.

(18) Incorporates MISO instruction into joint professional military education programs.

(19) Ensures integration of MISO into military planning.

i. CCDRs (to include CDRUSSOCOM when designated the supported commander for MISO) have the following responsibilities:

(1) Ensure that staffs and organizations within their commands have sufficient representation and working proficiency in the planning and conduct of joint MISO.

(2) Request liaison officers from other USG departments and agencies when appropriate.

(3) Working in coordination with the Joint Staff and the United States Special Operations Command (USSOCOM), develop plans and programs to support MISO requirements identified by supported CCDRs.

(4) Develop and submit to the CJCS additional MISO requirements necessary to support CCDR plans and programs.

(5) When directed by SecDef, accept the attachment of MIS forces and employ those forces as directed.

(6) Designate specific staff responsibility for maintaining MISO planning capability, coordinating MISO actions, and ensuring that regional plans, activities, and operations support national objectives.

(7) Develop intelligence and counterintelligence requirements necessary to perform MISO analysis, planning, and execution.

(8) Plan, support, and conduct MISO in support of theater military missions and US national and regional objectives.

(9) Coordinate military information support with the chiefs of US diplomatic missions within the GCC's area of responsibility (AOR).

(10) Prepare plans and, upon approval, conduct MISO to support the execution of operations.

(11) Foster cooperative MISO policies among multinational military forces and regional security organizations.

(12) Ensure advance contingency planning for use of non-DOD informational and related capabilities in MISO.

(13) Establish a reporting system to provide relevant information about adversary propaganda, measured impact of MISO, and any anticipated changes to ongoing activities.

(14) Integrate MISO into the preparation and review of joint OPLANs to ensure appropriate collaboration and deconfliction of IO, PA, and civil-military operations (CMO).

(15) Recommend regional-specific MIS forces training requirements to USSOCOM.

j. **Commander, US Special Operations Command**, is the designated joint proponent for MISO, which includes leading the collaborative development, coordination, and integration of the MISO capability across DOD. CDRUSSOCOM exercises combatant command (command authority) (COCOM) over assigned MIS forces. CDRUSSOCOM has the following responsibilities in addition to those detailed in the JSCP:

(1) Prepares program and budget to fund approved MISO programs for assigned forces. In fulfilling this responsibility, CDRUSSOCOM coordinates with the CJCS, Service Chiefs, and the other CCDRs to ensure that all MISO and support requirements are addressed.

(2) Provides trained and ready MIS forces to support SecDef and the other CCDRs with MISO support.

(3) Performs as joint proponent for development of MISO in joint doctrine; training and education for individuals and units; joint capabilities; joint mission-essential task lists; and identification of critical individual skills, training, and experience.

(4) Prepares and provides assigned MIS forces to the other CCDRs and USG lead agencies, when directed by SecDef.

(5) Supports the IO responsibilities of the geographic and functional combatant commanders, as well as their MISO planning, coordinating, synchronization, and execution efforts.

(6) Develops joint MISO programs of instruction, and when directed, trains DOD and foreign military personnel in MISO techniques and procedures.

(7) Recommends MISO policy guidance to the CJCS, Service Chiefs, and US military commanders, as required.

(8) Develops and validates priorities for MISO training, intelligence, and military requirements and provides these to the CJCS to support Service, combatant command, and Joint Staff responsibilities as they relate to MISO.

(9) Provides visibility of MISO issues, activities, tasks, and capabilities to the CJCS, Service Chiefs, and commanders at other US military command levels.

(10) Coordinates with the Joint Staff and combatant commands to integrate MISO activities into joint training and experimentation plans and programs.

(11) Develops concepts to support national security objectives, reviews Service MISO doctrine development for consistency with joint doctrine, and ensures that joint and Service MISO training supports national objectives.

(12) Observes and evaluates MIS forces in exercises to develop joint tactics, techniques, and procedures for MIS forces.

(13) Manages the MISO Studies Program and coordinates MISO input to the Defense Intelligence Production schedule.

(14) Coordinates and synchronizes transregional MISO when directed by SecDef or CJCS.

(15) Coordinates with the Service Chiefs for planning and providing sustainment of MIS forces assigned to the other CCDRs for conduct of MISO.

k. The **Joint Staff** supports transregional MISO programs and activities as well as the programs and plans of GCCs with integration and coordination of applicable strategic IO capabilities assigned to the Joint Staff under the UCP.

l. **Commander, United States Transportation Command (USTRANSCOM)**, supports the deployment of forces, distribution, and dissemination requirements for MISO through USTRANSCOM joint mobility assets.

m. **Military Departments and Services**

(1) Provide civilian and military personnel with appropriate MISO training and planning skills.

(2) Provide capabilities organic to Service forces to execute MISO actions and develop such dedicated MIS forces and equipment as directed by SecDef and CJCS.

(3) Develop Service MISO doctrine relating to the primary functions assigned to the particular Service.

(4) When directed by SecDef, provide global force management of MIS forces (not assigned to CDRUSSOCOM or under the operational control [OPCON] of a GCC) to support the regional MISO plans, programs, and activities of the combatant commands and other USG departments and agencies.

(5) Provide departmental intelligence and counterintelligence assets that are trained, equipped, and organized to support planning and conduct MISO.

(6) Incorporate MISO instruction into Service training and education programs.

(7) US Army Reserve Command provides RC MIS forces for the Department of the Army to the combatant commands or other USG departments and agencies when directed by SecDef.

(8) **US Army Directorate of Military Information Support Operations and Civil Affairs.** The principal staff directorate that advises the Commanding General, United States Army Special Operations Command (USASOC), on all matters pertaining to MISO. It coordinates with all Army major command staff elements and other special operations forces (SOF) as required to ensure MISO is properly organized, trained, equipped, and resourced to meet USASOC Commander's Title 10, USC, responsibilities and USSOCOM's UCP responsibilities. It provides subject matter expertise for coordination with external MISO-related organizations and agency initiatives. It maintains situational awareness on all MISO staff actions and requirements within the command.

For further detail concerning Service MISO capabilities, refer to Appendix A, "Capabilities."

n. Director, Defense Intelligence Agency

(1) Establishes and implements a plan to satisfy MISO relevant intelligence requirements.

(2) Assists in the preparation of intelligence and counterintelligence estimates and appraisals of foreign groups designated by USD(P), CJCS, Service Chiefs, CDRUSSOCOM, and other CCDRs.

(3) Provides training for intelligence analysts to ensure a capability to respond to intelligence production requirements in support of MISO programs.

(4) Recommends employment of MIS forces in support of US policy.

(5) Provides indications of potential vulnerability to adversary information or foreign intelligence service activities.

o. **Director, Defense Information Systems Agency**, provides computer systems support for the transmission of MISO products from the continental United States (CONUS) production facilities to overseas MIS forces.

p. **Director, National Security Agency/Chief, Central Security Service**, provides intelligence information to satisfy intelligence collection requirements.

q. **Joint Force Commanders Serving in Multinational Commands**

(1) Implement multinational MISO plans to the extent consistent with international law, including the law of armed conflict, and treaty/international agreement obligations in relations with the governments of countries where US forces are assigned.

(2) Request guidance from SecDef on implementation of multinational policies and objectives, as appropriate.

(3) Coordinate joint MISO planning with appropriate multinational commanders and national forces of HNs.

r. **Other United States Government Agencies**

(1) During peacetime, the Department of State (DOS) provides overall direction, coordination, and supervision of interdepartmental activities overseas. In peacetime operations or in conflict, the DOS may restrict MISO messages and themes used within specific countries or areas.

(2) Other government departments and agencies impacted by MISO, including peacetime MISO activities, may provide recommendations to joint planners to ensure consistency of effort.

3. Relationships

a. **General.** There are a variety of functions and capabilities that help a JFC formulate the command's message and communicate with local, international, and US domestic audiences as part of broader policy and in support of operational objectives. DOD information activities include IO, MISO, PA (to include visual information), and DSPD. See Figure II-1 for additional details concerning DOD information activities.

(1) PA and MISO are separate and unique activities that are governed by policy and practice in terms of audiences, focus, and scope. SC integrates various instruments of national power with other activities across the USG to synchronize crucial themes, messages, images, and actions. SC is policy driven and generally conducted under DOS lead. DOD SC activities are designed to support the continuity of DOD strategic- and operational-level messages and activities with overall USG policy and SC themes.

DEPARTMENT OF DEFENSE INFORMATION ACTIVITIES				
INFORMATION ACTIVITY	PRIMARY TASK	FOCUS OF ACTIVITY	PURPOSE	DESIRED OUTCOME
US Government (USG) Strategic Communication (Department of State Lead)	Coordinate information, themes, plans, programs, and actions that are synchronized with other elements of national power	Understand and engage key audiences	Better enable the USG to engage foreign audiences holistically and with unity of effort	Create, strengthen, or preserve conditions favorable to advance national interests and objectives
Department of Defense (DOD) support to Strategic Communication	Use DOD operational and informational activities and strategic communication processes in support of Department of State's broader public diplomacy efforts	Key audiences	Improve the alignment of DOD actions and information with policy objectives	The conduct of military activities and operations in a shaped environment
Information Operations	Integrate information operations core, supporting, and related capabilities as part of a military plan	Adversary audiences	Influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting our own.	Optimum application of capability to desired military outcome
Military Information Support Operations	Influence target audience perceptions, attitudes, and subsequent behavior	Approved foreign audiences	Shape, deter, motivate, persuade to act	Perceptions, attitudes, and behavior conducive to US/multinational partner objectives
Public Affairs	Provide truthful, timely, accurate information about DOD activities (inform)	US, allied, national, international, and internal audiences	Keep the public informed, counter adversary information activities, deter adversary actions, and maintain trust and confidence of US population, and friends and allies	Maintain credibility and legitimacy of US/multinational partner military operations with audience

Figure II-1. Department of Defense Information Activities

(2) Although each of these activities is distinct, commanders must ensure that there is a general compatibility of messages within the broader communications strategy. This must be accomplished without blurring traditional lines of separation between PA and MISO and their respective audiences. To this end, **it is critical that all DOD military information activities are conducted in a manner that reinforces the credibility, veracity, and legitimacy of DOD and USG activities.** In very narrow circumstances, MISO may support military deception (MILDEC) operations designed to preserve operational surprise and the safety of friendly forces, but this is done only after the commander and staff carefully weigh the likely benefits of a deception operation against a potential short- and long-term loss of credibility with the media or local audiences.

b. Military Information Support Operations and Strategic Communication

(1) SC consists of a focused USG effort to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of USG interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.

(2) MISO are a key capability that supports SC by influencing foreign audiences in support of US objectives. Given its focus on foreign TAs, MISO personnel should possess a good understanding of the language and culture of the TA and ensure this knowledge is effectively used in the preparation of MISO products and related activities.

c. Military Information Support Operations and Information Operations

(1) **General.** MISO play a central role in the achievement of the JFC's information objectives through their ability to induce or reinforce adversary attitudes and behavior favorable to these objectives. MISO can be particularly useful during pre- and post-combat operations, when other means of influence are restrained or not authorized. Because of its wide ranging impact, it is essential MISO be fully coordinated and synchronized with relevant activities and operations. This is normally facilitated through the combatant command IO cell.

(2) IO is the integrated employment during military operations of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision making of adversaries and potential adversaries while protecting our own. MISO must be coordinated with other information-related capabilities, such as computer network operations (CNO), electronic warfare (EW), operations security (OPSEC), and MILDEC, to ensure deconfliction control measures are in place, and that all capabilities within IO are coordinated and synchronized in time, space, and purpose to achieve the objectives established in planning.

(3) In order to ensure all aspects of IO are properly integrated and synchronized into the combatant command planning process, an IO cell chief is chosen (in accordance with Chairman of the Joint Chiefs of Staff Manual [CJCSM] 1630.01, *Joint Information Operations Force*). This cell chief convenes meetings of the IO cell periodically in order to facilitate the integration of information-related capabilities. Within the IO cell, the MISO

representative integrates, coordinates, deconflicts, and synchronizes the use of MISO with other IO capabilities. Specific examples of this kind of interaction between MISO and the other information-related capabilities follow:

(a) **Military Information Support Operations and Computer Network Operations.** CNO support MIS forces with dissemination assets (including interactive Internet activities) and the capabilities to deny or degrade an adversary's ability to access, report, process, or disseminate information. These capabilities support MIS by providing access to digital media within the information environment to reach intended targets and denying TA information that does not support objectives.

(b) **Military Information Support Operations and Military Deception.** MIS forces provide the JFC the ability to reduce the allocation of forces and resources required to deceive the adversary and facilitate mission accomplishment. MISO create and reinforce actions that are executed to deliberately mislead adversary military decision makers about US military capabilities, intentions, and operations. MILDEC operations that integrate MIS unit's targeting input provide the JFC with the ability to influence the adversary to take specific actions (or inactions), giving the joint force an advantage. MISO support to MILDEC operations must be carefully considered by the commander and staff, weighing the likely benefits of a deception operation against a potential short- and long-term loss of credibility with the media and local and regional audiences.

(c) **Military Information Support Operations and Operations Security.** It is essential that MISO plans and messages are protected prior to execution through the proper use of information security, information assurance, physical security, and OPSEC. Additionally, it is essential during the effort to influence foreign audiences that MISO not reveal critical information or indicators of friendly operations to the adversary.

(d) **Military Information Support Operations and Electronic Warfare.** EW platforms provide a means of disseminating MISO messages and shaping the information environment through the electronic dissemination of MISO products. The joint restricted frequency list deconflicts these two capabilities. When appropriate, EW platforms can also provide a means of denying enemy forces the ability to disseminate adversarial information. These platforms can also degrade the adversary's ability to see, report, and process information by jamming selected frequencies. EW validates the assessment of MISO effectiveness by providing information on threat responses to broadcasts.

For further guidance concerning IO, refer to Joint Publication (JP) 3-13, Information Operations.

d. Military Information Support Operations and Public Affairs

(1) MISO are used to influence the attitudes, opinions, and behavior of foreign TAs in a manner favorable to US objectives.

(2) Military PA forces plan, coordinate, and synchronize public information, command information, and community engagement activities and resources to support the commander's operational objectives. Through timely dissemination of factual information to

international and domestic audiences, PA puts operational actions in context, facilitates the development of informed perceptions about military operations among information consumers, and undermines adversarial information efforts. PA operations and activities shall not focus on directing or manipulating public actions or opinion.

(a) PA and MISO activities are separate and distinct, but they must support and reinforce each other, which requires coordination, synchronization, and occasionally deconfliction. These planning activities are generally accomplished in the IO working group, the IO cell, or other planning groups. In the event that formal planning groups are not established, informal coordination should be accomplished between these two capabilities as well as with other related capabilities. JFCs must ensure that appropriate coordination between MISO and PA activities are consistent with the DOD Principles of Information, policy or statutory limitation, and security.

(b) PA is normally the source for official information for the media. Information disseminated by the joint force regardless of source or method of distribution will reach unintended audiences. Efforts of one capability must not undermine those of another. While PA will have no role in executing MISO, PA can use MISO products to educate the media about MISO missions, as appropriate.