Psychological Operations Branch

(Proponency note: In accordance with ALARACT 162-2011, "Terminology Change from Psychological Operations (PSYOP) to Military Information Support Operations (MISO)," dated: 181614ZAPR11, the term Military Information Support Operations or MISO refers only to the function formerly known as PSYOP. The branch name of PSYOP remains unchanged. PO and PSYOP may be used interchangeably.)

1. Unique features of the Psychological Operations Branch

a. Unique purpose of the Psychological Operations Branch. Psychological Operations (PSYOP/PO) forces provide the primary DOD capability to influence foreign audiences in permissive, semi-permissive, and non-permissive environments. PSYOP forces contribute to the accomplishment of the full range of conventional and special operations missions by informing, educating, persuading, directing and influencing foreign audiences and populations in a manner consistent with U.S. national objectives. They are the only force specially selected, trained, and equipped to conduct Military Information Support Operations (MISO) (formerly PSYOP) in the US Army, and provide the only robust and operationally agile DOD influence capability with organic communication assets sufficient to directly and indirectly engage a foreign audience. Special Operations PO Soldiers are language trained, culturally astute, and regionally oriented. SOF PO forces often are the only US forces in in support of U.S. Chiefs of Mission (COM) and country teams, other interagency partners, lead federal agencies, allies, host nations/partner nations (HN/PN), and supported foreign nation counterparts. These units also are prepared to provide information dissemination support to lead federal agencies responding to natural and man-made disasters in the United States and its territories.

b. Unique functions performed by the Psychological Operations Branch.
    (1) The PO Branch is within the operations functional category. The Army's conventional and special operations PSYOP forces support military and interagency objectives through peacetime military engagements, defense support to public diplomacy, limited interventions, contingency operations, irregular warfare, and unified land operations primarily through MISO. MISO are designed to maintain stability, prevent crisis, create understanding, shape operational environments, deter aggression, and prevent escalation of armed conflict on the part of state and non-state actors, their sympathizers, and supporters. When prevent and shape fail, MISO are a combat multiplier to win in both limited conflicts and unified land operations. Military commanders, U.S. Chiefs of Mission (COM) and country teams, other interagency partners, lead federal agencies, allies, host nations/partner nations (HN/PN), and supported foreign nation counterparts use MISO across the range of military operations to support policy initiatives, public diplomacy and military objectives, and to shape the operational environment (OE) favorable to U.S. national objectives. U.S. MISO capabilities are integrated into the commander's scheme of maneuver to increase the effectiveness of combat power, protect friendly forces, reduce the likelihood of noncombatant injury, and to erode the enemy's will to resist. MISO create conditions where military operations result in fewer friendly, civilian, and enemy casualties (when desired) and shorten engagements, thereby limiting the negative consequences of collateral damage. Importantly, MISO save lives and ultimately reduce suffering, undermine enemy objectives, increase the purpose and potency of U.S. military and interagency operations on contemporary and future battlefields, and ease the transition to sustainable peace.
    (2) Commanders employ information-related capabilities in all phases of military operations to amplify the effectiveness of lethal and nonlethal engagements. Commanders have developed an appreciation for the physical and psychological effects that military activities have on populations. In the information age, synchronization of word and deed matter more as the traditional media, emerging social media, and the Internet carry across both borders and across boundaries, and individual access to these means of communication and dissemination are increased by emerging technologies. Accordingly, MISO offer

commanders and other supported partners a means to influence individuals and groups in ways that support strategic, operational, and tactical objectives.

c. Unique features of work in the Psychological Operations Branch. PO personnel perform three primary missions:

(1) Military Information (MILINFO). MILINFO is the use of MISO to influence foreign target audiences in support of DOD activities and operations. The MILINFO mission is conducted across the range of military operations by conventional and special operations PSYOP forces. MILINFO enhances conventional and Special Operations Forces (SOF) activities during peacetime military engagements and is a combat multiplier during unified land operations. MISO are planned, integrated, synchronized, and executed as part of conventional and special operations to defeat the enemy and shape the operational environments in which the U.S. military operate. Conventional MISO forces that reside in the U.S. Army Reserve typically conduct MILINFO in support of conventional maneuver elements' IIA efforts as an integrated capability. Special operations MISO forces execute MILINFO while supporting the special operations core activities as an integrated capability or as a main effort. When directed, special operations MISO forces can also support conventional units during initial phases of contingencies, typically being relieved upon mobilization and arrival of U.S. Army Reserve conventional MISO forces. (JP 3-13.2, *Military Information Support Operations* and FM 3-53, *Military Information Support Operations*).

(2) Interagency-Intergovernmental Support (IIS). IIS shapes and influences foreign decision making and behaviors in support of U.S. regional objectives, policies, interests, theater military plans, and contingencies. IIS is a special operations MISO mission that leverages the special operations PSYOP force's language skills, cultural analyses, regional expertise, planning capability, and media knowledge to support non-DOD information efforts to convey the U.S. narrative, and to further regional and country team initiatives and strategic communication. IIS facilitates non-DOD missions that support the geographic combatant commander's (GCC) theater security cooperation plan, defense support to public diplomacy, Department of State (DOS) programs and activities, and other government agencies' and departments' objectives. MISO forces conduct IIS when operating in foreign countries under the guidance of the American Embassy or similar U.S. government entity, in association with the American Embassy and the HN government, in permissive and semi-permissive environments. (JP 3-13.2 and FM 3-53, *Military Information Support Operations*).

(3) Civil Authority Information Support (CAIS). PSYOP forces execute the CAIS mission, as part of Defense Support of Civil Authorities (DSCA), when use of DOD information dissemination capabilities are requested by a lead federal agency in support of relief operations in the wake of natural or man-made disasters within the geographical area of the United States and its territories. The CAIS mission directly supports the National Response Framework and Emergency Support Function #15, External Affairs, by producing, distributing, and disseminating public information approved and provided by the lead federal agency to the local populace in affected areas. Influence activities are prohibited within the United States and its territories. Information delivered during CAIS typically covers public safety issues and relief efforts and is intended strictly for those populations affected by the disaster or its related effects. Due to the typically critical need for timely action, special operations MISO units may be directed to deploy initially during relief operations as task organized Civil Authority Information Support Elements (CAISE) to provide direct support to the lead federal agency. Conventional MISO forces are mobilized at the earliest possible opportunity to continue long-term support until the relief operation is determined to be complete. (JP 3-13.2 and FM 3-53).

d. Unique Force Structure of the Psychological Operations Branch. PSYOP officers serve in the Active Army and Reserve Component (RC) of the U.S. Army. Active Army PSYOP officers are special operations officers. Active Army PSYOP Forces primary mission is to support Special Operations Forces (SOF). Active Army PSYOP Forces are specifically organized, trained, and equipped to conduct and support SOF. RC

PSYOP officers are conventional force officers. The RC PSYOP Force's primary mission is to support Conventional Forces. Information pertaining specifically to RC officers can be found in paragraph 7.

2. Officer characteristics required

a. General attributes. The PO branch requires officers who are able to apply problem-solving and decision-making skills to defeat an enemy who may have capabilities comparable to our forces. The enemy may be able to present asymmetric threats, be a fleeting target and embedded in the populace. The enemy may also be adaptive and unpredictable, have the capability to shift between irregular and conventional warfare, and be capable of conventional offense and defense operations. PO officers must have the leadership capabilities to fight among the populace, and deny support to our adversaries while encouraging support to the local government. Leaders in the PO Branch must recognize changing operational environments and remain fully prepared to reconfigure resources to undertake a range of altered missions. PO officers must embody the following attributes:

    (1) Integrity. PO officers must be trustworthy and honest with honor and unwavering adherence to ethical standards.

    (2) Courage. PO officers must act on one's own convictions despite consequences and be willing to sacrifice for a larger cause; not paralyzed by fear of failure.

    (3) Perseverance. PO officers must work towards an end; have commitment; physical or mental resolve; be motivated; give effort to the cause; and not quit.

    (4) Personal responsibility. PO officers must be self-motivated and autonomous self-starters; anticipate tasks and act accordingly. They must take responsibility for their actions.

    (5) Professionalism. PO officers will be the standard-bearers for the regiment. They must have a professional image; to include a level of maturity and judgment mixed with confidence and humility. They must form sound opinions and make their own decisions; stand behind their sensible decisions based on their experiences.

    (6) Adaptability. PO officers must possess the ability to maintain composure while responding to or adjusting their own thinking and actions to fit a changing environment. They must possess the ability to think and solve problems in unconventional ways; through their ability to recognize, understand, and navigate within multiple social networks; and the ability to proactively shape the environment or circumstance in anticipation of desired outcomes.

    (7) Team Player. PO officers must be able to work on a team for a greater purpose than themselves. They must be dependable and loyal, work selflessly with a sense of duty and respect for others, and recognize diversity.

    (8) Capability. PO officers must excel at physical fitness to include strength and agility. They must have operational knowledge and be able to plan and communicate effectively.

b. Unique attributes. PO officers must also possess these unique attributes:

    (1) Have the ability to solve complex political-military problems and develop and employ conventional or unconventional solutions. PO officers must be able to develop and employ non-doctrinal methods and techniques when applicable and be capable of executing decisive action for missions in which no current doctrine exists.

    (2) Have good interpersonal skills and display political acumen and cultural sensitivity. Mission success often depends on an officer's ability to establish rapport and influence the attitudes and behaviors of people from foreign cultures.

c. Competencies and actions common to all.
    (1) PO Branch is one of three Branches that make up Special Operations Forces functional group within the Operations functional category. The PO branch is a volunteer non-accession branch that draws its

officers from other branches of the Army. For the Active Army only, the Special Operations Recruiting Battalion (SORB) recruits PO volunteers in accordance with the force stabilization procedures outlined in AR 600-35, *Army Force Stabilization System*. PO officers must serve a successful initial tour as a lieutenant in a small-unit leadership position in one of the Army's other basic branches. As a result, volunteers should possess knowledge of conventional Army operations and possess Army leadership experience. For the Active Army only, a DA-centralized ARSOF accession board selects lieutenants who volunteer for special operations duty in the targeted year group; these individuals will undergo a rigorous assessment and selection program followed by attendance to the Special Operations Forces Army Common Core (SOFCC) to qualify for continued PO officer training. Completion of both the SOFCC and the designated ARSOF Branch Qualification course meet the requirements for MEL F CCC completion. In the event an officer is returned to their basic branch without completing both components, that officer must meet the requirements of their basic branch CCC in order to receive MEL F CCC credit. (2) Completion of the Psychological Operations Qualification Course (POQC) provides officers with entry-level knowledge of MISO (novice / apprentice). As they develop through operational experience, officers gain a broader understanding of USG and DOD policy and resultant MISO authorities; the Human Domain and its impact on campaigns and operations; MISO tactics, techniques, and procedures; the MISO targeting and mission-planning process; the support and sustainment process for MISO's unique equipment and requirements; special operations and conventional forces interdependence; and joint, multinational, and interagency aspects of MISO (journeyman). The master practitioner is uniquely trained, educated, and experienced in advanced influence, analysis communications and planning skills. Those skills set the master practitioner apart as an expert operating within the Human Domain and as a trusted advisor, planner and executor for sensitive strategic and operational influence planning and operations.

(3) PO officers continuously undergo intensive preparation for assignment in their unit's designated geographic areas.
PO officers gain and maintain area orientation through military and civilian schooling, language study, area study, mission preparation, and repetitive operational experience during their careers. Active Army, special operations PO officers are expected to maintain regional orientation, language proficiency, and cross-cultural interpersonal skills. While these special operations PO officers gain initial language qualification through formal instruction, they maintain language skills through practice and self-study. Defense Language Proficiency Test (DLPT) and Oral Proficiency Interview (OPI) scores reflect language proficiency. Soldiers must update their DLPT/OPI scores annually through formal testing. The organization of MISO battalions is by area of concentration; however, the management of regional expertise is subject to modification as the needs of the Army change.

(4) Active Army special operations PO Officers possess the required expeditionary competencies – regional knowledge, cultural awareness, foreign language, diplomacy and statesmanship to be an integral part in an expeditionary force.

d. Unique skills. PO officers will:
(1) Understand the concept of the human domain and operations conducted within that domain.
(2) Be proficient in tactical-level operations and experts in MISO.
(3) Understand and be capable of employing Army and joint doctrine in planning and operations.
(4) Be capable of planning and conducting MISO at the tactical, operational, and strategic levels.
(5) Be subject matter experts and known authorities in the psychological aspects of warfare, the influencing of the individuals and groups, joint and interagency operations, planning, operations and intelligence, as well as technical and tactical skills.
(6) (Active Army Special Operations PO Only) Have an aptitude for learning a foreign language and sustain foreign-language proficiency throughout their careers. This is one of the most important and difficult skills to gain and sustain; it is critical for all special operations PO officers. Immediately after completing the PO Assessment and Selection Course, special operations PO officers who do not already meet the

language requirements receive extensive foreign-language and cultural analysis training at USAJFKSWCS and elsewhere. Special operations PO officers must successfully meet all language-course requirements and comply with established Special Operations Center of Excellence language standards on either the DLPT or OPI before assignment to the operational force.

(7) (Active Army Special Operations PO Only) Be airborne qualified before starting PO training. Special operations PO officers must remain eligible to perform airborne duties throughout their careers. If the officer's airborne status is medically terminated, the regimental proponent, Commander, U.S. Army John F. Kennedy Special Warfare Center and School (AOJK- PO) can waive this requirement.

3. Critical officer developmental assignments

An officer must successfully serve in a basic branch to be eligible for PO. Upon graduation from the POQC, the officer serves in a key developmental position as a PO captain, followed by other branch developmental positions described in the following paragraphs. PO Branch development enables captains to achieve mastery of common core and PO branch skills, knowledge and attributes that assures the strong professional development foundation essential for success in the field grades.

a. Captain.
(1) PO Branch is a non-accession branch. To meet Army military education level requirements, every PO officer must complete the SOFCC before attending the POQC.

(2) Upon successful completion of the SOFCC, captains will attend the POQC (42-45 weeks). Upon successful completion of the POQC, captains will be assigned to a Psychological Operations Group (POG)/ Military Information Support Group (MISG), for their 36 months utilization tour as a PO Officer. All PO captains should optimally serve a minimum of 36 months in a position coded 37A within a POG/MISG. A captain serves optimally 2 years as Detachment commander followed by a third year as a company executive officer (XO) or staff officer within a POG/MISG.

(3) PO captains should successfully command a detachment for 24 months. Detachment command is the key developmental position for a PO captain. Detachment command equates to company, battery, or troop command in the other branches within the Operations functional category. Specially selected captains may command a specialized detachment or a Company (HSC/HHC), which is appropriate for an officer with high potential.

(4) The primary preferred developmental assignments for a PO captain are in positions coded 37A as a staff officer within the PSYOP/MISO Groups, the SF Groups, the 1st SF Command, the Theater Special Operations Commands (TSOC), or as staff and faculty at the USAJFKSWCS as well as Centers of Excellence (COEs) LNOs, and as an OC/T at a Combat Training Center (CTC).

(a) Service at USAJFKSWCS and CTCs. PO officers serving as staff and faculty at the USAJFKSWCS and as an OC/T at a CTC must have served in key leadership and developmental positions and have attained a superior performance record. They must also possess superb training skills, coaching abilities, and tactical proficiencies. These officers should be the best qualified officers in PO branch.

(b) Positions as platform instructors, small group leaders, doctrine writers or other positions in the institutional Army are critical broadening opportunities for our officers that will enhance an officer's standing in competition for command, key billet or senior executive level positions.

(5) Developmental assignments for a PO captain consist of all positions not designated key developmental.

(a) Developmental assignments enhance the PO captain aspects of warfighting skills, increase their level of responsibility, develop their understanding of interoperability among Army branches, or expose them to PO branch related generating force/JIIM opportunities that directly contribute to success as an innovative and adaptive leader.

(b) Broadening assignments, education or experiences expand a PO officer's capabilities by exposing them to different organizational cultures and environments. Such assignments are often joint, interagency, intergovernmental, and multinational in nature, and expose officers to problem sets not routinely addressed at the tactical level. A balanced mix of assignments offers the best path to development of strategic level thinkers and leaders. The broadening process will be dynamic and variable across each cohort YG. Opportunities will change in response to the Army's emerging missions, evolving structure and professional culture. Deliberate career management that carefully limits key developmental time to prescribed intervals, allowing exceptions only under limited extenuating circumstances is fundamental to the concept of broadening. Broadening opportunities may vary in scope, responsibility, and developmental outcomes and typically fall within these four categories: Institutional / functional, Academia and Civilian Enterprise (Training with industry), Joint/Multinational, and Interagency / Intergovernmental.

(c) Training with Industry (TWI). This competitive program provides training in industrial procedures and practices not available through military service schools or civilian education. The TWI provides PO officers with vital knowledge, experience and perspective in management and operational techniques to fill responsible positions within USASOC and other Army activities that normally interface with civilian industry. It provides the PO trainee an opportunity to grapple with real problems inherent to the business environment. Currently, these programs for PO branch are concentrated in the areas of media broadcasting, advertising and marketing essential to the success of our operations. The PO program is normally 10 months with a predetermined follow-on assignment within USASOC focusing on the experience gained. AR 621–1 provides information on application procedures.

(d) Select special operations PO officers will be offered an advanced civil schooling opportunity in conjunction with the POQC. PO officers are also highly encouraged to apply for the fully-funded advanced civil schooling opportunities in conjunction with Army nominative programs. Information on these programs will be distributed annually through USAHRC.

(e) Select special operations PO captains may attend the highly competitive National Defense University (NDU), College of International Security Affairs (CISA). The Masters of Arts Degree program mirrors the Master of Arts in Strategic Security Studies (MASSS) degree offered by NDU's College of International Security Affairs to students enrolled in the 10-month full time program from U.S. departments and agencies, congressional staffs, and military and civilian representatives of the international community who operate in the Washington, DC area. The MASSS curriculum offers a strategic perspective on the global threat environment, the rise of newly empowered and politicized ideological movements, the relationship between political objectives, strategy, all instruments of national power, and the roles of power and ideology. This assignment prepares officers for their role as PO officers in joint and interagency billets.

(6) Self-development. PO officers must sharpen their leadership, tactical, and technical skills and concentrate on those critical tasks required to accomplish their unique mission. It consists of individual study, research, professional reading, practice and self-assessment. It is accomplished via numerous means (studying, observing and experiencing), and is consistent with an officer's personal self-development action plan and professional goals. Self-development is the key aspect of individual officer qualification that solidifies the Army leader development process. Captains must take the initiative to gain knowledge and experience for the next level of assignments and responsibilities as a field grade officer. Self-improvement and development can be achieved through observing staff activities at the battalion and group levels, seeking out mentors, and gaining experience in other duty positions after successful completion of a detachment command. Officers should focus self-development efforts on gaining and maintaining regional and linguistic expertise and increasing proficiency in PO officer common core and branch tasks. Officers should become intimately familiar with their geographical areas and seek higher training and education in the art of influence, ethnographic studies, sociology, psychology, and other educational fields that relate to the mission of PSYOP forces. Officers should continue their professional military reading with books from the CSA's professional reading list for field grade officers.

(7) Desired experience. PO officers serving in airborne units are expected to successfully complete static-line jumpmaster training early in their careers, and attend advanced and special operations skill courses such as Military Deception, Special Technical Operations, SERE-C, Network Design, Special Warfare Operational Design Course (SWODC), and Special Operations Campaign Planners (SOCAP) to meet mission requirements.

b. Major. PO majors should successfully serve for approximately 24 months in any of the key developmental positions listed below or a combination of these positions:

(1) Company Commander. Majors command PO companies.

(2) PO/MISO Battalion S-3 (Operations Officer). The S-3 performs duties as the battalion operations officer, similar to Operations Division battalion S-3s.

(3) PO/MISO Battalion XO. The XO performs duties similar to Operations Division functional-category battalion and brigade XOs.

(4) PO/MISO Group S-3 (Operations Officer). The group S-3 operations officer performs duties relating to planning for future operations.

(5) Positions corresponding to statements one through four above in the USAJFKSWCS, 1st SWTG(A), Special

Operations Recruiting Battalion (SORB), Special Warfare Medical Group, Special Mission Unit, or deployed Joint/Military Information Support Task Force (JISTF or MISTF).

(6) Designated officer positions at USASOC, in a Theater Special Operations Command (TSOC), or equivalent Joint Special Operations and Interagency organizations.

(7) Staff officer in a PO position at a Special Forces Group (SFG) Corps staff officer, and 8th Army or other US Army Element commands.

(8) Designated PO positions in the Combined Arms Center (SOF cell and MCTP), and CTC (NTC/JRMC/JRTC) plans.

(9) Developmental assignments for a PO major consist of all positions not designated key developmental including branch, joint duty and branch generalist assignments. Upon completion of KD, Majors should pursue advanced military education and degree programs.

(a) Attendance at the highly competitive Advanced Military Studies Program (AMSP) at the School of Advanced Military Studies (SAMS). Any PO major who graduates from SAMS who is key and developmental qualified will serve in a PO-coded SAMS utilization assignment. Any officer who is not key and developmental qualified will serve in a PO key and developmental qualifying position before fulfilling their SAMS utilization.

(b) Attendance at the highly competitive Department of Defense Analysis Program at the Naval Postgraduate School. The Special Operations Master's Degree Program at the Naval Postgraduate School is 18 months of advanced study for selected officers. It provides a broad education in the art and science of unconventional warfare at the tactical, operational, and strategic levels. This training is followed by a tour (normally after serving in a key developmental position) as a PO planner at USSOCOM, USASOC, a TSOC, or a deployed JISTF / MISTF. PO officers who attend the P950 ILE Preparatory Course, and the Naval Command and Staff Distance Education Courses while attending NPS will receive full ILE/JPME I credit.

(c) The Interagency Studies Program (ISP) provides PO officers with an accredited master's degree that prepares officers for post key and developmental assignments in joint and interagency Special Operations Forces billets.

(d) National Defense University (NDU) provides a broad education focusing on Strategic Security Studies with a concentration in Irregular Warfare or International Security Studies. It provides PO officers with an accredited master's degree that prepares officers for post key and developmental assignments in joint and interagency Special Operations Forces billets. Officers attending NDU need to attend the satellite MEL 4 course and will receive the remaining MEL 4 credit through the NDU curriculum.

(e) The Special Operations Campaign Artist Program (SOCAP). SOCAP, operated by Fort Leavenworth's University of Foreign Military and Cultural Studies and tied to that organization's Red Team program, is an 18 week program, suited to an officer identified to begin ILE in the late summer. The course begins in January and officers can be prepositioned at Fort Leavenworth to attend this program, which is timed to complete just prior to the start of the ILE academic year. Officers who are ILE complete or who are attending a non-resident ILE can also attend this program in a TDY and return status. PO officers completing SOCAP will be awarded the 7G additional skill identifier (ASI). PO planners' positions within the Special Forces Groups and 1st Special Forces Command are designated with the 7G ASI.

(10) There is greater emphasis on self-development at the field grade levels, with the focus on general areas of knowledge rather than specific tasks. Officers without a master's degree are highly encouraged to enroll in a civilian college or university to earn an advanced degree either off duty or, if applicable, through a fully funded program in conjunction with ILE. However, completion of a master's degree should not take precedence over completion of ILE or the successful execution of any assignment. PO majors should also maintain and enhance their foreign language and cultural proficiency and continue their self-development program aimed at the mastery of MISO and unconventional warfare doctrine, tactics, techniques, and procedures.

c. Lieutenant colonel. Promotion to lieutenant colonel constitutes success in the Army, and subsequent assignments focus on developing the officer for broader contributions to the branch, the U.S. Army, and special operations in general.
Command selection only includes a small percentage of the PO lieutenant colonel population. PO lieutenant colonels not selected for battalion command continue to make significant contributions at all levels of the Army. Key developmental assignments for a PO lieutenant colonel include successful service as a tactical, training, institutional, or recruiting battalion commander (centralized selection list billet at the battalion level).

(1) Developmental assignments for PO lieutenant colonels consist of all positions not designated key developmental. These assignments include (but are not limited to) staff officer in a PO position at a Corps, ASCC, Global Combatant Command or TSOC; or assignment as an Interagency Operations Officer. The majority of lieutenant colonels' assignments will focus on developing the officer for broader contributions to the branch, the U.S. Army, and special operations in general.

(2) Former battalion commander assignments. PO Lieutenant Colonels completing battalion command are assigned to positions designated as requiring the skills of former battalion commanders. These post-command assignments may be to Army nominative, branch, branch area generalist assignments, or joint coded positions. Emphasis is placed on joint duty assignments for those officers without a joint qualifying tour.

(3) The following positions are designated former battalion commander assignments for PO officers: 1st Special Forces Command G3/5/7; 1st Special Forces Command CIG Deputy; MISO Group Deputy Commander; Deputy Commander 1st SWTG(A) (USAJFKSWCS); G3 USAJFKSWCS; PO Proponent, Personnel (USAJFKSWCS); Chief, PO Branch (AHRC); Chief, ARSOF Branch EPMD (AHRC); USASOC CG XO; SOF Leader Development Chief, CAC; Joint Staff J3 Operations Officer; and OSD Special Operations Policy Officer.

d. Colonel. PO colonels continue to serve the branch, special operations, and the Army through service in any PO-coded colonel position or combination of positions within USSOCOM, USASOC, USAJFKSWCS, 1st Special Force Command, HQDA, Joint Staff, Office of the Secretary of Defense (OSD), service schools, and other key organizations.

(1) Key development for a PO colonel is successful service as a tactical, training, institutional, or recruiting commander (command selection list billet at the group or brigade level) or command of a designated JISTF or MISTF. PO colonel assignments aim to develop the officer for broader contributions to the branch, the U.S. Army, and special operations in general.

(2) Developmental assignments for a PO colonel consist of all positions not designated key developmental including branch, joint duty and branch generalist assignments.

(3) For self-development, PO colonels focus on general areas of knowledge. Colonels should further enhance their regional orientation and language proficiency and continue to follow an extensive professional self-development regimen.

4. Assignment preferences

a. Preferences. Officers should attempt to serve in KD positions at each grade plate while expanding experience and expertise through broadening assignments throughout DoD. Officer development will continue to occur through a methodical sequence of progressive assignments in TOE units, staff and TDA billets, joint and coalition assignments, and institutional training positions. Self-development continues to be an essential component of officer development. The goal is to develop officers that can expertly conduct MISO in support of the combatant commanders. Development occurs through the Army school system with all officers selected for promotion completing some form of resident professional military education training.

b. Assignments.
(1) PO officers' assignments to developmental leadership positions have precedence. Typically, officers should seek assignments in the following order:
(a) Service as a Detachment Commander.
(b) Service as a Company XO.
(c) Service on a battalion or group staff.
(d) Advanced Civil Schooling or Training with Industry.
(e) Service on staff or as faculty at USAJFKSWCS, on staff at 1st Special Forces Command, on staff at other Army and/or joint assignments, or as an OC/T at a Combat Training Center (CTC).
(f) Attendance at the Command and General Staff Officer Course ILE or equivalent program.
(g) Attendance at the AMSP, the Special Operations Master's Degree Program in the Department of Defense Analysis at the Naval Postgraduate School, or the Interagency Studies Program at Kansas University.
(h) Service as a company commander, as a battalion S-3 or XO, group S-3, or designated key developmental position.
(i) Attendance to JPME-II enroute to Joint assignment.
(j) Service at a battalion-level CSL command.
(k) Service in a Former Battalion Commander assignment, senior-level SOF, senior-level conventional force (CF), or Army developmental position.
(l) Attendance at a senior service college.
(m) Service at a group-level CSL command or senior executive-level SOF, or senior executive-level CF, joint, or Army position.

5. Duration of critical officer life-cycle assignments

All captains will optimally serve 24 months in their key developmental position in a MIS group as a Detachment commander. The goal is for all majors to serve for 24 months in key developmental positions. Majors will serve in an operational group, training group or other coded 37A position designated as key developmental. Figure 1 displays the PO branch life-cycle model.

Figure 1. Psychological Operations Officer Life-Cycle Model

Rank	CPT →	MAJ →	LTC →	COL
YEARS	0 1 2 3 4 5 6 7 8 9 10	11 12 13 14 15 16 17	18 19 20 21 22	23 24 25 26 27 28 29

ARSOF Board

CCC — CGSC / ILE SOFTRAC — JPME II — SSC

POQC

Airborne, Air Assault, Ranger, Pathfinder, Jumpmaster, SERE, MILDEC, STO, SOCAP, SWODC, Network Design, MPDAC, Joint MISO Planners Course

← Key Developmental and Developmental/Broadening Assignments →

Typical Assignments			
Detachment CDR or any 37A position at BN level or below HHC/HSC Command MISB/POB or MISG/POG Staff Aide-de-camp Staff or faculty at USAJFKSWCS Staff or faculty at USMA ROTC APMS Service in an SMU Service DOD Staff Intern 1st SFC SGS or staff AHRC FRO or CG Assignment Officer Company XO CTC OC/T SFG Planner TSOC Planner Field Artillery BDE PO Officer Personnel Exchange Program	Company CDR BN S3 or XO GRP S3 GRP HHC CDR S3, XO or CO CDR within SWCS, SORB, or an SMU SFG PSYOP Officer Any 37A position at GP, DIV and higher Designated Positions at CAC SOF Cell and CTC Plans USSOCOM/USASOC/ TSOC Operations or Plans SFG Plans officer USAJFKSWCS Instructor or Staff Joint or combined staff officer USAHRC PO FG Assignment officer 1st SFC DOI staff MPAT/SWPD member USMA Faculty or Staff ROTC APMS JIIM organizations and commands	BN CDR Service at USSOCOM or TSOC XO at MISG/POG, 1SWTG, or SMU DCO at MISG/POG PO Staff officer in DA, DOD, or JCS Selected 1st SFC Staff positions Joint Staff Officer in a Joint or Combined HQ, GCC, or TSOC SWCS PO CMDT Proponency, Training, or Doctrine Chief Service in USASOC USAHRC PO Branch Chief Staff or faculty at CGSC MPAT/SWPD Leader ROTC PMS Interagency Operations Officer	Group CDR CDR of a designated Joint PO Element Deputy CDR of SMU Service at a TSOC USSOCOM Joint Staff Officer Joint Staff Officer or CDR in selected joint and/or combined staff positions 1st SFC Chief of Staff SSC Instructor USAJFKSWCS PO Commandant USAJFKSWCS Chief of Staff Service with the Army staff Interagency Operations Officer

Civilian Education Self Development	AMSP / ACS / Naval Postgraduate School / TWI / ISP

6. Key officer life-cycle initiatives for Psychological Operations

a. Structure. The PO branch structure is somewhat different from that of the Operations Division functional categories because it contains a high number of officers and the absence of lieutenants. Its structure will continue to reflect those characteristics.

b. Acquire. PO is a non-accession branch. For the Active Army only, the SORB recruits PO volunteers. Officers are accessed upon selection for promotion to captain. An officer signals his interest in joining the

branch by submitting a packet to the SORB when eligible. A DA-centralized ARSOF accession board selects lieutenants who volunteer for special operations duty in the targeted year group. If selected by the ARSOF Panel, USAHRC will schedule them for attendance at assessment and selection. They normally complete all training and reach their first operational assignment 1 to 2 years later. Over 150 officers typically apply for the program each year. Of these, approximately 50 successfully graduate POQC and become qualified PO branch officers. The goal for all captains is to graduate POQC at between 4 to 6 years in service, serve in PO assignments, and obtain professional development in the branch before consideration for promotion to major. The CG, USAJFKSWCS, validates captain requirements in an annual mission requirement letter to DA DCS, G-1.

   (1) PO training prerequisites. Officers applying to attend PSYOP Qualification Course and branching into the PO Branch must:

      (a) Be a volunteer for PO training in accordance with DA PAM 351-4.

      (b) (Active Army Only) Be in their third year of active federal commissioned service when the ARSOF Officer Selection Board meets. Upon successful selection by the ARSOF Selection Board, active officers must attend and successfully complete PO Assessment and Selection.

      (c) (Active Army Only) Be selected for promotion to captain.

      (d) Have enough time remaining as a captain to complete PO training and serve 3 years in a PSYOP unit before DA centralized selection board consideration in the primary zone for promotion to major. This permits completion of key developmental assignments before selection for major.

      (e) (Active Army Only) Be airborne qualified or volunteer for airborne training.

      (f) Have passed the Army Physical Fitness Test.

      (g) (Active Army Only) Have scored at least 85 on the Defense Language Aptitude Battery (DLAB) or have met USAJFKSWCS language-school graduation standards of a 1/1/1 on the DLPT and OPI in a PO-required language (other than English).

      (h) Have met the medical standards for PO training in accordance with AR 40-501, Standards of Medical Fitness.

      (i) Have a minimum physical profile of 111221.

      (j) Be eligible for a top secret security clearance.

      (k) Be a SOFCC graduate by the time of enrollment in the POQC.

      (l) (RC Only) Be assigned in a valid PO authorization in a MISO unit.

   (2) Branch-transfer policies.

      (a) PO branch controls volunteers throughout their PO training, and the training begins with attendance to assessment and selection for active duty officers, continues for all officers with the POQC, and ends with the assignment of the officer to their first operational assignment in a MISG/POG. USAHRC branch transfers Active Army officers to PO upon successful completion of the POQC. PO officer training is a multipart entity with a single Active Army service obligation. Officers failing to achieve POQC standards will not be PO qualified. These officers will return to their initial branch of assignment.

      (b) Active duty officers who completed PO training as enlisted Soldiers must still successfully attend and complete PO Assessment and Selection and the POQC before branch transfer to PO.

      (c) Active Army and RC PO qualification training requirements differ. Active Army PO officers must attend language, regional studies, cultural analysis, and selected advanced skills training. Officers who successfully completed the 37A POQC as an RC PO officer must attend PSYOP assessment and selection, the Basic Airborne Course, and must successfully complete the Active Component POQC if accessed into the Active Army.

      (d) The CG, USAJFKSWCS, is the final waiver authority for course prerequisites as well as PO qualification and branch-transfer requirements. All requests for waivers should be addressed to the CG, USAJFKSWCS, ATTN: AOJK- PO, Fort Bragg, NC 28310-5200.

c. Deploy. PO officers must remain personally and professionally prepared to deploy worldwide at all times. Whether assigned to TOE units with high levels of readiness or fixed-site TDA organizations, all PO officers must be able to deploy and accomplish missions across the range of military operations. PO officers may deploy on short notice with their units to conduct combat operations, deter potential adversaries, and protect national interests.

d. Sustain. The OPMS changes the manner of execution of three major areas affecting officer career development.

(1) Promotion. PO branch officers will compete for promotion as a basic branch within the Active Component Category (ACC).

(2) Command. The PO branch lieutenant colonel and colonel commanders will continue to be centrally selected for command. All PO officer command opportunities are in the Operations Command and Key Billet categories. Army-wide, these commands are organized into five functional categories: operations, strategic support, recruiting, training, and installation. The PO personnel proponent at USAJFKSWCS closely monitors the number of commands available to PO officers to achieve branch professional development on par with that of the other Operations Division branches.

(3) Officer Evaluation Report. The PO branch along with the Army officer structure is pyramidal. The apex contains very few senior grades in relation to the wider base. Advancement to increasingly responsible positions is based on relative measures of performance and potential. The mechanism to judge the value of an individual's performance and potential is the Officer Evaluation Report (OER) which is described in detail in Part One of DA PAM 600-3.

e. Develop. Officer development will continue to occur through a methodical sequence of progressive assignments in TOE units with troops, staff and TDA billets, joint and coalition assignments, and institutional training positions. Throughout an officer's career, self-development continues to be an essential component of officer development. The goal is to professionally develop officers to expertly conduct MISO in support of combatant commanders. Development also occurs through the Army school system, with officers selected for major completing some form of CGSC/ILE training, in accordance with OPMS and ARSOF functional category guidelines.

f. Separate. The branch separation process remains the same as for the rest of the Army.

7. Psychological Operations U.S. Army Reserve officers

a. General career development.

(1) The RC PO officer developmental objectives and qualifications parallel those planned for their Active Army counterparts, with limited exceptions.

(2) The RC PO officer serves the same role and mission as an active counterpart. Junior officers must have a successful initial tour as a lieutenant in a small-unit leadership position in one of the Army's basic branches. As a result, the officer should possess knowledge of conventional Army operations and experience in Army leadership prior to volunteering for the PO branch.

(3) RC officers tend to spend more time in key leadership positions and have increased windows to complete mandatory educational requirements than their active counterparts. Assignment options in the RC may be constrained by force structure, and demographic and geographic limitations. The RC PO officer may not find a PSYOP unit with openings available at their grade or may not be eligible for promotion until finding a troop program unit position at the proper grade. The RC officer's civilian careers and other considerations may limit them to serving in geographically available units. The RC officer may need to rotate between TPU, IMA, and IRR assignments to reach his professional development objectives. A RC officer may serve in other basic branch or functional area positions that they are qualified in or become qualified in during their career. The RC officer may not be able to follow a pure PO career model. Refer to Part One of DA PAM 600-3 for a detailed description of RC officer career management and development.

b. Branch development. Even though RC officer development is challenged by geographical considerations and time constraints, each officer should strive for PO assignments and educational opportunities that yield the same developmental opportunities as their active counterparts. RC PO officers are expected to complete their required education and aggressively seek out operational assignments to stay proficient in the branch.

(1) Introduction. As a non-accession branch, RC officers volunteer to become PO officers just as their counterparts in the active Army. The officer target group for branch transfer to RC PO includes basic branch-qualified captains who are SOFCC or CCC graduates.

(2) RC PO captain.

(a) Formal training. Mandatory education during this phase is completion of a basic branch CCC. The goal is for captains to complete CCC prior to joining a MISO unit and completing the POQC. These

officers must instead rely on their basic branch career managers at USAHRC-Fort Knox to obtain school allocations.

(b) Assignments. Assignments in a company, battalion, and group organization should follow a progressive order. Newly branch transferred PO officers must be able to serve for 24 months in an MTOE MISO unit. This unit assignment is considered critical branch experience following completion of PO qualification training, and company grade officers should focus their efforts on mastering their newly acquired skills as PO officers. All PO captain positions are considered critical branch experience for initial development. Not all positions are available to RC officers depending on their category of service. The key developmental assignment for TPU captains is as a Tactical MISO Detachment commander. AGR captains are not afforded this assignment opportunity. For AGR captains, the key developmental assignment is assistant operations officer or S3-Air of a MISO Battalion. Both TPU and AGR captains are afforded the opportunity to command headquarters and headquarters companies in MISO Battalions.

(3) RC PO major.

(a) Formal Training. The developmental goal for majors is to complete CGSC or an ILE equivalent. Officers should complete CGSC/ILE but must complete ILE common core or 50% of the legacy CGSC to be educationally-qualified for promotion to lieutenant colonel.

(b) Assignments. Major TDA and TOE assignments for PO at the MISO unit level are limited and officers should seek key developmental assignments and then pursue broadening assignments prior to consideration for their next 10 years of service. The key developmental assignment for majors is PO Company Commander for both AGR and TPU officers. The key developmental assignment for AGR majors is battalion operations officer. TPU majors have the opportunity for key developmental assignments as a MISO battalion executive officer or MISG plans officer.

(4) RC lieutenant colonel.

(a) Formal training. The RC lieutenant colonel must complete 100% of the legacy CGSC or ILE common core to be considerate educationally qualified for promotion to colonel. Qualified lieutenant colonels may apply for the U.S. Army War College or other Senior Service Colleges (resident or distance learning).

(b) Assignments. The key developmental assignment for lieutenant colonels is to serve as a battalion commander of an MTOE or TDA unit for 24 months. While not every PO officer will command at the battalion level, the goal of the officer's professional development is to provide every officer the assignments, institutional training, and experience to prepare him for command at this level. Additional key developmental assignments are available as group/brigade DCOs and S-3s.

(5) RC colonel.

(a) Formal training. Completion of Senior Service College.

(b) Assignments. The key developmental assignment for highly-qualified colonels is to command a MISO or training brigade. To be slated for a PO colonel level command, PO colonels should be enrolled in or have previously completed Senior Service College.

c. Life-cycle development model. The RC life-cycle development model for PO officers is shown in Figure 2.
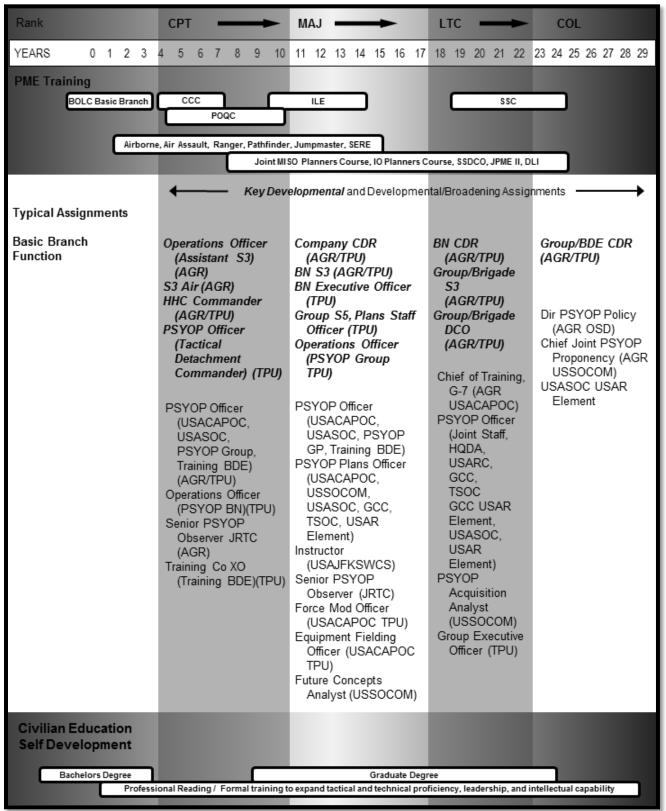
Figure 2. Reserve Component Psychological Operations Life-Cycle Model

Rank	CPT →	MAJ →	LTC →	COL
YEARS	0 1 2 3 4 5 6 7 8 9 10	11 12 13 14 15 16 17	18 19 20 21 22	23 24 25 26 27 28 29

PME Training

- BOLC Basic Branch
- CCC
- POQC
- ILE
- SSC
- Airborne, Air Assault, Ranger, Pathfinder, Jumpmaster, SERE
- Joint MISO Planners Course, IO Planners Course, SSDCO, JPME II, DLI

← *Key Developmental* and Developmental/Broadening Assignments →

Typical Assignments

Basic Branch Function

CPT	MAJ	LTC	COL
Operations Officer (Assistant S3) (AGR) *S3 Air (AGR)* *HHC Commander (AGR/TPU)* *PSYOP Officer (Tactical Detachment Commander) (TPU)* PSYOP Officer (USACAPOC, USASOC, PSYOP Group, Training BDE) (AGR/TPU) Operations Officer (PSYOP BN)(TPU) Senior PSYOP Observer JRTC (AGR) Training Co XO (Training BDE)(TPU)	*Company CDR (AGR/TPU)* *BN S3 (AGR/TPU)* *BN Executive Officer (TPU)* *Group S5, Plans Staff Officer (TPU)* *Operations Officer (PSYOP Group TPU)* PSYOP Officer (USACAPOC, USASOC, PSYOP GP, Training BDE) PSYOP Plans Officer (USACAPOC, USSOCOM, USASOC, GCC, TSOC, USAR Element) Instructor (USAJFKSWCS) Senior PSYOP Observer (JRTC) Force Mod Officer (USACAPOC TPU) Equipment Fielding Officer (USACAPOC TPU) Future Concepts Analyst (USSOCOM)	*BN CDR (AGR/TPU)* *Group/Brigade S3 (AGR/TPU)* *Group/Brigade DCO (AGR/TPU)* Chief of Training, G-7 (AGR USACAPOC) PSYOP Officer (Joint Staff, HQDA, USARC, GCC, TSOC GCC USAR Element, USASOC, USAR Element) PSYOP Acquisition Analyst (USSOCOM) Group Executive Officer (TPU)	*Group/BDE CDR (AGR/TPU)* Dir PSYOP Policy (AGR OSD) Chief Joint PSYOP Proponency (AGR USSOCOM) USASOC USAR Element

Civilian Education Self Development

- Bachelors Degree
- Graduate Degree
- Professional Reading / Formal training to expand tactical and technical proficiency, leadership, and intellectual capability