



Joint Analysis and Lessons Learned Centre
NLLP Active Content Management – Ad-hoc Report



ANNEX 1
JALLC/LLMD/AR/01
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NATO LESSONS LEARNED PORTAL ACTIVE CONTENT MANAGEMENT FOR PSYOPS RELATED INPUTS (PERIOD FROM 01.01.2018 TO 01.10.2019)

THE CUSTOMER FOR THIS ACM REPORT IS CHIEF INFORMATION FUSION CELL / SHAPE
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This report is a result of NLLP Active Content Management conducted by the Joint Analysis and Lessons Learned Centre and answers a specific Request for Information from the customer. The content is based on the data and information as available in the NLLP and provides the customer with findings for further consideration and exploitation.

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INTRODUCTION

1. On 04 February 2020, the Chief Information Fusion Cell / SHAPE Communications Division contacted JALLC NLLP Data Analysis Team in the framework of the NLLP Active Content Management to provide an overview of the PSYOPS relevant Lessons Learned (LL) information available in the NLLP in order to support further activities in the NATO PSYOPS Working Group, planned for March 2020.
2. After review of the ACM Request for Information (ACM RFI) – 01 / 04.02.2020, JALLC accepted the request and conducted the ACM resulting in this Ad-hoc Report. The report is structured in three sections: first section providing a quantitative overview of PSYOPS inputs within NLLP; the second section presenting initial qualitative findings; and the final section providing references and links to most relevant NLLP inputs considered in the scope of this report.
3. The methodology used for this report consisted firstly in identifying the relevant inputs in the NLLP, as available to the JALLC analysts based on their access permissions, by conducting a word search followed by review of each document to validate its relevance for this report. Then, after a quantitative analysis of these documents, an initial content analysis was conducted leading to identifying relevant findings. Finally, these findings were grouped and reviewed in three main categories.

OVERVIEW OF PSYOPS INPUTS IN NLLP

4. The initial search of the entire NLLP for the word “psyops”, disregard the submission date, resulted in a number of items that include¹:
 - a. 54 Lessons Identified;
 - b. 31 reports containing different Lessons identified, Lessons Learned and/or Best Practices;
 - c. 12 reports on various topics that include also the word “psyops”;
 - d. 5 documents labelled as Directives & SOPs; and
 - e. 4 Lessons Learned.
 - f. Other items that are distributed in the Tracking Areas at different level of staffing within the NATO LL Process.
5. All these items have different level of classification and are labelled by the originator as relating to various topics (e.g. Land, Air, Maritime, and Cyber Defence Operations; Operations Planning and Assessment; Education, Training, Exercises & Evaluation; Strategic Communications; Consultation, Command & Control), most of them being also associated with Doctrine, Organization, Training, Leadership and Personnel Lines of Capability Development.
6. After reducing the scope to the period requested by the customer (01.01.2018 – 01.10.2019), the search resulted in the following items:
 - a. 3 Lessons Learned;
 - b. 2 Lessons Identified Noted;
 - c. 1 report containing 1 Lesson identified; and
 - d. 7 items in Tracking Area at different level of staffing within the NATO LL process.

¹ Most of these items can be further searched and analyzed by the customer according to the needs.

INITIAL FINDINGS FOR THE REPORTING PERIOD

7. The initial content analysis of the data resumed at paragraph 6 above shows that the NLLP inputs do not reflect individual and independent PSYOPS issues but are aspects that are connected with other areas such as personnel, operations, targeting, or the wider Information Environment.

8. In the context of this report, the findings resulted from the initial analysis of the NLLP inputs can be grouped in the following categories:

a. Doctrine and regulatory framework:

- 1) There were recent updates (in June 2019) to JFCBS NCRSM related provisions in order to improve the way different tasks, including those relating to PSYOPS, are tasked during Crisis Management. This may qualify as a lesson to be exploited by other HQs;
- 2) There is a need for an SOP to clearly articulate the process for non-kinetic target clearance and tasking (particularly PSYOPS). This can be applicable, for example, on how an HQ can request PSYOPS support. This finding connects also with another finding relating to scenario – c.1. Additionally, as identified during TRIDENT JOUST 2015, it appears the need to clearly regulate the way non-lethal target packages are executed;
- 3) The current NATO provisions do not allow a clear identification of the use of PSYOPS in the social media so that this area could be further investigated for clarification. This situation was already evident during TRIDENT JAGUAR 2016, emphasizing the contrast between the INFOOPS doctrine and lack of specific guidance for PSYOPS. Any further NATO policy/directives supporting this area should consider other emergent actions at national levels (e.g. the Information Manoeuvre Group as referred to by ARRC in the ARRCAD THOR 18 Post Exercise Report);

b. PSYOPS manning and expertise:

- 1) Because of previous gaps in expertise across multiple areas (e.g. SEAD – EW – InfoOps / PSYOPS), a minimum number of experts and specific posts were considered during the JFAC manning to train the other members to be minimum mission ready. A Potential Best Practice in this respect can be considered the AIRCOM positive results during TRJE 18 CPX;
- 2) More qualified targeteers in JFAC, including with PSYOPS expertise, appears as another need during the exercises. This finding connects also with another finding relating to training – c.2.
- 3) In order to ensure timely contributions and avoid duplication of efforts among various branches in the very demanding information environment, it may be worth to assess the possibility to have the Information Fusion Cell as a Response Cell so that generating products “on demand” according to the Training Audience requests;

c. Exercise scenario and Training:

- 1) The exercise scenario does not always ensure the level of depth required to identify the right targets from PSYOPS perspective;
- 2) Common procedures at JFTHQ and CJPOTF were exercised to ensure a smooth and clearly defined working flow. This finding relates to an older inputs but it was closed and archived during the reported period. However, the need for all stakeholders to review the tasking cycle for PSYOPS-related effects still appears to be relevant.

REFERENCES AND LINKS TO NLLP DOCUMENTS

9. The main documents considered for this ACM Ad-hoc Report were extracted from NLLP as they were available to JALLC Analysts. However, since some of the NLLP items are limited only to the originating HQ, these items may not be available for all NLLP users. Therefore, whenever relevant, a mention is made directing the reader to the relevant HQ for further information.

10. Items in NLLP Main Library (in order to access them user should be signed-in):

a. ARRCADÉ THOR 2018 Post Exercise Report:

http://nllp.jallc.nato.int/IKS/Sharing%20Private/20180622_NR_G35_ATh18_PXR.pdf

b. Lessons Learned and Lessons Identified Noted, with no further action expected:

- 1) ID 12020: NCRSM Supplement – Internal to JFCBS;
- 2) ID 11120: Manning & Selection of Personnel against Posts – Internal to HQ AIRCOM;
- 3) ID 2108: Coordination procedure between JTFHQ and Joint level POTF;
- 4) ID 12495: COMMS Division exercise Manning Structure;
- 5) ID 12174: Scenario Development.

11. Items in Tracking Area, still under staffing process with changes and follow-ups expected:

a. ID 12498: Non-kinetic Target clearance process – the status is Lesson Identified for remedial Action;

b. ID 12109: Appropriately trained personnel – the status is potential Best Practice; Internal to HQ AIRCOM;

c. ID 12110: PSYOPS tasking for Air Assets not being staffed correctly - the status is Lesson Identified for remedial Action; Internal to HQ AIRCOM;

d. ID 11989: Information Fusion Cell (IFC) in CPX – the status is Observation; Internal to JFCNP;

e. ID 11939: PSYOPS Policy for Social Media - the status is Observation Submitted; Internal to HQ AIRCOM;

f. ID 11284: Doctrinal guidance on Social Media utilization within PSYOPS - the status is Observation Submitted; Internal to HQ SACT;

g. ID 11085: Integration of lethal and non-lethal Targeting - the status is Lesson Identified for remedial Action; Internal to JFCNP.

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