

CHAPTER 5

Intelligence Gathering



PSYOP Intelligence is processed information about a particular target audience. It is based on knowledge of an entire AO, scope of mission, society, geography, demographics, and weather. This chapter identifies intelligence systems, products, and information the PSYOP personnel must tap and use to support the commander's effort to conduct successful PSYOP. This chapter is not intended to provide a complete review of the intelligence process. FMs 34-1, 34-3, and 34-6 serve as excellent overviews of intelligence operations.

Army Intelligence and Electronic Warfare

The mission of Army intelligence and electronic warfare (IEW) units is to support the commander with situation development, target development, electronic warfare (EW), and commercial data retrieval systems designed to access open source counterintelligence. These missions are critical for the PSYOP intelligence preparation of the battlefield (IPB) process. They are also critical in—

- Refining the target audience analysis.
- Timing of programs.
- Disseminating PSYOP products.
- Measuring PSYOP effectiveness.

To ensure that PSYOP intelligence needs are met, PSYOP personnel must clearly state their commander's needs to the IEW community. Included in the Army IEW mission are five basic tasks that apply to PSYOP program indications and warning, situation development, target development, EW, and counterintelligence. FM 33-1 includes a thorough explanation of these tasks.

IEW Support Architecture for PSYOP

In the intelligence discipline, IEW consists of U.S. assets (strategic, operational, and tactical), non-DOD assets, and host nation (HN) assets. U.S. assets consist of strategic, operational, and tactical intelligence.

Strategic Intelligence

Strategic intelligence is generated at the national level, primarily by the Defense Intelligence Agency (DIA), the Central Intelligence Agency (CIA), and the National Security Agency (NSA). These agencies provide—

- Analytical services.
- Finished intelligence products.
- Extensive data bases.
- Other services of interest to PSYOP units.

The PSYOP unit S2 must use the established DOD system to ensure that the intelligence material produced by these organizations reaches the PSYOP planners.

Operational intelligence

Operational intelligence is generated at the theater level by Army echelons above corps (EAC) military intelligence brigades. These brigades are tailored to support the regions in which they operate and can provide vital intelligence to PSYOP commanders. These brigades contain five intelligence, discipline-specific organizations and a fusion center described in the following paragraphs.

Human Intelligence (HUMINT) units debrief prisoners of war, detainees, and other personnel. They also exploit documents, conduct long-range surveillance, conduct liaison with HN forces, and conduct low-level and controlled collection activities. HUMINT can provide insight into the opponent's intentions and deliberations. It can also provide information on the opponent's training, morale, and decision-making process. However, HUMINT is limited by timeliness, effects of previous PSYOP products and/or actions, and the availability and accessibility of collectors.

Signals Intelligence (SIGINT) units collect, locate, evaluate, analyze, and fuse intercepted enemy emissions. Interceptions may provide indications of opponent plans and operations. They may also provide some insight into the opponent's decision-making process. If a product is to be disseminated through radio or television broadcasts, SIGINT can locate the necessary facilities. SIGINT can provide timely intelligence but is susceptible to opponent's deception operations, which could lead to false SIGINT assessments.

Imagery Intelligence (IMINT) is collected by EAC units using optical and infrared sensors, imaging radars, electro-optical sensors, and multispectral sensors. IMINT applications for PSYOP focus on dissemination of the product. A PSYOP program that attempts to influence an observable activity may also be evaluated using IMINT resources. The primary disadvantage of IMINT is the capability of the sensors used. Some sensors may be limited by weather conditions and darkness. IMINT can only provide a snapshot of what is happening at one particular time and place, with little indication of enemy intentions.

Technical Intelligence (TECHINT) is the product of captured, confiscated, or gratis enemy materiel (including PSYOP-related equipment) that is evaluated for its potential use against friendly forces.

Measurement and Signature Intelligence (MASINT) results from the analysis of technical and scientific data derived from special sensors. This information can be used to identify opponent's electronic equipment.

Echelons Above Corps Intelligence Center

Each Army theater brigade fuses the collection of discipline-specific information in a fusion center called the echelons above corps intelligence center (EACIC). The EACIC supports the theater Army (TA) command. It is the center for collection management, all-source intelligence production, and the coordination of all theater Army intelligence support. The EACIC should be able to fill most PSYOP operational intelligence requirements.

Tactical Intelligence

Tactical intelligence is generated by both SOF and GP forces intelligence organizations. At this level, HUMINT is intensive because of the interface with the local population therefore, linguists and interrogators will be in high demand. PSYOP personnel must plan carefully with supported commands for access to tactical HUMINT information. The key to tactical intelligence is the swift exploitation of collected information. Other disciplines used at the tactical level include—

- Counterintelligence to aid in operational security, deception, and face production.
- SIGINT.
- IMINT.

Non-DOD Intelligence Assets

Virtually all PSYOP missions will require intelligence assistance from non-DOD agencies. Unit S2s and collection managers should be aware of these agencies and their intelligence-related products. The information provided by these agencies may prove invaluable to the success of PSYOP. Listed below are major agencies that may produce PSYOP-related intelligence on a routine basis:

- CIA.
- DIA.
- NSA.
- Department of Justice (DOJ) to include the Drug Enforcement Administration (DEA) (found in most narcotics producing nations.)
- Federal Bureau of Investigation (FBI).
- Immigration and Naturalization Service (INS).
- U.S. Marshals' Service.
- Department of Treasury, to include the U.S. Customs Service and the Bureau of Alcohol, Tobacco, and Firearms (BATF).
- Department of State (DOS).
- United States Information Agency/Service (USIA/USIS).
- Department of Transportation (DOT).

- United States Agency for International Development (USAID).
- Department of Commerce.
- Federal Aviation Administration (FAA).
- Foreign Broadcast Information Service (FBIS).
- U.S. Border Patrol.

Host Nation Assets

The U.S. Embassy or Consulate is the center for PSYOP intelligence information in the HN. The country team is a critical element for providing PSYOP-related intelligence or information. These agencies may have already collected much of the intelligence that the PSYOP intelligence officer needs. They may also maintain large data bases and historical records that PSYOP units may use. For example, USIS maintains data on HN radio and television programming and on the general attitudes of the HN population. USAID can provide information on ongoing development projects and the impact of these projects on the HN population. Use of these assets will save PSYOP personnel time and avoid duplication of effort.

Deployed units (Special Forces [SF], Civil affairs [CA], military police [MP]) can also provide PSYOP personnel with PSYOP-related intelligence products. These units often work closely with the civilian population and may be able to provide information based on this relationship, although providing information is not their primary role in the HN.

HN agencies are also excellent sources of intelligence related to PSYOP. Examples of other units or agencies that can provide HN support to the PSYOP intelligence effort may include HN—

- Military units.
- Paramilitary groups and militia units.
- Police.
- Government agencies or ministries.
- PSYOP units.

IEW Support to PSYOP

PSYOP programs need current, accurate information, and they must have an aggressive intelligence collection management process. For example, commanders must ensure that the PSYOP senior intelligence officers (SIOs) formally task Army production organizations (for example, the U.S. Army Intelligence and Threat Analysis Center) for PSYOP-related products to support contingency planning and current operations. Non-DOD U.S. Government organizations may also be formally tasked for support. The best PSYOP-related intelligence collectors and producers include the CIA, the DIA, and the DOS. Trained collection managers are qualified to begin formal routine support from these valuable sources of information. Every country in the world is covered for intelligence purposes by these government organizations.

Most analysts in intelligence organizations are aware of PSYOP (including CA) community requirements. Although much intelligence at the national and theater level is created for GP forces, most products address PSYOP-related topics as a matter of analytical procedure.

Commanders must ensure that their personnel are an integral part of the supported command's all source intelligence center, EACIC, or equivalent. As a minimum, PSYOP liaison personnel should work in or closely with the supported unit's intelligence organization. Its intelligence personnel should be tasked to extract PSYOP-related information from all incoming reports, paying particular attention to the cultural, social, economic, religious, and political environments of the target audience.

In most cases, PSYOP commanders will task the following organizations for intelligence support the United States Army Civil Affairs and Psychological Operations Command (USACAPOC) G2; the United States Army Special Operations Command (USASOC) G2; the theater Army special operations support command (TASOSC) intelligence support element; the U.S. Army Intelligence and Security Command's EAC brigades assigned to theaters; or the United States Special Operations Command (USSOCOM) J2. Numerous other service intelligence organizations are available for support, depending on task organization, including HN intelligence services. It is the PSYOP unit S2's responsibility to ascertain the intelligence organization's capabilities (the who, what, and where).

PSYOP SIO is the focal point for the PSYOP intelligence effort. The SIO for Joint Psychological Operations Task Force (JPOTF) is the nucleus of the PSYOP IPB process. The JPOTF SIO is normally the S2 of a regionally oriented PSYOP battalion. The SIO and his staff perform the most detailed IPB of the AO that the environment permits.

In addition to performing the traditional duties of the intelligence officer, such as coordinating intelligence assets to meet the commander's needs, the SIO must aggressively search for information to fulfill the PSYOP unit's unique intelligence requirements. The SIO and his staff must translate the intelligence needs of their unit into precise and observable collection requests. Eliciting timely and PSYOP-relevant intelligence is the primary function of the SIO. The SIO must work closely with the operations officer and the PDC chief to ensure a unity of effort in intelligence collection and analysis.

PSYOP Analysis

PSYOP analysis is essential to successful PSYOP mission accomplishment (Figure 5-1, page 5-6). A PSYOP program prepared without it jeopardizes the PSYOP mission and the supported commander's mission. Since most intelligence is generated for GP forces, PSYOP personnel must glean PSYOP-related information from this intelligence and request specific PSYOP information needed for PSYOP analysis.

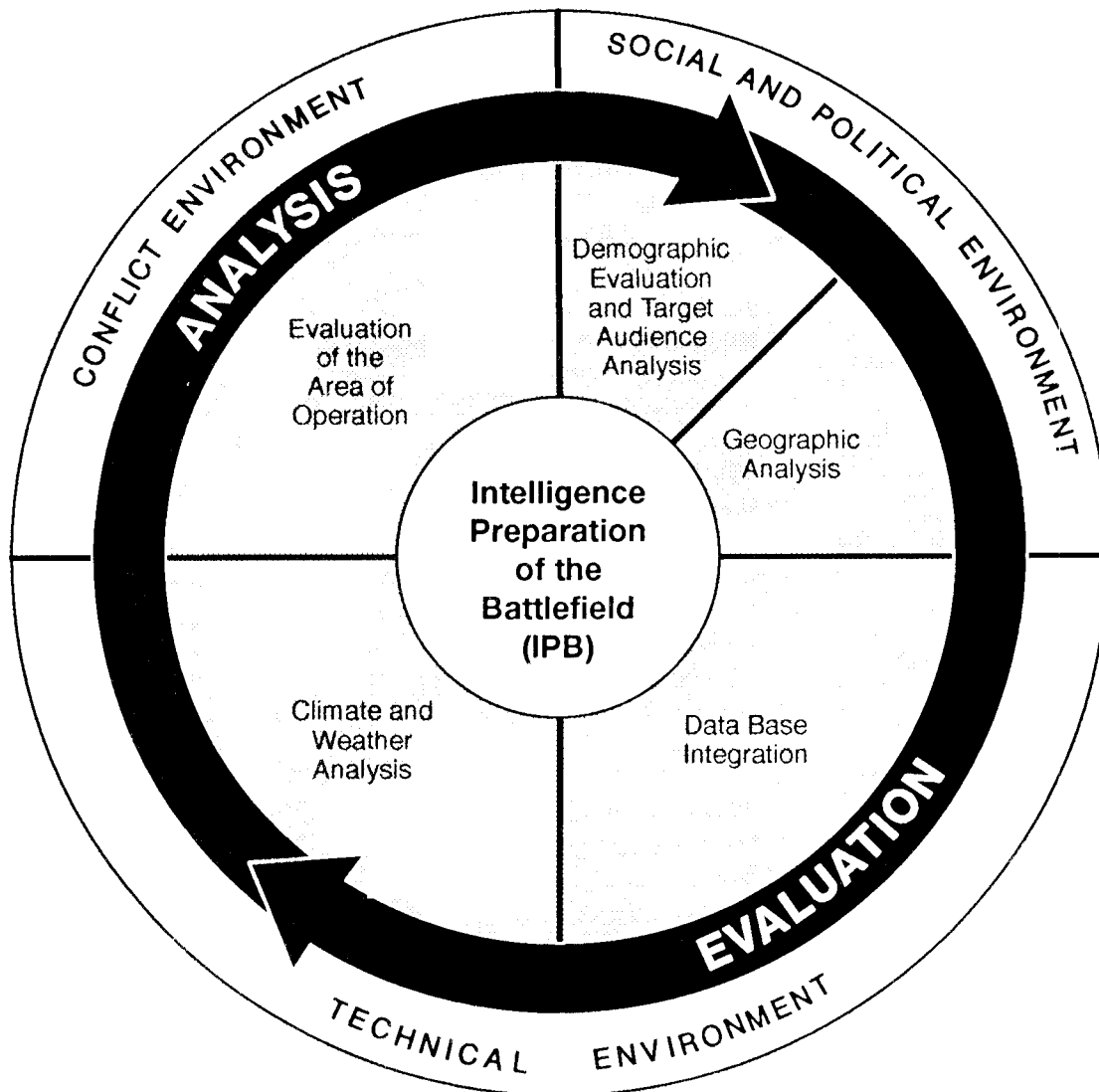


Figure 5-1. PSYOP analysis.

PSYOP analysis is a systematic method of evaluating intelligence and analyzing information for use in PSYOP. It adds PSYOP focus to the intelligence and information relative to characteristics of the AO. For example, the PSYOP analysis changes the focus of IPB from being terrain oriented to being people oriented. PSYOP planners use the following elements to evaluate data about expected target audience behavior and to identify requirements for desired behavior changes:

- Evaluation of the AO (EAO).
- Climate and weather analysis.
- Geographic analysis.

- Demographic evaluation and target analysis.
- Data base integration.

The EAO begins with a basic PSYOP study (BPS) or special PSYOP study (SPS) of the AO. See Appendix D for the format of the various PSYOP studies. PSYOP personnel add intelligence data to these studies for specific PSYOP support missions. The PDC prepares a matrix of the AO during the EAO. Possible target groups, credible leaders, preferred media, and possible PSYOP issues are identified in the matrix. The PDC analyzes data about accessible and effective targets within and outside the AO.

The analysis of weather effects on PSYOP media and dissemination requires special care. Wind direction, wind speed, and seasonal changes may affect PSYOP planning. Data from such an analysis influence timing, dissemination techniques, and media and program selection.

PSYOP terrain studies consider how the area's geography affects the culture, population density, and product dissemination. Mountain ranges, valleys, and river systems affect the PSYOP element's ability to conduct action programs.

PSYOP population studies analyze demographic, social, cultural, economic, political, religious, and historical factors within the AO. All SOF units conduct similar studies while preparing for operations. These units should coordinate their population evaluations. Such coordination promotes credible results and increases the chances for successful military operations.

Target audience analysis is a key part of the PSYOP analysis process. PSYOP personnel study target audiences within the AO. They also study the PSYOP program's effects on audiences not in the immediate AO. The PDC examines target audiences for vulnerabilities and credible communicators, keeping in mind the available PSYOP assets. The PSYOP commander then balances available resources against expected results for each target audience. In this part of the PSYOP analysis, PSYOP personnel also analyze the opponent's propaganda and consider counterpropaganda techniques.

The final step in the PSYOP analysis is the integration of all studies and data analyzed into a data base for PSYOP planners. This step relies heavily on event templating and event analysis matrix development. The PSYOP analysis is people oriented as opposed to terrain oriented. The event template and matrix focus on the expected results of friendly, opposing, and nonbelligerent third party actions. After examining the effect of a specific theme or action, the PDC recommends target audiences. It classifies them as high-value targets (HVTs) or high-payoff targets (HPTs). Including HVTs in the program boosts the credibility of PSYOP messages. Including HPTs advances national goals within the AO. HVTs normally are not the program's end product but may help influence HPTs. The PSYOP analysis lets PSYOP personnel provide timely, expert advice to SOF and GP commanders throughout the operational continuum.

Automated Information Systems

Numerous automated information systems exist for integrating data bases. The newest of these systems is the Special Operations Command, Research, Analysis, and Threat Evaluation System (SOCRATES). The Psychological Operations Automated Data System (POADS) is another of these systems. SOCRATES and POADS may be interconnected on a future date.

Special Operations Command, Research, Analysis and Threat Evaluation System

SOCRATES is a USSOCOM-sponsored program. Its purpose is to provide automated intelligence data voice, secondary imagery dissemination, and FAX worldwide to the SOF community. This community includes the USSOCOM components, major subordinate commands, and Reserve Component (RC) and National Guard units within the continental United States (CONUS) and outside the continental United States (OCONUS). The three SOCRATES components are—

- SOCRATES local area network (LAN).
- SOCRATES stand-alone capability (SAC).
- SOCRATES extension (EXT).

SOCRATES LAN. SOCRATES LAN consists of on-line computers, workstations, printers, and phones. Fiber optic cable is the communications carrier for information transfer on the LAN. Computer workstations operating in the SOCRATES LAN serve USASOC, USACAPOC, USAJFKSWCS, the 3d and 7th SF Groups, and the 4th Psychological Operations Group (POG) Airborne (A).

SOCRATES SAC. SOCRATES SAC uses stand-alone computers with SOCRATES software uploaded on a periodic basis with hard disk intelligence data bases. SOCRATES SAC is fielded to Army National Guard and RC SOF units.

SOCRATES EXT. SOCRATES EXT extends the SOCRATES on-line capability to other SOF locations—for example, Fort Campbell, Kentucky. SOCRATES can access national intelligence data bases, office automation functions, and PSYOP—and other SOF-peculiar data bases.

Psychological Operations Automated Data System

The POADS is currently fielded in the Active Component (AC) and is controlled by the 4th POG(A) communications and electronics element. POADS has three general areas of interest for PSYOP intelligence. They are commercial databases, message traffic, and support files.

Commercial Data Base. This area of interest is the NEXIS system—a commercial data retrieval system designed to access open source news reporting from more than 100 news services, including the Associated press and Reuters. This automated system allows analysts to search for, retrieve, and print the desired item.

Message Traffic. This area of interest refers to intelligence and information reports from DOD and other government agencies. These reports are available on POADS for automated search and retrieval.

Support Files. Support files are another area of interest for the PSYOP personnel. Many support files are available, but the primary applications are the biographic file, the finished intelligence file, and the PSYOP studies file.

Biographic File. This file contains information about key foreign personalities. It is updated along with the radio and television file, which is a listing of worldwide commercial broadcasting facilities.

Finished Intelligence Files. These files may contain information that enhances the ability of the PSYOP planner to complete his mission. They may include intelligence pertaining to imagery, order of battle, local geography, and installations.

PSYOP Studies Files. These files provide a baseline of PSYOP information. They contain broad information covering PSYOP-relevant issues in a country or region. PSYOP personnel must constantly develop the basic intelligence for these studies, since the character and depth make development after mission assignment virtually impossible. From general to specific, these studies are the BPS, the SPS, and the special PSYOP assessment (SPA).

- A BPS is a country study written from a PSYOP perspective. It should be the first document that PSYOP personnel examine when planning or conducting a program. (See Appendix D.)
- An SPS is smaller in volume and more focused than the BPS. It uses the same structure as the BPS but concentrates on a subelement of the BPS.
- SPAS answer specific questions crucial to the conduct of a PSYOP program. These assessments are usually time sensitive and concisely written. The SPA is resource-intensive to produce but serves as a flexible complement to the BPS or SPS.

Other Information and Source Material

PSYOP personnel may use the Foreign Publication Procurement Program (FPPP) to obtain foreign newspapers, magazines, and books from all over the world. Any country with a U.S. Embassy or Consulate is involved in the FPPP and can provide information on how to obtain these source materials. The PSYOP battalion S2 receives all incoming items and distributes them according to need. These documents, primarily written in the native language of the area, can provide excellent indicators of the current issues and concerns in a country as well as the media stance on current issues.

PSYOP Intelligence in the Operational Continuum

PSYOP intelligence requirements are as diverse as the operational continuum. The distinctive roles and missions of SOF vary with the spectrum of operations. However, some of the main categories that dominate PSYOP intelligence requirements regardless of spectrum are the level of support, nature of the mission, target audience, issues and themes, and means of dissemination. PSYOP

personnel use intelligence information to create products or answer command questions in the forms of—

- PSYOP estimates.
- PSYOP annexes.
- PSYOP studies.
- TAAWSS.
- Summary work sheets.
- Evaluations of program effectiveness.
- Propaganda analyses.

PSYOP-Specific Information Requirements

Specific information requirements (SIR) for PSYOP units differ from the information requirements of GP forces. PSYOP personnel understand the target audience's cultural, social, economic, religious, and political environment.

Intelligence personnel may not recognize the unique requirements of PSYOP as useful intelligence. PSYOP personnel must ensure that intelligence personnel know the needs of PSYOP units and do not discard valuable PSYOP information and intelligence. PSYOP personnel must also know about the varied informational sources and develop a working relationship with them.

In general, PSYOP intelligence requirements fall into three broad categories target audience, issues and themes, and means of dissemination. Failure to understand these three categories can result in PSYOP mission failure. (See Appendix E.)

Target Audience

PSYOP intelligence includes the target audience analysis necessary to plan and conduct PSYOP. Such information includes the designated target audience's identity, location, conditions, vulnerabilities, susceptibilities, and effectiveness. PSYOP intelligence differs from conventional intelligence in that it keys on social and behavioral intelligence as opposed to order of battle intelligence.

Collecting intelligence on the composition and exact nature of the target audience is the first step in developing PSYOP products. The definition of a target audience depends on a number of internal and external conditions, as well as historical events and norms that have developed over time. For example, target audiences may be defined based on—

- Language.
- Social studies.
- Religious beliefs.
- Location.
- Occupation.

- Race.
- Military a political affiliation.
- Education levels.

Understanding these conditions is critical to the PSYOP product development. Intelligence assists in this process by describing the beliefs, attitudes, and perceptions of different target audiences—how they perceive their environment. The more specific the information about the target audience, the more successful the PSYOP product or program will be. Much of this intelligence can be derived from intelligence data bases and open source documents that include information about historical and current events relevant to the particular target audience.

To understand anticipated target audiences, nations, or regions, PSYOP and intelligence personnel must study the historical as well as the current perspectives of the target. Study may include, but is not limited to, the following:

- Identification of indigenous peoples, including the various ethnic groups that exist in the country, and from where, when, and under what conditions they came to that country.
- Outline of how the indigenous peoples and ethnic groups were treated over time.
- Descriptions of the interrelationship among the distinct groups and their attitudes towards the existing political, economic, and social leaders and systems.
- Description of how each distinct group lives and its customs and traditions.
- Indication of which customs and traditions are common to all groups and which are unique to specific groups.
- Identification of existing and dormant bonds and the controversies among distinct groups in the target country, including sense of nationhood and tribal and group loyalties.
- Identification of formal and informal leaders with the authority to influence group actions.
- Description of what is known about the personal goals, personal characteristics, and motivations of the leaders.
- Identification of fanaticism and extremism, personal values, and beliefs.
- Description of the nation's economy.
- Identification of concentrations of wealth and poverty by groups, in particular, class barriers on obtaining wealth and whether those barriers are restrictive or flexible.
- Identification of strength and weaknesses of the nation's economy and its dependence on other countries.
- Status of the nation's world debt and any programs placed upon it by world banking organizations.
- Identification of companies that participate in international trade fairs, import-export companies, and companies with overseas affiliates.
- Description of ideological credos held by various groups in the target country. Description of how tolerant a intolerant each is and its ability to affect national policies (internal and external).

- Identification of international movements in which the groups participate, international gatherings they sponsor or in which they participated to promote ideology, and the means used to propagate particular beliefs and cause.
- Description of the internal security organizations of the nation, their population control capabilities and measures, and the degree to which they can influence the population.
- Identification of groups favored or treated harshly by the internal security organizations and issues of contention with respect to internal security practices.
- Description of internal media capabilities. Identification of controls over the internal media and what sources media personnel use to prepare materials.
- Description of the border controls, internal controls, and monitoring practices for foreigners, to include customs duties and restrictions.
- Description of the status of the various armed forces in the country.
- Description of the interaction between the military services, with emphasis on the differences of outlook, favoritism, harsh treatment, lack of trust, and other such factors.
- Identification of civil-military relationships.
- Description of the national security structure functions, the prestige and influence of member nations, and attitudes of members toward one another and the alliance.
- Description of the particular of the agreements, how well they are adhered to, the value placed on them, and disagreements among the parties concerned.

Issues and Themes

Key issues within a target audience, used to develop PSYOP themes, are determined through intelligence and research. PSYOP personnel focus on the general opinions of the target audience, not on isolated views from a small sector of the target. Issues and themes important to the PSYOP intelligence effort include—

- Perceptions of the United States and its allies.
- Perceptions of the HN and its military.
- Perceptions of nonbelligerent third parties.
- Socioeconomic conditions.
- Key leaders.
- Foreign influence.
- Local government services and agencies.
- Motivators.
- Symbols.
- Effectiveness of the target audience.

Intelligence assets must also assess any past or current PSYOP program against the target audience by a friendly or opposing power. This program may have already influenced the target audience to some degree. PSYOP personnel should know the

key message of the previous PSYOP program, its intent and its effectiveness, and if required, a means of countering the message.

Means of Dissemination

Dissemination is the actual delivery of the PSYOP message to the target audience. Intelligence is used to determine the most effective way to reach the entire target audience. Audiences vary greatly in their access to a particular medium, whether that medium is radio, television, newspapers, posters, or leaflets. In addition, target audiences vary in their ability to understand the message because of language, cultural, or other barriers. Obviously, printed products directed at an illiterate target or written in the wrong language have little effect on the target. Using a symbol with a distinct meaning to an illiterate target may, however, have a significant effect.

To determine the most effective method of dissemination, PSYOP personnel must assess the following dissemination and communication factors:

- Existing communication structure.
- Media availability.
- Media credibility.
- Language (to include dialects, slang usage).
- Musical likes and dislikes.
- Social taboos.
- Control of media.
- Capability of the media—for example, power of television transmitters.
- Physical conditions (geography and climatology).
- Graffiti.
- Opponent's means to disrupt.

Certain groups may also communicate in a way that is unique to their time and place. For example, slang that may be highly credible to their members may be easily overlooked by outsiders. An insurgent group may develop a certain shorthand to speed messages over a crude system. By interviewing EPWs/CIs, defectors, or HN personnel, PSYOP personnel can tap into this shorthand or slang. They can then create appeals with much greater impact than a standard message.

The intelligence needed to support the actual delivery of messages or actions can be very detailed and technical. Plans to operate from a particular radio or television station require a great deal of intelligence about the equipment. For example, PSYOP personnel need to know about the equipment's reliability, compatibility, range, and current programming. They may also need intelligence on the defense of the site.

PSYOP personnel also need to know the opponent's ability to disrupt the delivery of the product. Depending on the type of communication medium selected, a variety of opponent's disruption capabilities should be considered. An airdrop of

leaflets, for example, requires intelligence on air defense artillery and air-interdiction capability. Radio and television broadcasts are subject to electronic countermeasures. Even leaflets can be disrupted if the opponent harshly punishes people who pick up leaflets.

Evaluation of Product Effectiveness

PSYOP personnel use intelligence from various sources in the target analysis process to evaluate the effectiveness of PSYOP products and programs. Ideally, the product is tested on a limited audience. Before full-state dissemination and use, the results of the test are analyzed to determine whether to modify the product or, if necessary, eliminate it completely.

To assess the success of products and programs, PSYOP personnel use two types of indicators—direct and indirect. Direct indicators are the desired results themselves. For example, if the desired result of a product is the defection of several key people to the HN cause, the direct indicator is their actual defection. Indirect indicators are used when the desired behavior cannot be readily observed due to either terrain or the type behavior itself. The success of a PSYOP program to lower motivation and morale would be difficult to quantify. PSYOP personnel can collect and use indirect indicators of motivation and morale such as the recruiting success or failure of an opponent force.

Summary

In many ways, the intelligence gathering process for PSYOP is the same as for any GP unit, but PSYOP intelligence requirements are very different. Information about human motivations, behaviors, actions, and perceptions are critical to the success of the PSYOP program or product. PSYOP requirements are driven by the need to understand the cultural, social, economic, and political environment of the particular target country or region, and the need to identify effective target audiences. PSYOP intelligence requires information on the target audience's identity, location, conditions, vulnerabilities, susceptibilities, and effectiveness. Accessing the proper intelligence assets and sources is the role of PSYOP intelligence officer and personnel involved in product development.