



PSYCHOLOGICAL OPERATIONS

ASSESSMENT AND SELECTION

PREPARATION HANDBOOK



UNITED STATES ARMY JOHN F. KENNEDY
SPECIAL WARFARE CENTER AND SCHOOL

U.S. Army Special Operations Center of Excellence

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AOJK-PO

MEMORANDUM FOR Psychological Operations Assessment and Selection Candidates

SUBJECT: Psychological Operations Assessment and Selection Preparation Guide

1. PURPOSE. **First and foremost, thank you for your service and your willingness to volunteer to attend Psychological Operations Assessment and Selection (POAS).**

The intent of this book is to facilitate physical and mental preparation for POAS. POAS measures candidate abilities against the eight Army Special Operations Forces attributes through the application of physical, mental, emotional, and cognitive tasks. The intent of POAS is to screen a candidate's suitability for success in the Psychological Operations Training Pathway, and a follow-on assignment on a Psychological Operations Detachment within a Psychological Operations Battalion. Our mission is for every POAS candidate to be successful without compromising quality, character, and standards.

2. GENERAL. **Preparation and intrinsic motivation are paramount to candidate success.**

Thousands of candidates have tested their grit and perseverance against the POAS course on the historical grounds of Camp Mackall, North Carolina. The POAS environment is a deliberate and thorough process to facilitate learning, growth, and self-development to ensure a solid foundation of physical fitness, intelligence, teamwork, and motivation. Throughout the 10 days of POAS, you will be tested physically, mentally, and emotionally, while also performing cognitive tasks under load and in high-stress environments. Throughout the preparation and assessment process, your guiding azimuth must be intrinsic motivation and purpose for a career in the Psychological Operations Regiment—you will not succeed without it.

3. This preparation guide applies years of candidate data for physical and mental preparation to include the **minimum standards** for entry into training, while also **prescribing recommended standards and trends of the average select candidate**. Bottom line, meeting the minimum standards is the price of entry into training, but will often not be enough to get you selected. It is recommended that you measure yourself against the average select candidate data. This guide prescribes physical preparation focusing on cardiovascular endurance and strength, power and grip strength, recovery, sleep, and performance nutrition. **In addition to the physical preparation, continuous improvement of cognitive and interpersonal skills is highly recommended.**

4. Candidate, we wish you the best of luck in your preparation and training. For additional resources contact the local Special Operations Recruiting Battalion (SORB) office or visit the E Co, 1st Bn, 1st Special Warfare Training Group social media page found on the QR code on the back of this guide.

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UNITED STATES ARMY SPECIAL OPERATIONS FORCES ATTRIBUTES

In 2010, Major General Thomas R. Csrnko directed the development of the ARSOF Attributes. Then, a panel of past and current ARSOF leaders (from the group to the tactical level) developed and determined the attributes. The ARSOF Attributes are the organizational bedrock that enhance a strong culture at all levels regardless of rank, title, tenure, or level of responsibility. These values are critical in creating an atmosphere of respect; communication; personal responsibility; vulnerability that leads to growth; and ultimately trust among peers, subordinates, and leaders. The erosion of ARSOF Attributes can create an environment of subpar performance and degradation of standards. We ask that you regularly assess yourself against the ARSOF Attributes. Use them as a guide to create the best version of yourself and enhance the organizational culture.

Integrity: Being trustworthy and honest; acting with honor and unwavering adherence to ethical standards.

Courage: Acting on own convictions despite consequences; willing to sacrifice for a larger cause; not being paralyzed by fear of failure.

Perseverance: Working toward an end; being committed; maintaining physical or mental resolve; being motivated; giving effort to the cause; not quitting.

Personal Responsibility: Being self-motivated and an autonomous self-starter; anticipating tasks and acting accordingly; taking accountability for their actions.

Professionalism: Behaving as a standard-bearer for the corps; having a professional image, to include a level of maturity and judgment mixed with confidence and humility; forming sound opinions and making own decisions; standing behind their sensible decisions based on their experiences.

Adaptability: Possessing the ability to maintain composure while responding to or adjusting one's own thinking and actions to fit a changing environment; being able to think and solve problems in unconventional ways; being able to proactively shape the environment or circumstances in anticipation of desired outcomes.

Team Player: Possessing the ability to work on a team for a greater purpose than oneself; being dependable and loyal; working selflessly with a sense of duty; respecting others and recognizing diversity.

Capability: Maintaining physical fitness, to include strength and agility; having operational knowledge; being able to plan and communicate effectively.

SOF TRUTH 01



HUMANS ARE MORE IMPORTANT THAN HARDWARE.

- Our people, not our equipment, are our competitive and comparative advantage.
- When caring becomes intuitive, success will be long lasting.
- People first—“live it, value it, reinforce it, and fight for it.”

SOF TRUTH 02



QUALITY IS BETTER THAN QUANTITY.

- Emotion leads to action— if you want higher performance, begin with a higher purpose.
- Character is the fuel that drives talent to greatness.
- Organizations with a sustained culture have sustained success.

SOF TRUTH 03



COMPETENT SPECIAL OPERATIONS FORCES CANNOT BE CREATED AFTER EMERGENCIES OCCUR.

- Consistently remove any seeds of complacency.
- Be humble. Be a life-long learner and better today than you were yesterday.
- Be hungry. Push yourself and your team to be great—1% marginal gains, when aggregated, are massive.

SOF TRUTH 04



SPECIAL OPERATIONS FORCES CANNOT BE MASS PRODUCED.

- Quality over quantity. Don't settle for talent without character.
- Leaders don't get to pick their team; they get to build their team.
- Leaders are developers of character and talent.

SOF TRUTH 05



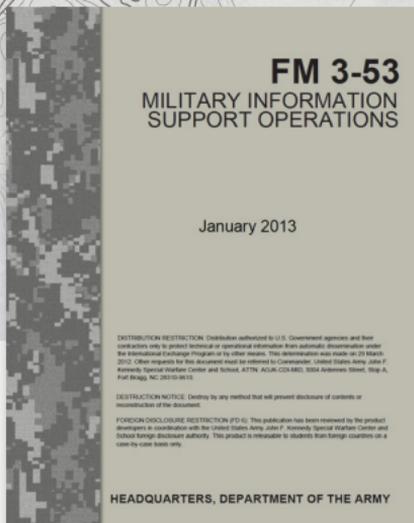
MOST SPECIAL OPERATIONS REQUIRE NON-SOF SUPPORT.

- Communication begins the relationship-building process. Relationships are key to winning teams.
- Connection is a continuous process.
- Voids in communication are filled with negativity.



INTRODUCTION

In their doctrinal role, Psychological Operations creates and reinforces desired behaviors in selected foreign individuals and groups to achieve military and U.S. national objectives across the range of military operations (military engagement, security cooperations, deterrence, crisis response, limited contingency operations, and large-scale combat operations). As the Department of Defense's (DOD's) primary capability specifically organized, trained, manned, and equipped to influence foreign target audiences (TAs), PO forces provide a low visibility means for influencing foreign audiences, hostile governments, and regimes, supporting, or reducing support to insurgencies and limiting conflicts that could potentially destabilize our allies and partners. They are trained for, specialize in, and excel in influence and deception activities. PO Soldiers possess the requisite specialized knowledge, skills, abilities, behaviors, and capabilities to influence the behavior of select foreign TAs in the operational environment (OE). Their efforts are a force multiplier that help deter and prevent conflict. The two primary PO activities are military information support operations (MISO) and DOD Deception Activities, additionally PO Soldiers execute inter-organizational activities and civil authority information support (CAIS) missions as required. The unique skills of PO Soldiers are more relevant in today's globally connected



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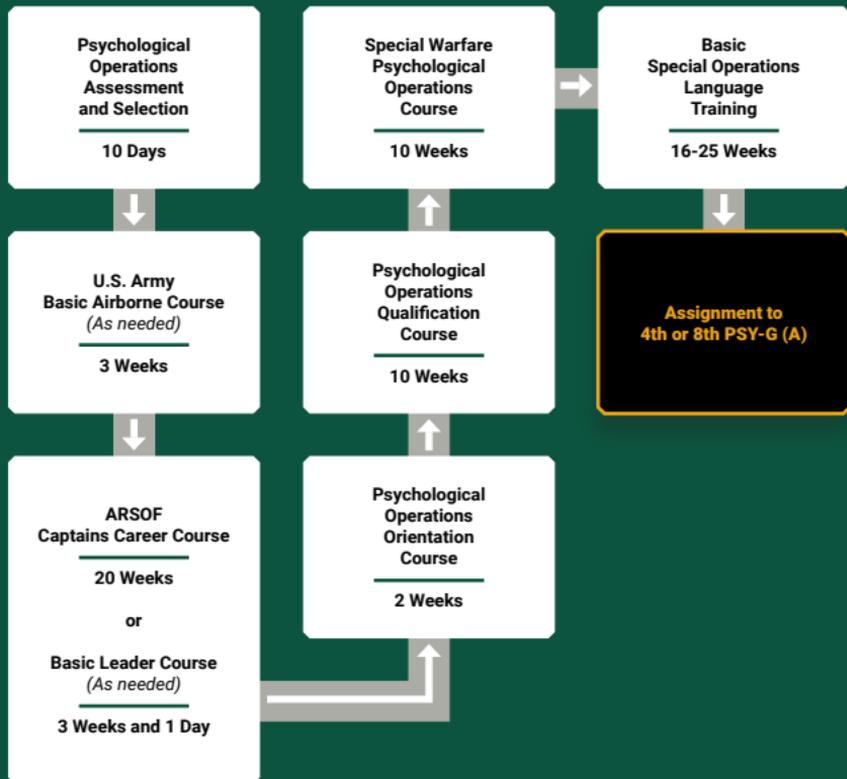
environment than ever before. As the operational and generating PO force transforms to provide improved operational support to combatant commanders (CCDR), Component commands, maneuver commanders, and other government departments, they will be empowered to accomplish more than ever before. PO Soldiers must continue to adapt to the ever-changing OE and situations by utilizing evolving technologies and systems (social media platforms, electronic warfare systems, communication technologies, etc.), while maintaining the skills and ability to be operationally effective in their absence (e.g., low / no-tech systems, face-to-face, print, radio, etc.). Moreover, they must be adept at the use of mediums and unequalled in the creation of messages and content.

PO Soldiers are employed in support of commanders at all echelons. PO Soldiers often deploy as members of small units in permissive, semi-permissive, uncertain, and hostile areas far from logistics support bases, in support of theater operations which often involve geopolitical implications.

For more information on PO forces and operations, refer to FM 3-53.

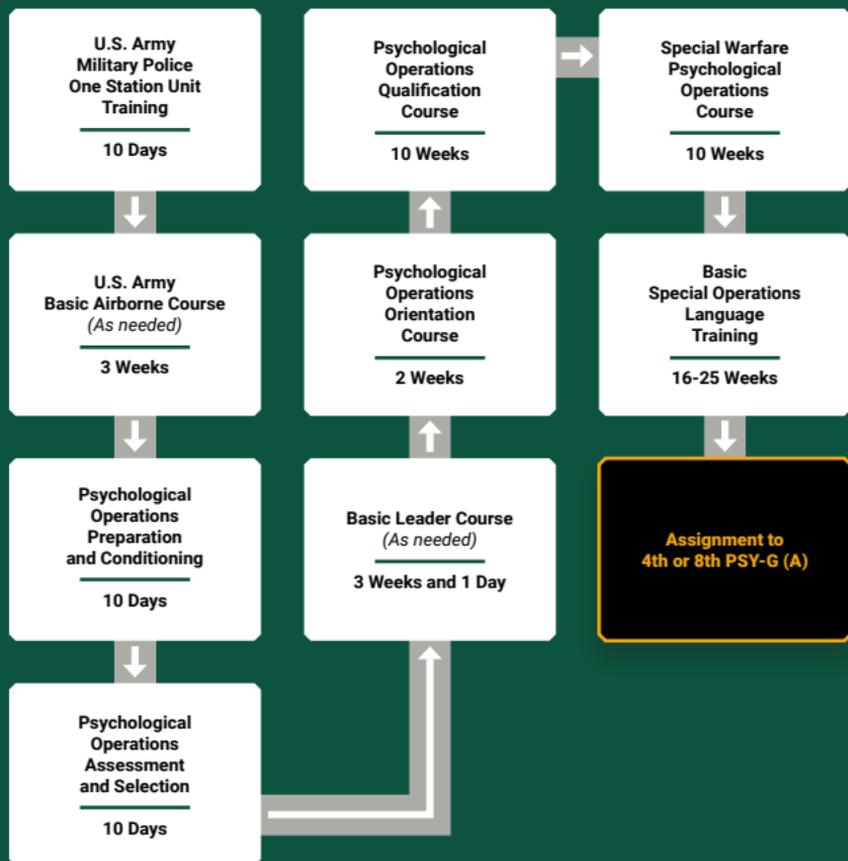
IN-SERVICE PATHWAY

START



INITIAL ENTRY PATHWAY

START



A laurel wreath made of golden leaves and branches, set against a dark teal background. In the center, a sunburst pattern of thin golden lines radiates from behind the text. The text 'PART 1' is positioned above a horizontal golden line, and 'HERITAGE' is positioned below it.

PART 1

HERITAGE

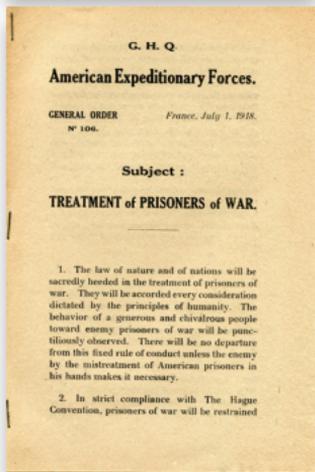


PSYCHOLOGICAL OPERATIONS HISTORY

ARSOF historians recognize the Psychological Operations branch as the first ARSOF regiment and much of the Branch's history is the cornerstone of USAJFKSWCS. Therefore, Psychological Operations is also known as the *True Originals*.

Militaries have conducted psychological operations throughout history to demoralize enemies, win the loyalty and support of civilian populations, and advance military and national objectives. Americans have employed it in almost every military conflict since the War of Independence. However, it was during the First World War that the U.S. military created elements specifically for that purpose.

During World War I, the U.S. Army developed a psychological operations capability in the American Expeditionary Forces with the establishment of a Propaganda Section within the Press and Censorship Division under the G-2 (Intelligence). The work of this section complemented similar operations of the British and French. Allied forces fired leaflets in modified artillery shells and dispersed them from airplanes on enemy units on the Western front. Throughout the course of the war, the Propaganda Section, led by CPT Heber Blankenhorn, disseminated over 3 million leaflets. So effective was



TOP: CPT Heber Blankenhorn.
BOTTOM: Leaflet #1 addressed the fair treatment of enemy prisoners taken by American Soldiers.

American and Allied propaganda efforts that German Generals Paul Von Hindenburg and Erich Ludendorff remarked that they had played a large part in devastating their troops' morale.

During the interwar period, the Army did little to learn from its wartime propaganda efforts or to plan for those in the future. The U.S. Army Psychological Warfare (PSYWAR) effort of World War II dwarfed any previous PSYWAR effort in American military history. The U.S. Army executed a massive PSYWAR campaign via the Psywar Branch, Allied force Headquarters (PWB/AFHQ); the Psywar Division, Supreme Headquarters, Allied Expeditionary Force (PWD/SHAEF); and other agencies at the theater, Army Group, and Field Army levels in Europe and the Far East.

Their efforts complemented those of the U.S. Office of Strategic Services (OSS) and the Office of War Information (OWI). WWII also witnessed the U.S. Army's first large-scale employment of task-organized tactical PSYWAR units, such as Mobile Radio Broadcasting Companies (MRBCs), Combat Propaganda Teams, PSYWAR Combat Teams and Broadcasting Stations Operating Detachments.

After WWII, the U.S. Army nearly dismantled PSYWAR capabilities. With the onset of the Korean War, senior Army leaders appointed Brigadier General (BG) Robert A. McClure as Chief of a new PSYWAR Division, G-3 (Operations) to rebuild the Army's PSYWAR capability. In January 1951, the Army went a step further and named BG McClure as Chief of the Office of Psychological Warfare (OCPW), a special staff section within the Pentagon.

Recognizing the need for the Army to retain its PSYWAR units and capabilities, BG McClure and his staff established the PSYWAR School at Fort Riley, Kansas. McClure's "lieutenants" within the OCPW include Colonels Aaron Bank, Russel Volckmann and Wendell Fertig. Collectively, they helped refine the practice and theory of unconventional warfare and paved the way for the establishment of Special Forces. In 1952, the PSYWAR Center was established at Fort Bragg (now Fort Liberty), North Carolina, to train Army Special Warfare Soldiers. The PSYWAR Center evolved into what is today the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS).



BG Robert A McClure, known as the father of U.S. Army Special Warfare

In contrast to the post-WWII era, the Army retained a number of PSYWAR units after the Armistice in Korea in order to meet the needs of the nation with its global Cold War commitments. Among these U.S. Army PSYWAR units were the 1st Loudspeaker and Leaflet (L&L) Company, the 5th L&L Company, the 1st Radio Broadcasting and Leaflet (RB&L) Battalion, and the 14th RB&L. In the early 1960s, the term *PSYOP* (Psychological Operations) replaced *PSYWAR*.

The unconventional nature of the Vietnam War placed a premium on psychological operations. The Army enlarged the organizational structure for PSYOP when it activated the 2nd, 4th, and 7th Psychological Operations Groups (POG) and several PSYOP Battalions. PSYOP elements supported a broad range of military operations in Vietnam. The most well-know PSYOP-supported program was Chieu Hoi, which resulted in the defection of some 200,000 enemy Soldiers between 1963 and 1972. As the U.S. drew down from Vietnam, several PSYOP units were deactivated or transferred to U.S. Army Reserve (USAR) control.

The lessons of Vietnam and the Failed rescue attempt of American hostages from Iran in April 1980, among other considerations indicated that more emphasis was needed on Special Operations and the joint nature of modern warfare. The Goldwater-Nichols DOD Reorganization Act of 1986 led to the establishment of the U.S. Special



Operations Command (USSOCOM). The Army component of USSOCOM, the 1st Special Operations Command, and later the U.S. Army Special Operations Command (USASOC) included the 4th POG, thus formally codifying Psychological Operations as a special operations activity.

Psychological Operations activities have had a crucial impact in every major and low-intensity conflict, peacekeeping, and humanitarian assistance operation since its inception to include Grenada, Panama, Iraq, Somalia, Haiti, Bosnia, and Kosovo throughout the 1980s and 1990s. The al-Qaeda orchestrated terrorist attacks on the U.S. on 11 September 2001 forced the country into a protracted war on terror in Afghanistan, the Philippines, Iraq, and elsewhere around the globe. Additionally, Psychological Operations forces continue to support partner nations worldwide in countering foreign propaganda efforts.

While the name has changed, the fundamental mission of Psychological Operations has remained the same since World War I: to *“convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign government, organizations, groups, and individuals.”* However, the methodology of conducting global planning and missions has continuously evolved to changes in social, behavioral, and political environments, employing cutting-edge technologies and modern influence strategies.





PERSUADE. CHANGE. INFLUENCE.





PSYCHOLOGICAL OPERATIONS REGIMENTAL AND BRANCH INSIGNIA

A gold color metal and enamel device 1 1/4 inches in width overall consisting of a shield blazoned: Paly of three Argent (Silver Gray), Argent and Sable a wreath of laurel Proper and overall two lightning flash swords saltirewise superimposed by a chess knight Or. Attached below the shield is a green scroll inscribed "PERSUADE CHANGE INFLUENCE" in gold. The insignia was authorized November 18, 1998.

SYMBOLISM OF THE REGIMENTAL INSIGNIA

Silver gray, white and black represent the three types of Psychological Operations; white represents the overt processes, black is for the covert and gray for the hidden. The laurel wreath symbolizes honor and achievement. The center device is adapted from the Psychological Operations collar insignia. The chess knight represents the ability to act obliquely and influence all types of warfare. The lightning bolt swords denote speed and the ability to strike anywhere.



THE GHOST ARMY PATCH

It is important to note that the Ghost Army never used this patch; it was associated with the Ghost Army after World War II. Further, the insignia on this patch does not replace the Psychological Operations Branch insignia. Instead, it underscores the Psychological Operations Branch's link to the 23rd Headquarters Special Troops—The Ghost Army.

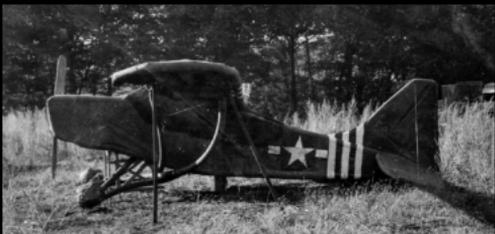
As one of Psychological Operations' two core functions, DOD deception activities are a modern, more holistic iteration of deception, the purpose for which The Ghost Army was formed. The Ghost Army was the first mobile multimedia unit designed, staffed, trained, equipped, and dedicated solely to conducting and executing military deception. Particularly skilled at tactical deception, the Ghost Army created several fake patches and decoys that mimic Army equipment to deceive World War II Axis powers into believing there were more Allied troops than actually available who were ready to invade France.

The pervasive nature of ghost imagery aligns with the similar omnipresent nature of the knight chess piece. Therefore, some Psychological Operations entities have adopted the image of the ghost emitting three lightning bolts.

As such, the Special Operations Recruitment Battalion has run Psychological Operations recruitment campaigns that exhibit the Ghost Army patch. Further, some companies within the 5th Battalion, 1st Special Warfare Training Group (Airborne) have adopted the insignia for company representation, with Alpha Company using the Ghost Army patch.



LEFT: The 23rd Headquarters Special Troops developed inflatables that mimic Army equipment to deceive enemy troops in World War II. Source: Ghost Army: The Combat Con Artists of World War II, www.nationalww2museum.org.



PSYCHOLOGICAL OPERATIONS CREED

Throughout history, in war and peace, I have played many roles.

I am inspiration.

I am motivation.

I am intimidation.

I am deception.

I am...PSYOP.

I was the inspiration for Hannibal to take his elephants over the Alps.

I was the motivation in the words “Give Me Liberty or
Give Me Death” and “Remember the Alamo.”

I was the intimidation of the sound of Gideon’s trumpets.

I was the deception used against the Trojans.

I was and I am...PSYOP.

I rode with Alexander the Great, Julius Caesar, Genghis Khan, and Sun Tsu.

I saw action in both World Wars and in Korea and Vietnam.

I helped bring a speedy victory in Just Cause and Desert Storm.

I brought the hope of peace to Haiti, Somalia, Bosnia, Kosovo, and Afghanistan.

I was and I am...PSYOP.

I was the “talking tanks” asking the Nazi Soldiers, “Why die for a lost cause?”

I was the leaflet which told the Japanese to “Cease Resistance.”

I was the Commando Solo broadcasts to the Taliban warning them that,
“We will destroy those who harbor terrorism.”

I was and I am...PSYOP.

I bring the light of truth where before lay the darkness of lies.

I deliver hope to those who are in despair.

I bring fear to those who believe their actions are without consequence.

I was and I am...PSYOP.

I am that voice that tells the enemy to surrender or die.

I am the shadow of doubt that makes the enemy question their actions.

I am that power of influence that despots despise.

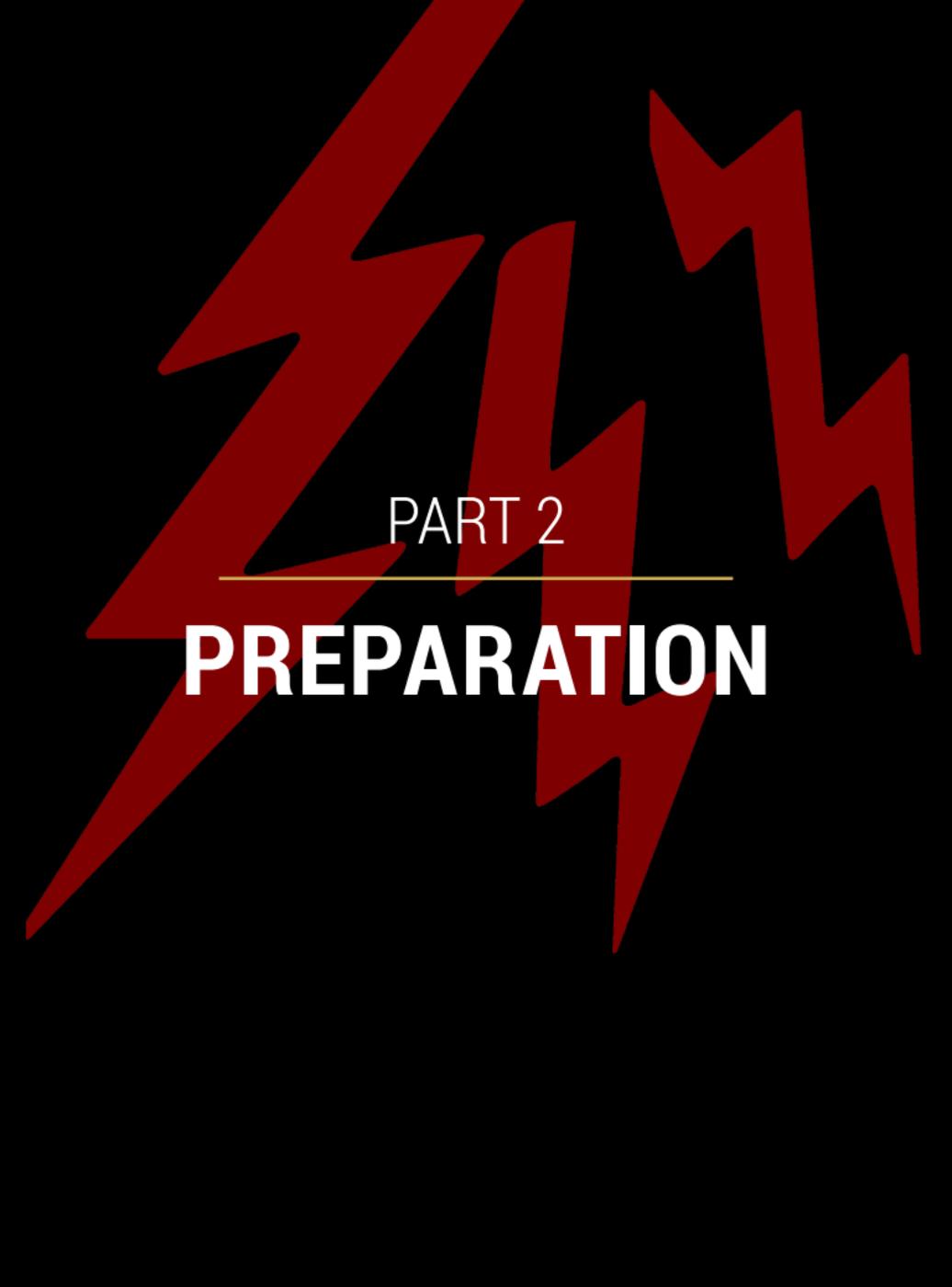
I was and I am...PSYOP.

I am the broadcast of reason over radio, television, and loudspeaker.

I am the light of truth in print media, leaflet, newspaper, handbill, or poster.

I am the force multiplier that wins my country’s wars.

I was, I am, and I will forever remain...PSYOP.

A large, stylized red lightning bolt graphic is positioned diagonally across the page, extending from the top-left towards the bottom-right. It has multiple jagged points and a thick, solid red fill.

PART 2

PREPARATION



PREPARATION

Successful Psychological Operations Assessment and Selection (POAS) candidates far surpass the minimum standards on the Physical Fitness Assessment (PFA). **The average successful candidate can score 90 points in each event (hand-release push-ups [ACFT standard] and 2 mile run [APFT standard]) based on age and gender. Successful candidates can also ruck march at a sub-15 minute per mile pace and run at a sub-8 minute per mile pace over long distances and uneven terrain, for multiple days in a row.** Additionally, successful candidates pass the ACFT with a minimum of 80 points in each event. To ensure the best possible chance of selection, candidates should consistently meet these milestones under adverse conditions.



Our mission is for every POAS candidate to be successful without compromising **quality, character, and standards.**

STANDARDS AND GOALS

EVENT	FREQUENCY	MINIMUM	GOAL
Physical Fitness Assessment	One week prior to POAS	<ul style="list-style-type: none"> Hand-Release Push-Ups: 70 points using ACFT age and gender standards. 2-Mile Run: 70 points using APFT age and gender standards. 	<ul style="list-style-type: none"> Hand-Release Push-Ups: 90 points using ACFT age and gender standards. 2-Mile Run: 90 points using APFT age and gender standards
Army Combat Fitness Test	One week prior to POAS	420 points (70 in each event)	540 points (90 points in each event)
5-Mile Run	Throughout training	45 minutes or less	40:00 or less across rugged terrain
12-Mile Foot March	Throughout training	Complete in 3 hours, across a rugged terrain, while carrying the following: <ul style="list-style-type: none"> 45 lb pack Food and water Uniform Load-bearing equipment Weapon 	Complete in 2 hours and 45 minutes or less, across a rugged terrain, while carrying the following: <ul style="list-style-type: none"> 45 lb pack Food and water Uniform Load-bearing equipment Weapon
Combat Focused Training	One week prior to POAS	Lift and carry bodyweight on shoulders for 50 meters	Lift and carry bodyweight on shoulders for 100 meters
Combat Focused Training	One week prior to POAS	Farmer's carry 50 lb dumbbells for 100 meters	Farmer's carry 50 lb dumbbells for 200 meters



PSYCHOLOGICAL OPERATIONS ASSESSMENT AND SELECTION TRAINING PLAN

About the Training Plan: This training plan was created using Human Performance and Wellness (HPW), Psychological Operations Proponent, POAS senior cadre, and in-line with FM 7-22 Holistic Health and Fitness (H2F).

Instructions: This plan is designed to be executed over a two to three month period, prior to POAS attendance. The aforementioned standards are the goals you should strive for. Prior to starting this program, familiarize yourself with the exercises and abbreviations. While executing each of the various exercises, be sure to research the proper techniques in order to avoid injury.

HEART RATE ZONES

Zone	% HR Max	Fitness component	Level of effort
5	90-100	 Anaerobic explosive speed	Maximum
4	80-90	 Anaerobic endurance	Very hard
3	70-80	 Aerobic endurance	Hard
2	60-70	 Aerobic endurance	Moderate
1	50-60	 Active recovery	Easy

Maximum Heart Rate: To estimate your maximum age-related heart rate, subtract your age from 220. For example, for a 24-year-old person, the estimated maximum age-related heart rate would be calculated as $220 - 24 \text{ years} = 196$ beats per minute (bpm). The 70% and 80% levels would be: $196 \times .70 = 137$ (70% MHR) and $196 \times .80 = 157$ (80% MHR). (www.cdc.gov)

Zone 2 Heart Rate: It is important that you train in zone 2. When not using a heart monitor, the markers for readiness in zone 2 include the ability to breathe through your nose or have a continuous conversation without difficulty. **CAUTION:** Zone 2 is more than likely going to be slow. Do not make excuses to not breathe through your nose. World class endurance athletes train predominantly in zone 2.

Zone 3 Heart Rate: This zone is best monitored with a heart monitor. You can only speak a few words at a time. You are not gasping for air. However, maintaining a conversation is challenging in this zone.

RUNNING AND RUCKING

“

Preparation and intrinsic motivation are paramount to **candidate success.**



Mini Intervals: Complete short bursts beginning in the second mile of your run. Mini intervals should cap out in intensity once you are unable to breathe through your nose. Then, back off, rest for 3-minutes (continue running), and repeat. Rest means slowing down until breathing through your nose is easy again, while continuing to run.

Tempo Runs: Tempo runs work best with a heart rate monitor. Start in zone 2 for one mile. After the first mile, or once you feel warmed up, increase your speed to zone 3 for 25 to 30-minutes. Then, slow down to zone 2.

Rucking: Be familiar and comfortable with assembly, packing, and use of standard Army equipment to include the large molle ruck and load bearing vest system. Do not attempt to run while rucking. For rucks during weeks 1 through 4, try to extend your stride, breathe through your nose, and make pace. For ruck days weeks 4 through 8, you may jog to make pace if necessary.

FOAM ROLLING

- Increases blood flow to the muscle to decrease soreness, and improve mobility short term.
- Focusing on areas of discomfort, foam roll 30-60 seconds per area.
- While foam rolling, avoid sharp pains, bony prominences, or areas that cause numbness or tingling.

Pec	<ul style="list-style-type: none">Lie on stomach with arm outstretched and palm down with foam roller at 45 degrees in armpit.Roll along chest muscle and avoid bony prominence at front of shoulder (coracoid process).	
Lat	<ul style="list-style-type: none">Lie on your side, place arm over the head with thumb pointing toward ceiling, and place foam roller under armpit.Roll along muscle from armpit to middle of rib cage.	
Glute	<ul style="list-style-type: none">Sit on foam roller with arms behind you for support.Cross the foot of the leg you want to target over your other knee to achieve a figure-4 position.Shift weight onto that glute and roll along muscle.	
Hamstrings	<ul style="list-style-type: none">Sit on foam roller, place arms behind you for support, and extend legs in front of your body.Roll along muscle starting at the hip and stop just above the knee.Target one leg at a time to increase intensity.	

<p>Quad</p>	<ul style="list-style-type: none"> • Lie face down on foam roller with it just below your hips. • Using your arms as leverage, roll down the muscle and stop just below the knee (avoid knee cap and hip bones). • Target one leg at a time to increase intensity. 	
<p>IT Band</p>	<ul style="list-style-type: none"> • Lie on your side, place the foam roller under the straight extended bottom leg, and ensure the top leg is planted in front of your body for leverage. • Roll along length of the upper leg, avoiding bony prominence in lateral hip (greater trochanter). • Shift weight forward to target lateral quad. 	
<p>Adductor (inner thigh)</p>	<ul style="list-style-type: none"> • While lying on your stomach, place the foam roller under the leg placed 45 degrees to the side. • Roll along inner thigh from groin to just above knee. 	
<p>Calf</p>	<ul style="list-style-type: none"> • Sit with legs extended and foam roll under calves. • Roll from just below knee to just above ankle. • Increase intensity by crossing legs to target one leg. 	

JOINT MOBILIZATIONS AND CORRECTIVE EXERCISES

- Address common impairments seen in individuals throughout the course.
- Incorporate into warm-up prior to lifting and/or running, or on recovery days.
- No pain during exercises.

Banded Hip Mobility

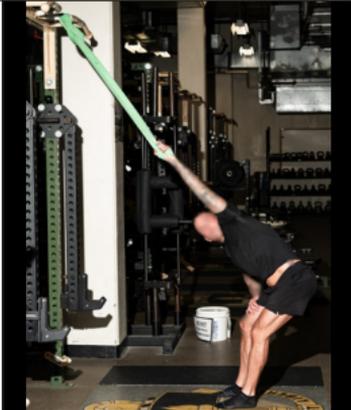
Banded Hip Mobilization with IR/ER
15-20 each.

Half kneel and secure band into hip joint with tension pulling laterally. While maintaining band position, push knee in and out.

Banded Anterior Hip Glide, 15-20 each.

Half kneel and secure band into hip joint with tension pulling anteriorly. Squeeze the glute on back leg to feel stretch in the front of the hip. Lunge motion rocking front to back. Do not arch your back.



<p>Banded Ankle Mobility</p>	<p>Banded Dorsiflexion Mobilization, 15-20 each.</p> <p>Secure band under bony bumps on ankle, pulling down and back. Keep heel down and lunge knee forward until you feel resistance. Repeat pulses at end range.</p>	
<p>Banded Lat Stretch</p>	<p><i>Banded Lat Stretch, 3 x 30 seconds.</i></p> <p>Hold band overhead, sit hips back, and twist under your stretching arm to feel gentle pull in your lat.</p>	
<p>T-Spine Mobility</p>	<p><i>Thoracic Extension on Foam Roller x3.</i></p> <p>While keeping hips down, start with foam roller in mid-spine and arch your back over the roller. Move up your back and reset each level.</p>	
	<p><i>Open Books x8-10 each side.</i></p> <p>Lay on your side with bottom leg straight and top leg bent with knee touching floor. Keep knee down, rotate top arm, and attempt to reach the ground on the other side. Reset and repeat.</p>	

CORRECTIVE EXERCISES

- Address common impairments seen in individuals throughout the course.
- Incorporate into warm-up prior to lifting and/or running, or on recovery days.
- No pain during exercises.

Shoulder Strength and Stability	<p><i>Scapular slides, 2-3 x 8-10.</i></p> <p>Standing parallel against the wall, loop band around wrists and forearms. Tuck elbows in to feel engagement in outer shoulder. Maintain this alignment while sliding up and down wall.</p>	
	<p><i>Plank taps, 2-3 x 15-20.</i></p> <p>Assume plank position. Without excessive rotation in hips/core, lift arm to tap opposite shoulder then switch.</p>	
Hip and Glute Strength	<p><i>Single Leg Bridge Hold, 2 x 10 x 5 seconds.</i></p> <p>Gently pull one knee to chest. Squeeze glute on down leg to lift hips from ground. Hold and repeat. Should only feel glute active, not low back.</p>	

<p>Hip and Glute Strength</p>	<p><i>Side Stepping With Band, 3 x 10-15.</i></p> <p>Place band around midfoot. Sit back in a mini squat and start walking sideways. Focus on keeping tension on band and avoiding sway in your trunk.</p>	
<p>Core Strength and Stability</p>	<p><i>Dead Bugs, 3 x 10-12.</i></p> <p>With arms reaching to ceiling and legs in 90/90 position, engage core. Slowly extend opposite arm and leg while maintaining core engagement. If you feel your low back, you lost your core or moved too far.</p>	
	<p><i>Hip Airplanes 2 x 8.</i></p> <p>Standing on one leg, hinge forward and extend free leg out. Rotate to open hips, then return to start.</p>	



SPECIAL CONSIDERATIONS

If you are currently deployed, projected to deploy, or are in an environment that lacks the gym equipment required to complete the plan see the section on the bottom of the plan. The following section provides options for low cost gym equipment using everyday items or basic Army gear.

Field expedient equipment ideas:

- Army duffel bag full of sand (fill to desired weight).
- Sandbag (1/2 to 2/3 full is around 35-40 lbs).
- Half gallon jug (filled).
- 1 gallon jug (filled with sand weighs 20 lbs).
- Gas cans filled with sand (fill to desired weight). Use shirts tied to handles to make a soft handle.



“
The POAS environment facilitates **learning, growth, and self-development** to ensure a solid foundation of physical fitness, intelligence, teamwork, and motivation.



WORKOUT SCHEDULE

PSYCHOLOGICAL OPERATIONS
ASSESSMENT AND SELECTION
PREPARATION HANDBOOK



RUNNING WARM-UPS AND COOL DOWNS

Warm-Ups	Cool Downs
Strides, 10 yards x 2	3-way toe walk, 10 yards
Knee hug, 5 ea	3-way heel walk, 10 yards
Quadpull, 5 ea	Inchworm, 5
Lateral Jacks, 10 yards x 2	Toe grabs, 5 ea
Hip Cradle, 5 ea	Hip cradles, 5 ea
Toe Grabs, 5 ea	Quadpulls, 5 ea
A-Skips, 10 yards	Lateral lunge, 5 ea
Back Pedals, 10 yards	
Lateral Squats, 5 ea	
Split Squats, 5 ea	
High Knee Run, 10 yards	
Back Pedals, 10 yards	
Hamstring Kicks, 10 yards	
Back Pedals, 10 yards	
Pogo to Snapdown, 5	



LIFT WARM-UPS AND COOL DOWNS

Warm-Ups	Cool Downs: Foam Roll
Jumping Jacks, 15	Calf/Shin, 30 seconds ea
Forward lunges with reach, 5 ea	Hamstring, 30 seconds ea
Leg cradle to lateral lunges, 5 ea	Glute, 30 seconds ea
Quad pull to SL RDLs, 5 ea	Quads, 30 seconds ea
BW squats, 8	Groin, 30 seconds ea
BW Good Mornings, 8	Hip flexor, 30 seconds ea
Plank reach outs, 6 ea	Lower back, 30 seconds ea
Palm lunges with rotation, 5 ea	Upper back, 30 seconds ea
Down dogs with ankle mob, 6	Lats, 30 seconds ea
Bird dog, 6	
Small pogo, 6	
Big pogo, 6	



Workout notes

- Sandbag can be substituted for Kettlebell.
- The desired weight for sandbag or kettlebell is around 35-40 pounds. If starting out, use a weight you are comfortable with, until you build up to 35-40 pounds.
- Daily workouts can be executed consecutively as a single workout, or as 2-per-day (Example: circuit in the morning, run in the evening or vice versa).

Week 1

DAY 1	DAY 2	DAY 3
<p>Circuit, 4 rounds each</p> <ul style="list-style-type: none">• 20 Jump rope or line hops• 8 Sandbag front squats• 5 Pull-ups• 5 Sandbag OH press• 5 Lateral lunges• 20 yard Farmer's carry• 8 Sandbag RDL• 3 Sandbag get-ups <p>Easy Run</p> <ul style="list-style-type: none">• 1 mile, HR zones 2-3	<p>Run</p> <ul style="list-style-type: none">• 1 mile, easy pace• 5 x 400m• Work to rest – 1:3• Pace: slightly faster than 2 mile run pace <p>Calisthenics, 3 rounds each</p> <ul style="list-style-type: none">• 30 second hand-release push-ups• 30 second plank• 30 second alternating forward-lunge	<p>Circuit, 4 rounds</p> <ul style="list-style-type: none">• 10 SL lateral line hops (each side)• 8 ruck split squat (each side)• 10 second ISO chin-up hold• 12 second ISO deficit push-up• 30 second wall sit• 20 yard SA OH carry (each side)• 12 second SL RDL ISO hold (each side)• 20 second side plank (each side) <p>Easy Run</p> <ul style="list-style-type: none">• 2 miles, HR zones 2-3
DAY 4	DAY 5	DAY 6
<p>Easy Run</p> <ul style="list-style-type: none">• 4 miles, HR zone 2 <p>Calisthenics</p> <p>Total reps of each, take breaks as needed</p> <ul style="list-style-type: none">• 100 BW squats• 100 V-ups• Bird dog, 50 each side	<p>Circuit, 4 rounds each</p> <ul style="list-style-type: none">• 20 Jumping jacks• 6 ECC ruck squats• 5 ECC pull-ups• 6 step-ups (each side)• 6 ECC push-ups• 8 SL glute bridge (each side)• 20 yard sandbag shoulder carry (each side)• 20 yard bear crawl <p>Easy Run</p> <ul style="list-style-type: none">• 1 mile, HR zones 2-3	<p>Ruck</p> <ul style="list-style-type: none">• 4 miles• 30 pounds dry (no liquid)• Less than 15 minutes per mile pace
DAY 7: REST		

Body weight:

Week 2

DAY 1	DAY 2	DAY 3
<p>Circuit, 5 rounds each</p> <ul style="list-style-type: none">• 20 Jump rope or line hops• 8 Sandbag front squats• 5 Pull-ups• 5 Sandbag OH press• 5 Lateral lunges• 20 yard Farmer's carry• 8 Sandbag RDL• 3 Sandbag get-ups <p>Easy Run</p> <ul style="list-style-type: none">• 1 mile, HR zones 2-3	<p>Run</p> <ul style="list-style-type: none">• 1 mile, easy pace• 6 x 400m• Work to rest – 1:3• Pace: slightly faster than 2 mile run pace <p>Calisthenics, 3 rounds each</p> <ul style="list-style-type: none">• 45 second hand-release push-ups• 45 second plank• 45 second alternating forward-lunge	<p>Circuit, 5 rounds</p> <ul style="list-style-type: none">• 10 SL lateral line hops (each side)• 8 ruck split squat (each side)• 10 second ISO chin-up hold• 12 second ISO deficit push-up• 30 second wall sit• 20 yard SA OH carry (each side)• 12 second SL RDL ISO hold (each side)• 20 second side plank (each side) <p>Easy Run</p> <ul style="list-style-type: none">• 2 miles, HR zones 2-3
DAY 4	DAY 5	DAY 6
<p>Easy Run</p> <ul style="list-style-type: none">• 5 miles, HR zone 2 <p>Calisthenics</p> <p>Total reps of each, take breaks as needed</p> <ul style="list-style-type: none">• 125 BW squats• 125 V-ups• Bird dog, 75 each side	<p>Circuit, 4 rounds each</p> <ul style="list-style-type: none">• 20 Jumping jacks• 6 ECC ruck squats• 5 ECC pull-ups• 6 step-ups (each side)• 6 ECC push-ups• 8 SL glute bridge (each side)• 20 yard sandbag shoulder carry (each side)• 20 yard bear crawl <p>Easy Run</p> <ul style="list-style-type: none">• 1 mile, HR zones 2-3	<p>Ruck</p> <ul style="list-style-type: none">• 5 miles• 30 pounds dry (no liquid)• Less than 15 minutes per mile pace
DAY 7: REST		

Body weight:

Week 3

DAY 1	DAY 2	DAY 3
<p>Circuit, 6 rounds each</p> <ul style="list-style-type: none"> • 20 Jump rope or line hops • 8 Sandbag front squats • 5 Pull-ups • 5 Sandbag OH press • 5 Lateral lunges • 20 yard Farmer's carry • 8 Sandbag RDL • 3 Sandbag get-ups <p>Easy Run</p> <ul style="list-style-type: none"> • 2 mile, HR zones 2-3 	<p>Run</p> <ul style="list-style-type: none"> • 1 mile, easy pace • 2 x 800m • 4 x 400m • Work to rest – 1:3 • Pace: slightly faster than 2 mile run pace <p>Calisthenics, 3 rounds each</p> <ul style="list-style-type: none"> • 60 second hand-release push-ups • 60 second plank • 60 second alternating forward-lunge 	<p>Circuit, 6 rounds</p> <ul style="list-style-type: none"> • 10 SL lateral line hops (each side) • 8 ruck split squat (each side) • 10 second ISO chin-up hold • 12 second ISO deficit push-up • 30 second wall sit • 20 yard SA OH carry (each side) • 12 second SL RDL ISO hold (each side) • 20 second side plank (each side) <p>Easy Run</p> <ul style="list-style-type: none"> • 2 miles, HR zones 2-3
DAY 4	DAY 5	DAY 6
<p>Easy Run</p> <ul style="list-style-type: none"> • 6 miles, HR zone 2 <p>Calisthenics</p> <p>Total reps of each, take breaks as needed</p> <ul style="list-style-type: none"> • 150 BW squats • 150 V-ups • Bird dog, 100 each side 	<p>Circuit, 6 rounds each</p> <ul style="list-style-type: none"> • 20 Jumping jacks • 6 ECC ruck squats • 5 ECC pull-ups • 6 step-ups (each side) • 6 ECC push-ups • 8 SL glute bridge (each side) • 20 yard sandbag shoulder carry (each side) • 20 yard bear crawl <p>Easy Run</p> <ul style="list-style-type: none"> • 2 mile, HR zones 2-3 	<p>Ruck</p> <ul style="list-style-type: none"> • 5 miles • 30 pounds dry (no liquid) • Less than 15 minutes per mile pace
DAY 7: REST		

Body weight:

Week 4

DAY 1	DAY 2	DAY 3
<p>Circuit, 6 rounds each</p> <ul style="list-style-type: none"> • 100 Jump rope or line hops • 35 Sandbag front squats • 20 Pull-ups • 20 Sandbag OH press • 20 Lateral lunges • 20 yard Farmer's carry • 25 Sandbag RDL • 10 Sandbag get-ups <p>Easy Run</p> <ul style="list-style-type: none"> • 1 mile, HR zones 2-3 	<p>Run</p> <ul style="list-style-type: none"> • 1 mile, easy pace • 3 x 800m • Work to rest – 1:3 • Pace: slightly faster than 2 mile run pace <p>Calisthenics, 3 rounds each</p> <ul style="list-style-type: none"> • 60 second hand-release push-ups • 60 second plank • 60 second alternating forward-lunge 	<p>Circuit, 2 rounds</p> <ul style="list-style-type: none"> • 10 SL lateral line hops (each side) • 8 ruck split squat (each side) • 10 second ISO chin-up hold • 12 second ISO deficit push-up • 30 second wall sit • 20 yard SA OH carry (each side) • 12 second SL RDL ISO hold (each side) • 20 second side plank (each side) <p>Easy Run</p> <ul style="list-style-type: none"> • 1 miles, HR zones 2-3
DAY 4	DAY 5	DAY 6
<p>Easy Run</p> <ul style="list-style-type: none"> • 5 miles, HR zone 2 <p>Calisthenics</p> <p>Total reps of each, take breaks as needed</p> <ul style="list-style-type: none"> • 50 BW squats • 50 V-ups • Bird dog, 50 each side 	<p>Circuit, Total Reps of each, break up as needed</p> <ul style="list-style-type: none"> • 100 Jumping jacks • 25 ECC ruck squats • 15 ECC pull-ups • 20 step-ups (each side) • 15 ECC push-ups • 20 SL glute bridge (each side) • 20 yard sandbag shoulder carry (each side) • 50 yard bear crawl <p>Easy Run</p> <ul style="list-style-type: none"> • 1 mile, HR zones 2-3 	<p>Ruck</p> <ul style="list-style-type: none"> • 5 miles • 35 pounds dry (no liquid) • Less than 15 minutes per mile pace
DAY 7: REST		

Body weight:

Week 5

DAY 1	DAY 2	DAY 3
<p>Circuit, 25 minutes, as many rounds as possible</p> <ul style="list-style-type: none">• 25 Jump rope or line hops• 8 1.5 Sandbag front squats• 3 Alternating grip pull-ups (each side)• 5 1.5 Sandbag OH press• 5 Alternating cross behind lunges (each side)• 20 yard SA Farmer's carry• 8 Sandbag good morning• 3 Sandbag get-ups <p>Easy Run</p> <ul style="list-style-type: none">• 1 mile, HR zones 2-3	<p>Run</p> <ul style="list-style-type: none">• 1 mile, easy pace• 2 x 800m• 4 x 800m• Work to rest – 1:3• Pace: slightly faster than 2 mile run pace <p>Calisthenics, 3 rounds each</p> <ul style="list-style-type: none">• 45 second hand-release push-ups• 45 second plank• 45 second alternating forward-lunge	<p>Circuit, 5 rounds</p> <ul style="list-style-type: none">• 12 SL lateral line hops (each side)• 8 ruck RFE split squat (each side)• 12 second ISO pull-up hold• 15 second ISO ruck push-up• 45 second wall sit• 25 yard SA OH carry (each side)• 15 second SL RDL ISO hold (each side)• 20 second side plank with knee raise (each side) <p>Easy Run</p> <ul style="list-style-type: none">• 2 miles, HR zones 2-3
DAY 4	DAY 5	DAY 6
<p>Easy Run</p> <ul style="list-style-type: none">• 7 miles, HR zone 2 <p>Calisthenics</p> <p>Total reps of each, take breaks as needed</p> <ul style="list-style-type: none">• 50 yard walking lunges• 50 Dead bug (each side)• 50 Superman	<p>Circuit, 25 minutes, as many rounds as possible</p> <ul style="list-style-type: none">• 20 cross jacks• 8 ECC ruck squats• 5 ECC chin-ups• 6 lateral step-ups (each side)• 6 ECC CG push-ups• 8 glute bridge walk out (each side)• 20 yard sandbag Zercher carry• 50 yard bear crawl <p>Easy Run</p> <ul style="list-style-type: none">• 1 mile, HR zones 2-3	<p>Ruck</p> <ul style="list-style-type: none">• 6 miles• 35 pounds dry (no liquid)• Less than 15 minutes per mile pace
DAY 7: REST		

Body weight:

Week 6

DAY 1	DAY 2	DAY 3
<p>Circuit, 30 minutes, as many rounds as possible</p> <ul style="list-style-type: none">• 25 Jump rope or line hops• 8 1.5 Sandbag front squats• 3 Alternating grip pull-ups (each side)• 5 1.5 Sandbag OH press• 5 Alternating cross behind lunges (each side)• 20 yard SA Farmer's carry• 8 Sandbag good morning• 3 Sandbag get-ups <p>Easy Run</p> <ul style="list-style-type: none">• 2 mile, HR zones 2-3	<p>Run</p> <ul style="list-style-type: none">• 1 mile, easy pace• 2 x 800m• 5 x 800m• Work to rest – 1:3• Pace: slightly faster than 2 mile run pace <p>Calisthenics, 3 rounds each</p> <ul style="list-style-type: none">• 60 second hand-release push-ups• 60 second Spiderman plank• 60 second alternating forward-lunge	<p>Circuit, 6 rounds</p> <ul style="list-style-type: none">• 12 SL lateral line hops (each side)• 8 ruck RFE split squat (each side)• 12 second ISO pull-up hold• 15 second ISO ruck push-up• 45 second wall sit• 25 yard SA OH carry (each side)• 15 second SL RDL ISO hold (each side)• 20 second side plank with knee raise (each side) <p>Easy Run</p> <ul style="list-style-type: none">• 2 miles, HR zones 2-3
DAY 4	DAY 5	DAY 6
<p>Easy Run</p> <ul style="list-style-type: none">• 8 miles, HR zone 2 <p>Calisthenics</p> <p>Total reps of each, take breaks as needed</p> <ul style="list-style-type: none">• 75 yard walking lunges• 75 Dead bug (each side)• 75 Superman	<p>Circuit, 30 minutes, as many rounds as possible</p> <ul style="list-style-type: none">• 20 cross jacks• 8 ECC ruck squats• 5 ECC chin-ups• 6 lateral step-ups (each side)• 6 ECC CG push-ups• 8 glute bridge walk out (each side)• 20 yard sandbag Zercher carry• 20 yard BWD bear crawl <p>Easy Run</p> <ul style="list-style-type: none">• 1 mile, HR zones 2-3	<p>Ruck</p> <ul style="list-style-type: none">• 7 miles• 35 pounds dry (no liquid)• Less than 15 minutes per mile pace
DAY 7: REST		

Body weight:

Week 7

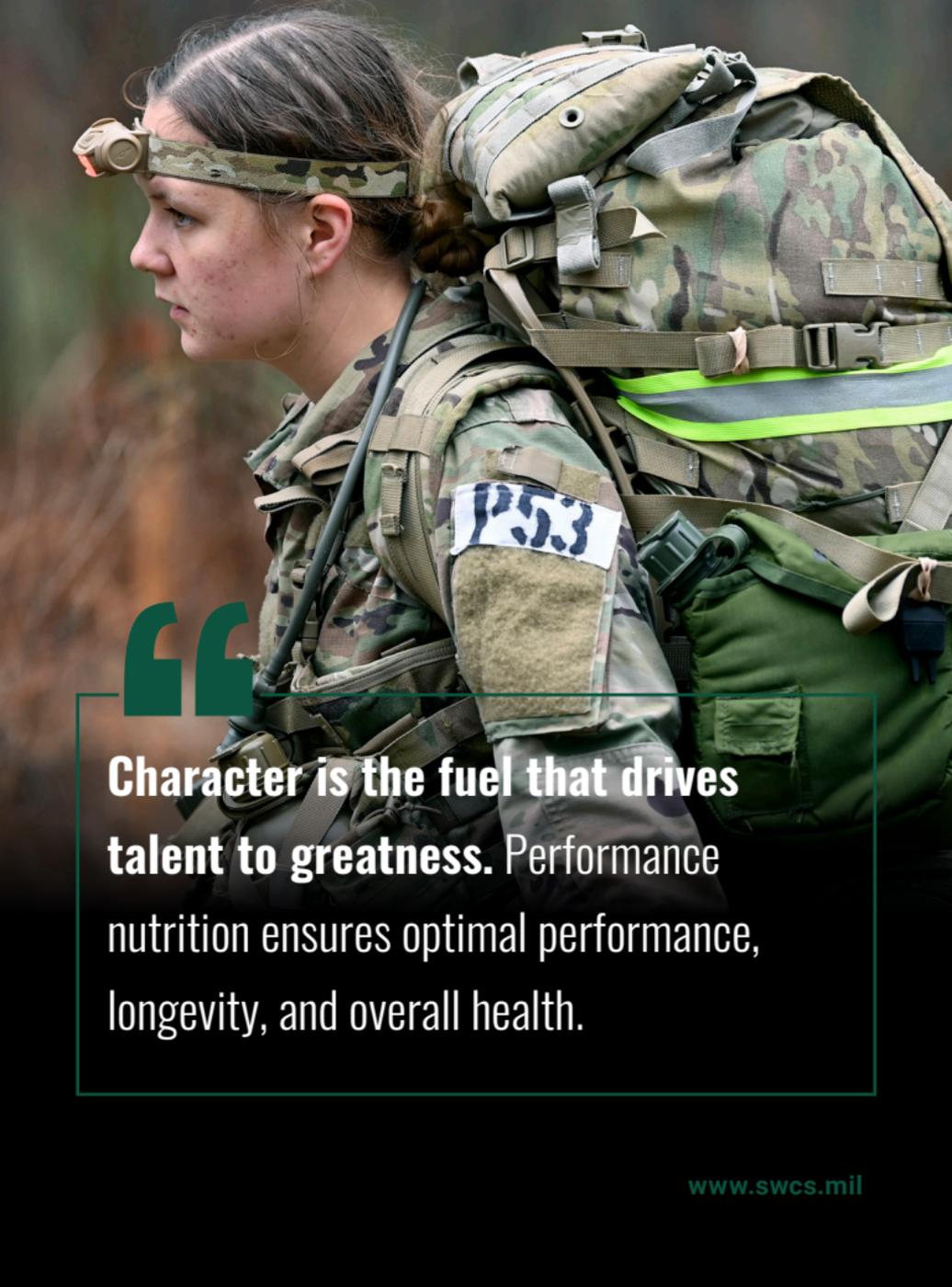
DAY 1	DAY 2	DAY 3
<p>Circuit, 35 minutes, as many rounds as possible</p> <ul style="list-style-type: none"> • 25 Jump rope or line hops • 8 1.5 Sandbag front squats • 3 Alternating grip pull-ups (each side) • 5 1.5 Sandbag OH press • 5 Alternating cross behind lunges (each side) • 20 yard SA Farmer's carry • 8 Sandbag good morning • 3 Sandbag get-ups <p>Easy Run</p> <ul style="list-style-type: none"> • 2 mile, HR zones 2-3 	<p>Run</p> <ul style="list-style-type: none"> • 1 mile, easy pace • 3 x 1600m • Work to rest – 1:3 • Pace: slightly faster than 2 mile run pace <p>Calisthenics, 3 rounds each</p> <ul style="list-style-type: none"> • 60 second hand-release push-ups • 60 second Spiderman plank • 60 second alternating forward-lunge 	<p>Circuit, 7 rounds</p> <ul style="list-style-type: none"> • 12 SL lateral line hops (each side) • 8 ruck RFE split squat (each side) • 12 second ISO pull-up hold • 15 second ISO ruck push-up • 45 second wall sit • 25 yard SA OH carry (each side) • 15 second SL RDL ISO hold (each side) • 20 second side plank with knee raise (each side) <p>Easy Run</p> <ul style="list-style-type: none"> • 2 miles, HR zones 2-3
DAY 4	DAY 5	DAY 6
<p>Easy Run</p> <ul style="list-style-type: none"> • 9 miles, HR zone 2 <p>Calisthenics</p> <p>Total reps of each, take breaks as needed</p> <ul style="list-style-type: none"> • 100 yard walking lunges • 100 Dead bug (each side) • 100 Superman 	<p>Circuit, 35 minutes, as many rounds as possible</p> <ul style="list-style-type: none"> • 20 cross jacks • 8 ECC ruck squats • 5 ECC chin-ups • 6 lateral step-ups (each side) • 6 ECC CG push-ups • 8 glute bridge walk out (each side) • 20 yard sandbag Zercher carry • 20 yard BWD bear crawl <p>Easy Run</p> <ul style="list-style-type: none"> • 2 mile, HR zones 2-3 	<p>Ruck</p> <ul style="list-style-type: none"> • 7 miles • 40 pounds dry (no liquid) • Less than 15 minutes per mile pace
DAY 7: REST		

Body weight:

Week 8

DAY 1	DAY 2	DAY 3
<p>Circuit, 20 minutes, as many rounds as possible</p> <ul style="list-style-type: none"> • 25 Jump rope or line hops • 8 1.5 Sandbag front squats • 3 Alternating grip pull-ups (each side) • 5 1.5 Sandbag OH press • 5 Alternating cross behind lunges (each side) • 20 yard SA Farmer's carry • 8 Sandbag good morning • 3 Sandbag get-ups <p>Easy Run</p> <ul style="list-style-type: none"> • 1 mile, HR zones 2-3 	<p>Run</p> <ul style="list-style-type: none"> • 2 x 400m • 1 x 800m • 1 x 1600m • Work to rest – 1:3 • Pace: slightly faster than 2 mile run pace <p>Calisthenics, 3 rounds each</p> <ul style="list-style-type: none"> • 30 second hand-release push-ups • 30 second Spiderman plank • 30 second alternating forward-lunge 	<p>Circuit, 2 rounds</p> <ul style="list-style-type: none"> • 12 SL lateral line hops (each side) • 8 ruck RFE split squat (each side) • 12 second ISO pull-up hold • 15 second ISO ruck push-up • 45 second wall sit • 25 yard SA OH carry (each side) • 15 second SL RDL ISO hold (each side) • 20 second side plank with knee raise (each side) <p>Easy Run</p> <ul style="list-style-type: none"> • 1 miles, HR zones 2-3
DAY 4	DAY 5	DAY 6
<p>Easy Run</p> <ul style="list-style-type: none"> • 7 miles, HR zone 2 <p>Calisthenics</p> <p>Total reps of each, take breaks as needed</p> <ul style="list-style-type: none"> • 40 yard walking lunges • 40 Dead bug (each side) • 40 Superman 	<p>Circuit, 15 minutes, as many rounds as possible</p> <ul style="list-style-type: none"> • 20 cross jacks • 8 ECC ruck squats • 5 ECC chin-ups • 6 lateral step-ups (each side) • 6 ECC CG push-ups • 8 glute bridge walk out (each side) • 20 yard sandbag Zercher carry • 20 yard BWD bear crawl <p>Easy Run</p> <ul style="list-style-type: none"> • 1 mile, HR zones 2-3 	<p>Ruck</p> <ul style="list-style-type: none"> • 5 miles • 35 pounds dry (no liquid) • Less than 15 minutes per mile pace
DAY 7: REST		

Body weight:



“

Character is the fuel that drives talent to greatness. Performance nutrition ensures optimal performance, longevity, and overall health.



NUTRITION AND SLEEP PLAN

PSYCHOLOGICAL OPERATIONS
ASSESSMENT AND SELECTION
PREPARATION HANDBOOK

A white plastic scoop filled with white protein powder is lying on a light-colored wooden surface. Next to it is a small brown container of cocoa powder, with some powder spilled out. In the background, a pair of black dumbbells is visible, suggesting a fitness or military training context.

ENERGY SOURCES



Carbohydrates:

- Primary fuel source for the body.
- Simple carbohydrates are a quick source of energy. Examples:
 - Fruits
 - Candy
 - Dairy
 - Refined products
- Complex carbohydrates are longer lasting supply of energy. Examples:
 - Whole grain products
 - Breads
 - Pastas
 - Rice

Proteins:

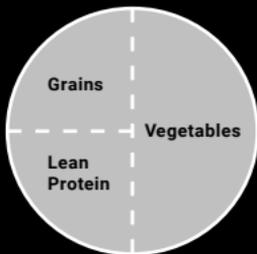
- Act as building blocks to repair, recover, and recondition muscles. Consume 20-35 grams, 5-6 times a day. Examples of high quality protein:
 - Chicken
 - Turkey
 - Eggs
 - Pork
 - Fish
 - Dairy (yogurt, milk, cheese)



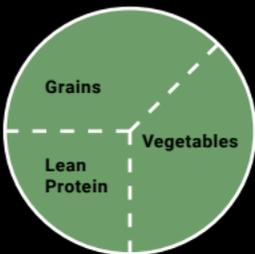
Fats:

- Fuels the body, supports extra energy expenditure, decreases inflammation, and supports cell growth. Examples of healthy fats:
 - Avocado
 - Walnuts
 - Flax or chia seeds
 - Olive, canola, or peanut oils
 - Salmon
 - Herring
 - Tuna
 - Mackerel

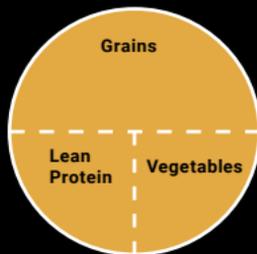
MEAL PROPORTIONS



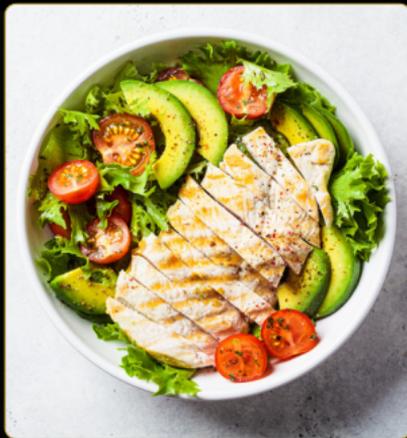
Easy Training



Moderate Training



Hard Training



- **Portion appropriately:** The size portions for breakfast, lunch, and dinner should be the same. Increase carbohydrates on intense training days.
- **Carb load:** Consume 30g of carbohydrates before your workout. For workouts longer than 60 minutes, increase 30-60g of carbohydrates per hour.
- **Hydrate:** Drink 1/2 your body weight in liquid (water) throughout the day. During workouts, drink 16-24 oz for each hour of exercise.

SAMPLE WORKOUT AND NUTRITION PLAN SCHEDULE

	1 Workout Session	Off Day	2 Workout Sessions
0700			BREAKFAST
0730	BREAKFAST	BREAKFAST	
0800			
0830			
0900			WORKOUT
0930			
1000			SNACK
1030	SNACK	SNACK	
1100			
1130			
1200	LUNCH	LUNCH	LUNCH
1230			
1300			
1330			
1400			
1430	SNACK	SNACK	PRE-WORKOUT SNACK
1500			
1530			
1600	PRE-WORKOUT SNACK		WORKOUT
1630			
1700			
1730	WORKOUT	DINNER	DINNER
1800			
1830			
1900	DINNER		
1930			
2000			
2030		SNACK	SNACK
2100			
2130			

SAMPLE MENU

	Breakfast	Snack	Lunch	Snack	Dinner
Monday	<ul style="list-style-type: none"> • 2 pieces of whole grain bread • 1 orange • 4 eggs with spinach 	<ul style="list-style-type: none"> • 1 apple • 2 tsp peanut butter • 1 cup Greek yogurt 	<ul style="list-style-type: none"> • 1 cup rice • 1/2 cup beans • 1 berries • 5-7 oz chicken (meat) • 1 cup broccoli • 1/2 avocado 	Smoothie <ul style="list-style-type: none"> • 1 protein powder • 1 banana • 1/2 cup strawberries • 1 handful of spinach • 1 tsp chia seed • 1 cup 	Burrito <ul style="list-style-type: none"> • 1 whole wheat tortilla • 1/2 cup beans • 5-7 oz ground turkey • 1/4 cup cheese • 1 yogurt (can add later)
Tuesday	<ul style="list-style-type: none"> • 1 cup oatmeal • 1/2 cup berries • 1 tsp honey • 3 eggs • 1/2 cup peppers • 1/2 cup yogurt 	Yogurt bowl <ul style="list-style-type: none"> • 1 cup Greek vanilla yogurt • 1/2 cup strawberries • 1 spoon chia seed • 1/2 cup granola 	<ul style="list-style-type: none"> • 2 cup whole grain pasta • 1 apple • 1 cup milk • 5-7 oz ground turkey with red sauce 	<ul style="list-style-type: none"> • 1/2 cup trail mix • 1 banana • 1 tsp peanut butter 	Tacos <ul style="list-style-type: none"> • 3 corn tortillas • 5-7 oz chicken • Cooked vegetables • 1/2 avocado • 1 cup berries
Wednesday	<ul style="list-style-type: none"> • 2 pieces of whole grain bread with 1/2 avocado • 1 banana • 3 eggs with tomatoes • 1/2 cup Greek yogurt 	<ul style="list-style-type: none"> • 1 cup chocolate milk • 1 oz beef jerky • 1/2 cup berries 	Burrito <ul style="list-style-type: none"> • 1 whole wheat tortilla • 1/2 cup beans. • 1 orange • 1 yogurt • 5-7 oz chicken • 1/4 cup cheese 	<ul style="list-style-type: none"> • 1 apple • 2 tsps peanut butter • 1 cup Greek yogurt 	<ul style="list-style-type: none"> • 5-7 oz shrimp • 1/2 cup rice • 1 cup broccoli • 1 cup glass of milk

SAMPLE MENU

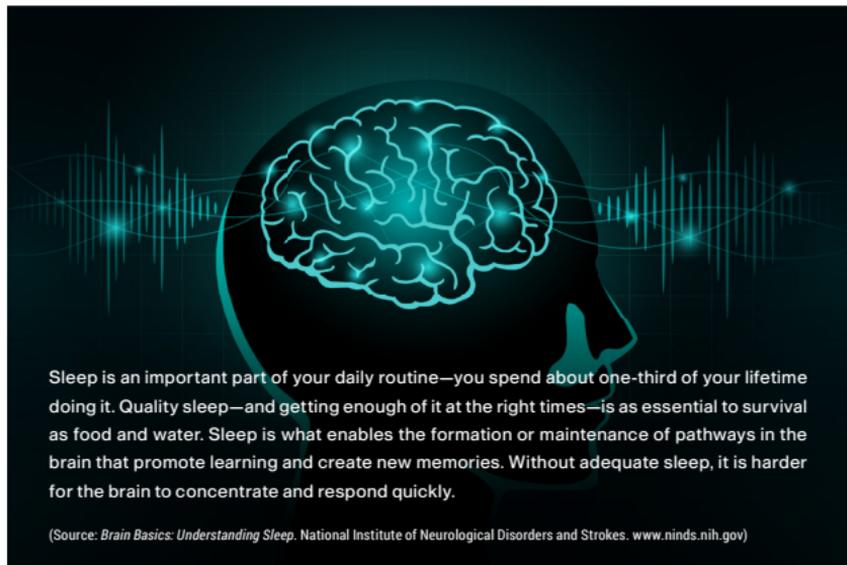
	Breakfast	Snack	Lunch	Snack	Dinner
Thursday	<ul style="list-style-type: none"> • 3 whole grain waffles • 1 tsp syrup • 1 cup of strawberries • 3 eggs • Vegetables • 1/2 cup yogurt 	Smoothie <ul style="list-style-type: none"> • 1 protein powder • 1 banana • 1/2 cup strawberries • 1 handful of spinach • 1 tsp chia seed • 1 cup milk 	<ul style="list-style-type: none"> • 2 slices whole grain bread • 5-7 oz lunch meat • 1/2 avocado • 2 slices cheese • 2 tomato slice • 1 apple with 1 tsp peanut butter 	<ul style="list-style-type: none"> • 1-2 packet tuna • 12 whole wheat crackers • 1/2 cup baby carrots 	<ul style="list-style-type: none"> • 5-7 oz salmon or cod • 1 cup quinoa • 2 cups salad with oil-based vinegar on side
Friday	<ul style="list-style-type: none"> • 1 whole grain tortilla • 1 banana • 3 eggs, 4 oz turkey sausage, spinach • 1/4 cup cheese 	<ul style="list-style-type: none"> • 1 cup baby carrots • 1/2 cup hummus • 2 string cheeses 	Fajita Bowl <ul style="list-style-type: none"> • 1 cup rice • 1/2 cup beans • Grilled peppers and onions • 1 piece of fruit • 5-7 oz steak • 1/2 avocado • 1/4 cup cheese 	Yogurt Bowl <ul style="list-style-type: none"> • 1 cup Greek vanilla yogurt • 1/2 cup strawberries • 1 spoon chia seeds • 1/2 cup granola 	<ul style="list-style-type: none"> • 1 cup whole wheat pasta • 5-7 oz chicken breast • 1/4 cup pesto • 1 piece of fruit • 1 yogurt
Saturday	Smoothie <ul style="list-style-type: none"> • 1/2 cup oatmeal • 1 cup berries • 1 banana • Handful of spinach • 1/2 cup yogurt • 1/2 avocado • 1 cup milk 	<ul style="list-style-type: none"> • 1 apple • 2 tsp peanut butter • 1 cup Greek yogurt. 	<ul style="list-style-type: none"> • Hamburger bun • 1/4 lb turkey burger patty • 1 slice cheese • Tomatoes • Lettuce • Salad with oil-based-dressing on side • 1 banana 	<ul style="list-style-type: none"> • 1 cup chocolate milk • 1/2 cup berries 	<ul style="list-style-type: none"> • 2 cup whole grain pasta • 1 apple • 1 cup milk • 5-7 oz ground beef meatballs with red sauce

SAMPLE MENU

	Breakfast	Snack	Lunch	Snack	Dinner
<p>Sunday</p>	<p>Breakfast tacos</p> <ul style="list-style-type: none"> • 3 corn tortillas • 1 cup berries • 4 eggs with peppers • 1/4 cup cheese 	<ul style="list-style-type: none"> • 1 packet tuna • 12 whole wheat crackers • 1/2 cup baby carrots 	<ul style="list-style-type: none"> • 1 cup whole wheat pasta • 5-7 oz chicken breast • 1/4 cup pesto • 1 piece of fruit • 1 yogurt 	<p>Smoothie</p> <ul style="list-style-type: none"> • 1 protein powder • 1 banana • 1/2 cup strawberries • 1 handful of spinach • 1 tsp chia seed • 1 cup milk 	<ul style="list-style-type: none"> • 5-7 oz chicken • 1 cup roasted potatoes • 1 cup zucchini



NUTRITION AND SLEEP



Sleep is an important part of your daily routine—you spend about one-third of your lifetime doing it. Quality sleep—and getting enough of it at the right times—is as essential to survival as food and water. Sleep is what enables the formation or maintenance of pathways in the brain that promote learning and create new memories. Without adequate sleep, it is harder for the brain to concentrate and respond quickly.

(Source: *Brain Basics: Understanding Sleep*. National Institute of Neurological Disorders and Strokes. www.ninds.nih.gov)

To increase the quantity and quality of sleep, consider the following:

- Hydrate consistently throughout the day to limit excessive water or fluid intake close to bedtime.
- To avoid sleep disruptions, ensure you are consuming an adequate amount of calories throughout the day.

If necessary, 60 minutes before bed, consume a small nutrient-dense snack with protein and carbs. Aim for foods such as cottage cheese, Greek yogurt and berries, or low-fat chocolate milk. Herbal teas or a tart cherry juice is another beneficial option.

Avoid the following:

- Caffeine within 6 hours of sleep. Instead, consume caffeine earlier in the day and aim for 200mg or less of caffeine in one sitting.
- Alcohol and nicotine within 3-4 hours prior to sleep.
- Spicy foods, large meals, and high amounts of sugar prior to sleep.



SLEEP HACKS

Environment:

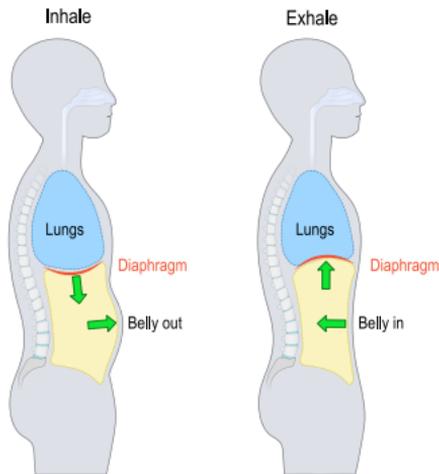
- Turn off any electronics 30 minutes prior to sleep time.
- Place phone outside of reach to avoid snoozing.
- Aim for 7-9 hours of sleep.
- Keep a cool bedroom (about 68 degrees).
- Use the bedroom only for sleep.

Routine

- Take a warm shower, read, meditate, or listen to soothing music.
- Maintain consistent wake and sleep times, even on weekends.
- If needed, naps should be 10-30 or 90 minutes. Naps should be done by 1500.
- Aim to start sleep routine 1 hour prior to sleep time.

Diaphragmatic breathing:

Diaphragmatic breathing can help you relax and fall asleep quickly. To perform, take deep, steady breaths, at an even pace (ex: 5 second inhale, 5 second exhale) for 2+ minutes. Practice nightly for best results.



SLEEP ROUTINE EXAMPLES

1-Hour Sleep Routine

2100	Eat yogurt with berries
2115	Take warm shower
2130	Set alarm and put electronics away
2135	Personal hygiene
2140	Fill out sleep journal
2150	Lights off and in bed
2200	Sleep
0600	Wake up

2-Hour Sleep Routine with Gaming

2100	Take shower
2200	Turn off gaming system
2205	Personal hygiene
2215	Set alarm and scroll social media
2230	Put phone away and fill out journal
2245	Lights off and in bed
2300	Sleep
0600	Wake up

SAMPLE NIGHT JOURNAL

COMPLETE BEFORE BED

Day 1

Nap time and length:

Time/Length/Type of Exercise: (Ex: 1600, weights and treadmill)

Amount of caffeine, alcohol, and/or nicotine consumed (and time):

What time did you last eat or drink? What did you eat or drink?

Describe your routine leading up to bed:

Describe your sleep environment (i.e., lights, sound, temperature):

SAMPLE DAY JOURNAL

COMPLETE AFTER WAKING

Day 1

Sleep and wake times:

Sleep: _____

Wake: _____

Total sleep time: _____

Rate your ability to fall asleep:

1-Easy 2-Somewhat Easy 3-Moderate 4-Somewhat Difficult 5-Difficult

How many times did you wake up throughout the night?

How many times did you snooze your alarm?

Rate how rested you feel after waking:

1-Not at all rested 2-Somewhat Rested 3-Well Rested

Sleep AAR: Describe your overall night of sleep. What are some improvements you can make? What are sustainments you would like to keep?



“
**Your guiding azimuth must be
intrinsic motivation and purpose
for pursuing a career in the
Psychological Operations Regiment.
You will not succeed without it.**



MENTAL AND COGNITIVE PREPARATION

PSYCHOLOGICAL OPERATIONS
ASSESSMENT AND SELECTION
PREPARATION HANDBOOK



MENTAL READINESS

Establish Consistency with a Routine

- Utilize a routine for pre-performance, during performance, and post-performance.
- Build healthy habits. When creating a new habit follow the 4 laws of behavior change:
 - Make it easy. Should take no more than a couple minutes to complete.
 - Make it obvious. Smart device reminders are your friend.
 - Make it attractive. This is going to pay off big-time.
 - Make it satisfying. Track completion and reward milestones.

Importance of Coachability

- Recognize and acknowledge your deficiencies. Practice self reflection:
 - What went well?
 - What can be better?
 - How are you going to get better?
- Seek feedback and learn from others.

Know your 'Why'

- What drives your motivation and how are you going to sustain motivation when challenges approach?
- Practice with a purpose.
- Establish a set of personal values designed to accomplish your mission.

Active Listening

- Stay in the moment with the conversation. Daily mindfulness practices can help sustain attention and working memory.
- Listen to understand, not listen to respond.

Self-Regulation

- Identify focus cues to gain, sustain, or regain focus.
- **LTPR:** Listen. Think. Pause. Respond.
- **WIN:** What's Important Now?
- **NBA:** Next Best Action.
- Progressive muscle relaxation (PMR): reduce stress and build awareness of the feeling of tension vs. deep relaxation in various muscle groups. What does tension feel like in your back vs your legs? Notice the different feeling of relaxation.





COGNITIVE EXERCISES

Critical Thinking and Understanding Your Environment

By staying up to date on events within our area of operations, we are better able to discern fact from mis/disinformation and understand the broader implications of friendly and adversary actions. It also ensures that we can engage in informed conversations with target audiences.

Exercise: Current Events

Read a minimum of one news article per day no less than approximately 300-500 words in length that is relevant to a country within our PO Battalion-aligned Combatant Commands: AFRICOM; CENTCOM; EUCOM; INDOPACOM; and SOUTHCOM. This can help familiarize you with international politics, foreign cultures, and emerging regional threats that could affect the United States Army.

Professional Communication

Words matter in both verbal and written professional communications. And when it comes to word choice, less can be more. The key to powerful and persuasive professional communication is clarity and, when possible, brevity.

Exercise: 1,000 Words

Choose a lengthy news article from – approximately 3,000 words. Read it once and take handwritten notes on a piece of paper. Then put the source document out of your sight and attempt to handwrite a summary of the article in your

own words – 1,000 of them, to be exact – without losing any of the critical information. Strive to retain the author's purpose in writing their article so that their key takeaways are clear. This exercise will prepare you for retaining information, giving you a skill to draw from while at POAS.

Practice Active Listening

Communication nearly always involves multiple participants. Listening is just as important to a Psychological Operations Soldier as speaking when it comes to successful communication.

Exercise: Talk to Strangers

Aim to strike a conversation with three complete strangers every day with the goal of learning 1-3 things about them you wouldn't have been able to surmise by their outward appearance. This can help you develop the skill of building rapport and taking genuine interest in others while bypassing our natural hesitance to "bothering people". Strive to actively listen and refrain from relying on rapid-fire direct questioning. These are conversations, not interrogations.

Formulating an Argument

Formulating an argument is important because it allows you to clearly articulate your position on a topic, present supporting evidence, and persuade others to consider your viewpoint by providing a logical and structured way to convey your ideas, which is crucial for effective communication

Exercise: Role Play Reversal

Choose a topic each day to research and argue for or against, setting specific goals for clarity and persuasion. Focus on different aspects of argumentation each day, such as emotional appeal, logical reasoning, or ethical considerations. To mix it up, take a position you don't agree with and argue for it. This helps you understand opposing views better and strengthens your overall argumentation skills.



RECOMMENDED READING

Mindset and Self-Awareness

The 48 Laws of Power, by Robert Greene

Talking to Strangers, by Malcolm Gladwell

Interpersonal Skills, Influence and Communication

Influence, The Psychology of Persuasion, by Robert B. Cialdini

How to Win Friends & Influence People, by Dale Carnegie

21 Irrefutable Laws of Leadership, by John C. Maxwell

International Relations

Prisoners of Geography, by Tim Marshall

The Ugly American, by William J. Lederer

Podiatric Care

Fixing Your Feet: Injury Prevention & Treatments for Athletes, by Jon Vonhof

Social Sciences

Freakonomics Radio | Freakonomics Radio Network

Author and rogue economist Steven Dubner uncovers the hidden side of everything.

Wide-ranging and well-cited research on the unexpected forces influencing society.



RECOMMENDED LISTENING



***One of Us: A Deep Dive into PSYOP
Assessment & Selection
by Pineland Underground***

The official podcast of the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS).



***Psychological Operations: Narrative
by The Indigenous Approach Podcast***

The official podcast of the 1st Special Warfare Command. Guests examine the role of Psychological Operations as the Nation's Premier Partnership Force.

ADDITIONAL RESOURCES



**PSYWAR: POAS and the
Psychological Operations
Qualification Course**



**PSYWAR: Psychological
Operations Qualification
and Selection**



**PSYWAR: 6 Tips for
Psychological Operations
Assessment and Selection**



**GoArmySOF
Psychological Operations
Assessment and Selection**

Terms and Definitions

ACFT	Army Combat Fitness Test
AIt	alternating or alternate
BW	bodyweight
BWD	backward
C/D	cool down
CG	close grip
EA	each
ECC	eccentric
FWD	foward
HPW	Human Performance and Wellness
HR	heart rate
ISO	isometric; No movement or hold the position
OH	overhead
PFA	Physical Fitness Assessment
POAS	Psychological Operations Assessment and Selection
RDL	Romanian dead lift
RFE	rear foot elevated
SA	single arm
SEC	seconds
SL	single leg
SOF	special operations forces
SORB	Special Operations Recruiting Battalion
W/U	warm up
YD	yard

U.S. Army Special Operations Recruiting Battalion



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