Field Manual
FM 46-1

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Public Affairs Operations

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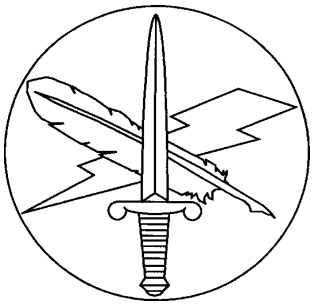
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The PA Mission

Public Affairs fulfills the Army's obligation to keep the American people and the Army informed, and helps to establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war.

Preface

Field Manual 46-1 is the keystone doctrinal manual for U.S. Army Public Affairs operations. It focuses on how the Army thinks about public affairs and describes public affairs roles, missions, capabilities and organizations for the active Army, U.S. Army Reserve and Army National Guard. It also describes public affairs employment, command and control, and support across the operational continuum.

This manual is the basis for Public Affairs force design and materiel acquisition. It supports the doctrinal requirements of the Concept Based Requirements System and is the authoritative foundation for the integration of Public Affairs into Army doctrine, individual and unit training, leader development, force design and materiel acquisition initiatives. FM 46-1 is directly linked to, and must be used in conjunction with FM 100-5, FM 100-6, TRADOC PAM 525-5 and Joint Publication 1-07.

Our vision is to build a trained, readily deployable force of Public Affairs professionals, resourced, capable and organized to conduct operations in peace, conflict and war, and to maintain a timely flow of accurate, balanced information to the American people.

FM 46-1 is the doctrinal guide for commanders, planners, and users of Army Public Affairs. It is also a guide for those who must consider the effects public affairs has on military operations. It describes the fundamental principles and concepts for providing information to a wide range of internal and external audiences– soldiers, family members, retirees, political leaders, the general public, allies and adversaries.

Public affairs personnel must use their professional knowledge, skills and judgment in adapting the principles in this manual to their specific situations. Public Affairs commanders and trainers should use this manual and Army Training and Evaluation Programs (ARTEP) to plan and conduct their training.

Numerous terms, acronyms, and abbreviations are found in the manual. Users should refer to the glossary for their meanings or definitions.

This manual aligns public affairs operations with the command and control Battlefield Operating System (BOS) and is intended for Army-wide dissemination. This edition of FM 46-1 supersedes the 1992 version of the manual.

The proponent for this manual is the Office of the Chief of Public Affairs. Send comments and recommendations on DA Form 2028 to Director, Public Affairs Proponent Activity, ATTN.: SAPA-PA-CFST, Fort Meade, MD 20755-5650.

Use of specific gender in this publication is for ease of reading. Whenever the masculine or feminine gender is used, either gender is intended. The term "PAO" refers to public affairs officers, NCOs and civilian and military specialists.

Introduction

The mission of the United States Army is to protect and defend the Constitution of the United States of America by deterring war, and when deterrence fails, by achieving quick, decisive victory – on and off the battlefield – anywhere in the world and under virtually any conditions. Army Public Affairs is an integral part of all military missions across the operational continuum. Everything that the Army does to accomplish its mission – both good and bad – occurs within today's Global Information Environment. Army Public Affairs assists the commander in understanding and operating in this new environment. Whether in peace, conflict, or war, military operations are more effective when they include public affairs support from the very beginning. They support the commander's effort to meet the information needs and expectations of internal and external audiences without detriment to successful mission accomplishment.

"Every senior leader must personally set the example by taking a proactive rather than reactive approach to dealing with the media."

General Dennis J. Reimer
U.S. Army Chief of Staff

The end of the Cold War, changing international alliances and dynamics, and ambiguous regional threats have led America's Army to expand its war fighting doctrine. FM 100-5, *Operations,* describes a strategic force-projection Army prepared to fulfill its obligations across a continuum of military operations. It prescribes an Army able to alert, mobilize and deploy rapidly from CONUS and overseas theaters to conduct joint, multinational or interagency operations anywhere in the world. It presents concepts for warfighting and conducting stability and support operations, such as humanitarian, domestic and peace operations.

FM 100-5 also addresses the impact that emerging technologies and the evolving media environment are having on operations. It acknowledges the importance of communicating information to internal and external audiences and also recognizes that future operations will attract wide media attention. It reflects an understanding that coverage will influence the public and political leaders, and can affect the strategic direction, range and duration of operations. It implies that information communication technologies have an impact on the conduct of operations equal to that of emerging weapons technologies.

The requirement for the Army to conduct Public Affairs derives from Title 10, U.S. Code which states that the Secretary of the Army is responsible for public affairs and will establish the Office of Public Affairs. Implicit in a government of the people, by the people and for the people are the concepts that the people have a right to know about the activities of the government, and the government has an obligation to inform the people about its activities. These principles also apply to information about the activities of the military, which is established in the Constitution of the United States to "provide for the common defense and general welfare of the United States." One of the most significant conduits through which information is passed to the people is the free press guaranteed by the Constitution. Since the nation's founding, the Army has communicated information to the American people through the media.

Army Public Affairs is a fundamental tool of competent leadership, a critical element of effective battle command, and an essential part of successful mission accomplishment. When employed to maximum effect, Army Public Affairs helps the commander achieve information dominance and conduct coordinated information operations, and also contributes to the preservation of public support. Active and reserve component soldiers, whether deployed or not, their family members and other internal audiences are affected by the information, or lack of information, available to them. Effective leaders employ a coordinated public affairs strategy to help reduce distractions and to win the information war. Army Public Affairs contributes to ethical behavior, respect for the law of war and the rights of noncombatants. Army Public Affairs fights rumors, misinformation, boredom, enemy disinformation efforts, uncertainty, fear, loneliness, confusion and other factors that cause stress and undermine efficient operations. Army PAOs develop a synchronized public affairs program as a part of their commanders' effort to build unit cohesion and enhance soldier confidence. Army Public Affairs helps increase understanding, dedication, discipline and the will to win.

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Chapter 1

Public Affairs Environment

We live in a turbulent world of broad social and political changes. The end of the Cold War, changing international alliances and dynamics, and ambiguous regional threats have resulted in new challenges and altered priorities for the nation and the military. Army Public Affairs must be prepared to operate in a dramatically restructured military and in a rapidly changing media environment.

America's Army

America's Army has undergone a significant transformation in recent years. It has become a strategic force-projection Army prepared to fulfill its obligations across a continuum of military operations. It is continuously evolving to maintain its capability in a changing environment.

America's Army is a smaller, more efficient force, and places a heavy reliance on the U.S. Army Reserve and Army National Guard. The Army has reduced its force structure and realigned programs and responsibilities to achieve operating efficiencies. It has developed new force design concepts such as modularity and split-based operations.

As a force-projection organization, it is able to alert, mobilize, and deploy rapidly anywhere in the world from CONUS and forward presence theaters. Force projection is a key element of power projection. It is a central element of our national security and military strategy and presupposes the ability to apply all or some of the elements of national power to act in a crisis, contribute to deterrence, and enhance regional stability.

America's Army will conduct joint, multinational or interagency operations, and does not operate alone. Units work in coordination with elements from the other services, as well as military forces from other nations, representatives from governmental organizations other than DoD, and representatives from private, non-governmental organizations. They contribute a full range of unique combat, combat support and combat service support functions.

To give soldiers an edge, America's Army exploits major technological opportunities. It pursues advancements which afford a significant increase in lethality, offers major improvements for force protection, exploits key vulnerabilities of potential adversaries and offers a capability that presents an adversary with multiple threats simultaneously. Microprocessing, miniaturization, automation, electronics, communications and space technologies are continually changing the way and pace at which operations are conducted.

America's Army, in addition to being prepared for war, will increasingly be called upon to conduct stability and support operations. Although the Army's prime focus is war fighting, it is often involved in a wide range of noncombat operations. The use of decisive force to win against an armed enemy and the execution of combat operations in the environment of war is the principal role for which the Army prepares. During peacetime, however, the Army helps keep the day-to-day tensions between nations below the threshold of conflict. When peacetime efforts are thwarted and adversaries seek to provoke a crisis or initiate hostilities, conflict occurs. In such an environment, the

Army may be required to conduct operations to deter enemy actions or compel compliance and resolve conflict.

The Information Environment

Public affairs operations are conducted in information domains termed the Global Information Environment and the Military Information Environment. The GIE is defined in FM 100-6, *Information Operations*, as including "all individuals, organizations or systems, most of which are outside the control of the military or National Command Authorities, that collect, process and disseminate information to national and international audiences." The MIE is the "environment contained within the GIE, consisting of information systems and organizations, friendly and adversary, military and non-military, that support, enable or significantly influence a specific military operation."

The impact of new communications technologies on the conduct of operations is equal to that of emerging weapons technologies. Continuously evolving collection and dissemination capabilities have radically altered the dynamics of the news and information consumer market.

Telecommunications equipment has rapidly become more sophisticated and more widely available. Continuously expanding capabilities in increasingly smaller, more mobile packages enables ever greater numbers of independent media representatives to be present throughout an area of operations from the start of, if not before an operation.

Ever smaller, more portable, more affordable and powerful radios, televisions, telephones, computers, fax machines and other communication devices also facilitate the consumer's access to information. Audiences throughout the world — including our deployed forces and actual or potential adversaries — are able to receive a wider range of information from a vastly expanded spectrum of sources.

The emerging electronic information communication technologies, the proliferation of commercial satellite technology and the expansion of international satellite alliances have resulted in the spread of worldwide communications. Coverage can be instantaneous with audiences throughout the world — the American public, allies and adversaries — receiving and reacting to the coverage even as the National Command Authority is deciding on appropriate responses, or as deployments are taking place.

Because the public is able to receive greater quantities of information through proliferating outlets, the demand for information has increased dramatically. The need to fill more channels of communication leads to wider, more frequent coverage and media competition to find and tell unique stories. It results in more analysis, critique and editorial commentary about events occurring in an area of operations, the impact of those events, and people's reactions to those events. Military operations have become spectator events watched in real time by the American public, allies and adversaries — indeed by the whole world.

Information Operations

Effective operations in both the GIE and MIE require coordinated information operations. Addressed at length in FM 100-6, they are in their simplest form "the activities that gain information and knowledge and improve friendly execution of operations while denying an adversary similar capabilities by whatever possible means. Effects of information operations produce significant military advantage for forces conducting such operations."

"In an age of instant communications, capabilities available to the media have had increasingly important impacts on military operations."

-- FM 100-5 Operations

Synchronized information operations are conducted with an aim of achieving information dominance, described as "the degree of information superiority that allows the possessor to use information sys-

Information Operations Unity of Effort

	C2W	CIVIL AFFAIRS	PUBLIC AFFAIRS
COMMAND AND CONTROL WARFARE (C2W) supports by:		•Influencing/informing populace of CA activities and support •Neutralizing disinformation and hostile propaganda directed against civil authorities •Controlling EMS for legitimate communications purposes.	•Conducting counter-propaganda and protecting from misinformation and rumor •Developing EEFI to preclude inadvertent public disclosure •Sychnronizing PSYOP and OPSEC with PA strategy
CIVIL AFFAIRS supports by:	•Providing information to support information infrastructure picture •Synchronizing communications media and messages with PSYOP •Coordinating C2 target sets with target cell •Establishing and maintaining liaison and dialogue with local civilians, NGOs and PVOs		•Providing information on CMOC activities to support PA strategy •Synchronizing information, communications media and messages. •Identifying and integrating media and public information from host nation sources
PUBLIC AFFAIRS supports by:	•Developing information products to protect soldiers against the effects of disinformation or misinformation. •Coordinating with PSYOP planners to ensure consistent messages and maintenance of OPSEC	•Providing accurate, timely and balanced information to the public. •Coordinating with CA to verify facts and validity of information	

tems and capabilities to achieve an operational advantage in a conflict, or to control the situation in operations short of war, while denying those capabilities to the adversary."

Public affairs operations are one element of a larger information strategy encompassing command and control warfare (C2W), Civil Affairs and Public Affairs. Command and control warfare is both offensive and defensive. The goal of "C2-attack" is to control or destroy the adversary C2 capability. The goal of "C2-protect" is to maintain friendly C2 capability by countering adversary efforts to influence, degrade or destroy it. C2-protect includes measures to counter adversary propaganda and its effects on operations, options, public opinion, and the morale of friendly soldiers. Public affairs operations support C2-protect by facilitating open reporting and access to units and by maintaining robust internal information programs.

"Commanders need to understand that the perception of America's Army and how it conducts its operations can be as important to the Army's success as actual combat."

Effective information operations require careful synchronization of many staff elements. FM 100-6 *Information Operations* describes the formation of IO battle staffs and addresses IO in depth.

Formal, dedicated information operations councils have proven very effective in recent stability and support operations. An information operations coordination committee met weekly during Operation Uphold Democracy in Haiti to share information and coordinate the activities of the committee members. The IOCC was comprised of representatives from J-3, J-5, Psychological Operations, Joint Information Bureau, Civil Affairs and the U.S. Information Agency.

In Bosnia, Task Force Eagle formed an information operations council which developed a formal procedure for conducting information operations. The council was chaired by the operation PAO and staffed by representatives of G-2, G-3, Joint Military Commission, Civil Affairs, PSYOP, the task force PAO, and the Joint Information Bureau. The council met regularly to identify issues that could have either positive or negative impacts on operations and then developed appropriate information strategies.

The Task Force Eagle information operations process consisted of eight steps —

- *identifying the issue,*
- *determining if the issue was a problem or an opportunity,*
- *defining audiences,*
- *defining target result*
- *evaluating resources and choosing methods and actions,*
- *coordinating actions and synchronizing messages,*
- *implementing actions, and*
- *evaluating the success*

An illustration of the process is the IOC response to a specific event it identified as potentially having a negative impact on the IFOR mission:

"A Bosnian radio station reported that Russian soldiers were going into villages in areas of transfer and telling Moslems that they must leave before the Serbs moved in. The council met and developed a course of action that included media opportunities in the Russian Brigade showing the solidarity of IFOR, Civil Affairs personnel talking to locals about the fact that the Russians did not want them to leave, and providing a tape to local radio stations telling people that the Russians wanted them to stay in their homes." *(TF Eagle Lessons Learned)*

The IOC also produced "Weekly Messages for Commanders" that included public affairs guidance and talking points for commanders and other members of the task force who interacted with the media. The messages were e-mailed to the G-5 in each brigade headquarters and further disseminated as desired by the brigade commander. One brigade commander directed that the messages be issued as fragmentary orders down to companies.

Participation in information operations integrates public affairs into operations planning at all levels and

across the full spectrum of operations. The PA representative to the IO battle staff —

•*represents PA concerns in IO*

•*identifies, assesses, and advises the commander on information and issues with PA implications*

•*reviews strategic and operational information with PA implications such as events, missions and propaganda*

•*coordinates with CA and PSYOP representatives to ensure consistency of messages and OPSEC without compromising PA credibility*

•*facilitates the availability of battlefield information for PA purposes (such as releasable visual imagery) used to inform the public of Army capabilities and accomplishments*

Effective information operations require the early coordination and synchronization of PA, CA and PSYOP. Each may use the same communications media to communicate essentially the same messages to different audiences. While CA and PSYOP address local populations and adversary forces, PA operations are directed toward U.S. forces and U.S. and international media. The target audiences may differ, but the consistency of messages is important to credibility.

With the expanding role of public affairs and information operations, it remains important to preserve the separation of PA and PSYOP in order to maintain the credibility of public affairs spokespersons and products. Although coordination of PA and PSYOP occurs in the IO cell, the public affairs representative to the cell should not be the primary command or operation spokesperson.

Information Operations planning and operations are beneficial in peacetime, conflict and war. The composition of the IO cell will depend upon the circumstances. In peacetime, the cell may include the G-5, PAO, Staff Judge Advocate, and chaplain. During stability and support operations or war, the IO cell may include intelligence, signal, fire support, PA, CA, EW, OPSEC, PSYOP and logistics.

Postconflict operations also benefit from coordinated IO. PSYOP and CA may be needed to enhance support of local populations. Information about the Army and civil-military operations may be disseminated through the media. Public affairs operations cannot focus on directing or manipulating public opinion, but may contribute to public understanding of U.S. intentions and activities by providing timely information about the operations.

Public affairs may also contribute to information strategies developed to counter misinformation and propaganda communicated in the GIE.

In stability and support operations, the IO planners may work with and receive information from a variety of foreign and domestic government agencies, non-governmental organizations, state and local agencies and private volunteer organizations. The U.S. may not have the lead in these operations and therefore must work closely with the lead agency to ensure U.S. information operations are consistent with the overarching operational theme and objectives.

Commanders and Public Affairs

The changes occurring in America's Army, the evolving information environment and the emerging information communications technologies have made it much more difficult to control, limit or restrict information. The greater availability of detailed, graphic, real-time information from anywhere in the world impacts the linkage between national strategic goals, theater strategic and operational objectives, and operational and tactical execution.

The fact that information is more available has bridged the gap between what occurs on the ground and the goals and objectives of the national military strategy. Real-time or near real-time reports of the actions of a soldier manning a roadblock, the results of a minor skirmish, or the effects of a major combat action become the subject of public discussion and debate.

At all levels, Army leaders must be public affairs aware. As the Army and the information environment evolve, public affairs operations become an increasingly critical element in the determination and achievement of the strategic end state. The perception of America's Army and how it conducts its operations can be as important to the Army's success as actual combat. Leaders must recognize the potency of public opinion and its potential impact on the morale, confidence and effectiveness of soldiers.

Commanders must focus on providing complete, accurate, timely information, rather than on guarding information. It is critically important to achieve a balanced, fair and credible presentation of information to the American public. Commanders must know the information needs and expectations of their soldiers and their family members, the home station community and other internal audiences.

Commanders who understand the media are not intimidated by the media, its role and its potential impact. Commanders must plan for media. They must confidently facilitate the media effort to provide coverage, and they must support open and independent reporting and access to units as early and as far forward as is feasible. They must integrate public affairs into their decision-making process, and consider public affairs in their assessment of the situation and their development of courses of actions, plans and orders. They must ensure that public affairs operations are synchronized with other combat functions.

Chapter 2

Public Affairs Principles

The Public Affairs mission fulfills the Army's obligation to keep the American people and the Army informed, and helps to establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war.

The active Army, U.S. Army Reserve and Army National Guard have an obligation to keep the American people, its internal audiences and other key publics informed about its achievements and successes, as well as its problems and failures. Providing information openly and honestly—with minimum delay—shows courage, candor, competence and commitment, and contributes to confidence, trust, respect and esteem in the force. The PAO communicates the Army's professional character, beliefs, values and ethics. Army Public Affairs promotes a greater understanding of the Army and its contribution to the nation.

When America's Army is understood, America's Army is strengthened. Army morale and esprit are enhanced, which further enhances understanding, confidence, trust, respect and esteem.

Public Affairs support to military operations

Public Affairs supports military and U.S. policy objectives throughout the operational continuum. PAOs provide combat commanders with a battlefield edge in winning the war conducted in today's Global Information Environment. Commanders require their PAOs to include public affairs operations in their planning guidance. The results are specific tasks that assist the commander in —

•*exercising command and control over public affairs assets in the theater of operations*

•*assessing the public affairs situation*

•*preparing public affairs plans and orders*

•*establishing media operation centers*

•*supporting command and control warfare*

•*coordinating and integrating combined, joint, and/or interagency public affairs support*

•*facilitating media involvement in collecting and distributing information*

•*producing and distributing command and public information products to the internal and external audiences*

•*participating in Information Operations*

Public Affairs and the Principles of War

The principles of war — objective, offensive, mass, economy of force, maneuver, unity of command, security, surprise, and simplicity are the basis for the Army's warfighting doctrine. The Public Affairs Officer provides input to the warfighting planning process, and supports political, economic, and informational goals, as well as military objectives. The PAO assesses the impact of military operations in both the global (GIE) and military (MIE) information environments. PA operations will have the same impact on

these basic military principles as any other element in the operational force.

Objective

Once the strategic, operational, and tactical military objectives are specified, the PAO supports the commander through the analytical framework of mission, enemy, troops, terrain, and time available (METT-T) to designate operational objectives. Objectives include conducting public affairs training, planning, developing information strategies, conducting media center operations, facilitating media access to the force, acquiring and analyzing information, and targeting products to specific audiences.

Offensive

To be an asset to the field commander, the PAO must seize the initiative and actively assess and respond to potential public affairs situations, incidents, and force movements in support of the commander's objective.

Public Affairs operations are combat multipliers by:

- *keeping soldiers informed*
- *maintaining public support for the soldier in the field*
- *mitigating the impact of misinformation and propaganda*

Mass

The principle of mass requires the quick assembly of public affairs forces and resources at a particular place and time. PA forces must be deployed early, in sufficient numbers, and utilized in accordance with the established battlefield laydown if they are to conduct professional PA operations appropriately tailored to their assigned missions. The commanders most likely to succeed will have accurately assessed the level of news media interest in their operation, and will have provided the assets necessary to accomplish the public affairs mission.

Economy of force

The judicious employment and distribution of forces requires that no part of the force should be left without public affairs training and support. The PAO must ensure that young leaders and soldiers in forward-deployed units are trained and capable of successfully telling the Army's story when speaking to reporters. Public affairs detachments must be positioned far forward to support PA operations at the lowest level possible. Their modular design affords commanders the flexibility of maneuvering PA personnel with the main body while continuing to conduct public affairs operations.

The Principles of War - FM 100-5

Objective: Direct every military operation toward a clearly defined, decisive and attainable objective.

Offensive: Seize, retain and exploit the initiative.

Mass: Mass the effects of overwhelming combat power at the decisive place and time.

Economy of Force: Employ all combat power available in the most effective way possible; allocate minimum essential combat power to secondary efforts.

Maneuver: Place the enemy in a position of disadvantage through the flexible application of combat power.

Unity of Command: For every objective, seek unity of command and unity of effort.

Security: Never permit the enemy to acquire unexpected advantage.

Surprise: Strike the enemy at a time or place or in a manner for which he is unprepared.

Simplicity: Prepare clear, uncomplicated plans and concise orders to ensure thorough understanding.

Unity of command

Unity of command requires that all public affairs forces are under a single commander with the requisite authority to direct all PA forces in pursuit of a unified purpose. Whether that commander is a division, corps, theater, joint, or unified public affairs commander, PA units must have a clear chain of command that minimizes the number of higher headquarters in that chain. The chain must be flexible enough to synchronize PA functional activities throughout the theater of operations.

Unity of effort

Unity of effort, essential to unity of command, requires the coordination and cooperation among all forces, especially those public affairs operations at the joint or unified level where more than one service is involved in the public affairs operation. It is essential if we are to effectively tell the Army's story.

Security

Public affairs operations support security by developing a plan for the inclusion of news media, establishing and enforcing media ground rules and developing procedures for explaining the sensitivity and complexity of military operations to the media. To prevent the release of classified or protected information into the public domain, individuals must practice security at the source and adhere to OPSEC requirements.

Surprise

Speed, effective intelligence, deception, application of unexpected combat power, OPSEC and variations in tactics and methods of operations are elements of surprise. The elements of the principle of security carry over to the principle of surprise. Public affairs forces must ensure that the element of surprise is not compromised by the inadvertent release of critical operational information.

Simplicity

Public affairs relationships are simplified by using a single-staff focal point. The PAO, working with the G3/S3, can relieve the unit's staff and command of many related functions. PA plans and annexes must be simple and direct, and must be supportable by the available resources. Early coordination and completion of operational annexes will ensure effective and successful operations.

The Global Information Environment (GIE) has bridged the gap between the strategic and tactical levels of operations. Information and images from a theater of operations are available to audiences in the United States and throughout the world in near real time. They can dramatically influence public opinion and may force the National Command Authority to react more rapidly than it would prefer. They may lead to changes in strategic level goals and guidance, result in significant modifications to operational missions, policies and procedures, and cause unexpected tactical restraints and constraints. They have a direct impact on soldier morale, discipline and performance.

Public Affairs Principles

Conducting operations in the GIE requires an understanding of basic public affairs principles. Army leaders at all levels need to understand the fundamental concepts which underlie the development of public affairs strategies and guide the planning and execution of public affairs operations. They should also be familiar with the *DoD Principles of Information* (Appendix A) and the *Guidelines for Coverage of DoD Combat Operations* (Appendix B) which provide overarching guidelines for public affairs operations.

Soldiers and families come first

Internal audiences include soldiers, civilian employees, retirees and all affiliated family members throughout the Army's active and reserve components. These audiences must be thoroughly and appropriately informed to ensure maximum effectiveness and the highest sustainable morale. These audiences often become public spokespersons and effectively managed internal information programs contribute to their ability to do that well. Although operational needs may at times divert immediate attention to external audiences, the information needs of soldiers, families, civilian employees, retirees and employers of reservists must be considered first.

Truth is paramount

Trust and confidence in America's Army and its conduct of operations result when external and internal audiences understand the Army and the reasons for its actions, decisions and policies. It involves teaching them about the Army's culture. It depends on educating them about our units and soldiers, ethics, val-

ues, policies and procedures. Because every active and reserve component soldier, civilian and family member is perceived as a credible spokesperson, telling the Army story is a total Army responsibility. Once lost, credibility cannot be easily regained. The quickest way to destroy credibility is to misrepresent the truth. Communicating different messages to different audiences is also a sure way to destroy credibility of the source. When credibility is undermined, communication becomes ineffective and it is impossible to achieve information objectives.

If news is out it's out

The GIE makes more information easier to disseminate and more accessible to wide audiences. As the value of information continues to increase, the ability to limit or restrict its flow continues to decrease. Leaders must recognize this, consider the impact that information availability will have on mission, and prepare to address issues openly, honestly and in a timely manner. Once information is available, attempting to deny it or failing to acknowledge it will destroy the Army's credibility.

Not all news is good news

In the GIE, the presentation of information about the Army and its operations will be both positive and negative. Information about failures will be just as available as information about successes. Army policies, decision and actions will be criticized and praised. PAOs cannot control media coverage or guarantee positive media products. DoD policy is that information will not be classified or otherwise withheld to protect the government from criticism or embarrassment. Information can only be withheld when its disclosure would adversely affect national and operations security or threaten the safety or privacy of members of the military community.

It is DoD and Army policy to take an active approach to providing information. The Army will practice the principle of "maximum disclosure with minimum delay," even though this will sometimes result in the publication of stories which are not favorable to the command.

Army spokespersons must avoid speculation and confirm the accuracy of their information. Successes and strengths as well as failures and weaknesses must be addressed if internal and external audience confidence in the Army is to be maintained. Issues must be addressed quickly, honestly and accurately. Explanations may be given in terms of corrective actions and preventive measures. Withholding or appearing to withhold negative information creates the perception of cover-ups, leads to speculation, and destroys the credibility of the Army and the operation. Denying information about, or refusing to comment on, policies, operations, activities, positions or procedures which are clearly in the public domain undermines confidence in the Army.

Telling our story is good for the Army

In stability and support operations in particular, but also in war, providing accurate and timely information about the force and its operation will contribute to mission accomplishment. Providing information about the force, intent and actions communicates restraint, indicates perseverance, and can serve as a deterrent. It can clarify the nature of the mandate and the Army's efforts to operate within that mandate.

The active release of complete and accurate information influences the perception of events, clarifies public understanding and frames the public debate. It preempts attempts to misrepresent situations. When intentional misinformation or disinformation efforts are being made by adversaries, providing open access and independent media coverage is the most effective defense. It is a key tool for countering the impact of enemy information operations.

Public affairs must be deployed early

During deployments an Army commander's first contact will often be with a news reporter. Reporters and journalists will be present in the area of operations before Army forces arrive, and will often be well established, with a fully functional logistical framework and long-standing coordination and liaison arrangements. Having covered the buildup of the situation that lead to the military deployment, the media will know and understand the area of operations. For them, the injection of Army forces will be their major story. Since national and international media will be watching from the moment the forces arrive, public affairs personnel need to be deployed in the first hours of an operation to support the commander and the force in their interactions with media. The PAO can significantly reduce the distractions to the mission created by the media, allowing the commander to focus on his

mission and his soldiers' welfare.

Media interest will be intense at the outset of operations. Public interest and media attention will be high during the initial deployment of forces. The media will closely cover the deployment of American forces, their arrival in the theater and their initial operations. Once operations have been initiated and stability has been achieved, media attention will diminish until a significant event occurs or there is a notable change in the situation. Media interest will resurface as the force completes its mission and begins to redeploy.

Media are not the enemy

While military professionals and journalists both serve the American people, their philosophies, values and basic outlook don't always correspond. These differences can easily lead to misunderstandings. Yet the vast majority of journalists and the organizations they represent are committed to the ideals of providing responsible, accurate, balanced coverage. Good reporters will thoroughly investigate issues, and ask tough challenging questions. They seek information, interpretation and perspective. Yet many reporters today have not served in the military and their inexperience and uncertainty may create obstacles in communication between themselves and soldiers. They may fail to properly prepare for their assignments. Soldiers may need to educate them on military operations and help them understand the significance of the events on which they report.

Reporters covering operations should not only be provided access to units and soldiers, but whenever feasible, should be included in the operation as a part of a unit. Incorporating journalists into units provides them with a unique perspective. It gives them the chance to know soldiers, understand the operation and experience America's Army. It results in the best coverage.

Practice security at the source

The characteristics of the military and global information environments essentially render field censorship impractical in its traditional sense, as well as impossible. All individuals must be responsible for sensitive information. Whether being interviewed by a reporter, or sharing news with a spouse or a friend, communicators must be aware of operational security, safety and proprietary issues. Anytime they provide information, that information may be made public. The standard must be to practice security at the source by not sharing information which policy has determined to be inappropriate for release.

Chapter 3

Public Affairs Core Processes

The public affairs functional areas have historically been public information, command information and community relations. As broad references, the terms are still useful. To adequately describe the "value-added" provided by public affairs to the commander, a more precise method is required. Additionally, the traditional terms do not adequately address the challenge of providing public affairs support in the global information environment. The realities of rapidly evolving technology, radical changes in the business structure affecting the commercial media and telecommunications companies, and the pervasive networking of a global community demand a new approach to articulating what public affairs professionals do.

This chapter focuses on core processes, within the framework of the three broad public affairs functional areas, allowing Army Public Affairs to meet the challenges of supporting Army XXI in the Information Age.

The public affairs core processes are —
- *conduct public affairs planning*
- *execute information strategies*
- *facilitate media operations*
- *conduct public affairs training, and*
- *maintain community relations*

While the traditional functional area designations such as Command Information and Public Information may be used to describe public affairs product categories or organizational focus, the public affairs core process definitions describe the esssential components of Army public affairs operations.

Public Affairs planning

From receipt of a mission through mission analysis, course of action development, analysis, recommendation, decision and implementation, public affairs planners continuously *assess* the situation, *develop* solutions and *monitor* effects of public affairs operations. Public affairs planning is an integral element of the decision-making process at every level and across the continuum of operations. Done in concert with operational planning, it enhances the commander's range of options.

Public affairs planning reduces the constraints which inhibit a commander's range of possibilities and increases his freedom to decide and act without distraction. This planning is conducted in concert with all information operations planners, and when appropriate, with the Information Operations Battle Staff.

Public affairs planning begins with the receipt of a mission. PAOs prepare the *Public Affairs Estimate*, and advise the commander and other staff personnel on global information environment issues (such as expected media interest) which might impact on the mission. They provide input during the development of possible courses of action and the war gaming of those potential courses of action. They identify critical public affairs risk factors, consider branches and sequels, judge the impact on internal audiences and external community relations, develop a public affairs strategy, prepare the *Public Affairs Annex* to the Operation Plan/ Operation Order and publish *Public Affairs Guidance.*

Once operations have been initiated, public affairs planners continuously *monitor* operations and the GIE. They *evaluate* the situation, *measure* the effectiveness of the effort and *make adjustments* to the PA operation as necessary. They *react* to operational events with a public affairs impact, and public affairs events with an operational impact. They *participate* in future operations planning.

Public Affairs Assessment

The Public Affairs Assessment addresses all aspects of the information environment, whether or not they are under the control of the commander. Primary emphasis is placed on identifying, measuring and evaluating the implications of the external information environment that the Army does not control, but can influence through a coherent, comprehensive strategy and early integration in the planning and decision-making process. The blurring of the line between external and internal information adds to the value of assessing the internal environment as well.

The assessment identifies and evaluates the public affairs environment, the global information environment and the military information environment of a country, geographic area or the area of operation. It includes an examination of the physical and social infrastructure from a public affairs viewpoint. The assessment is continually updated and is used as a reference document which briefly describes characteristics of the region which are pertinent to public affairs operations. Much of the information used to develop this assessment is obtained from other contributors to Information Operations. For example, the Civil Affairs representative to the Information Operations Battle Staff may have information about commercial media and communications capabilities and availability in the area of operations. The assessment is a compilation of information on the GIE and MIE, and requires the PA specialist to review and coordinate the development of the assessment with information being collected by the Civil Affairs, Psychological Operations, and Military Intelligence sections. This ensures coordination in the development of campaigns, themes and messages during the operation.

Dramatic visual presentations can rapidly influence public and political opinion, so that the political underpinnings of war and operations other than war suddenly change with no prior indication to the commander in the field. -FM 100-5 Operations

The Public Affairs Assessment serves as the foundation from which the Public Affairs Estimate is written and focuses on:

•Media presence. A commander needs to know the *number* of media representatives in the theater before the deployment of his force, and what *level* of media presence he should anticipate once deployment begins. The commander must also have an analysis of the *type* of media (print or broadcast), the *visibility* of the media (local, national, international, American or foreign) and the *style* of the media (news, information or entertainment) covering the operation. The assessment of the media presence should address the *authority* under which media representatives are operating in the theater and their *degree of access* to the theater of operations.

•Media capabilities. A commander needs an analysis of the *technological capabilities* of media representatives present in the theater. He needs to know, for example, if they have live video transmission capability or interactive satellite telecommunications access. An analysis of the sophistication of the media's *logistics support* provides information about the transportation assets or resupply channels available to media representatives, and can be an important planning consideration.

•Information needs. A commander needs to know who he must provide information to and what information he will need to provide. Public affairs planners will conduct an *audience analysis* to determine the information needs of soldiers, family members, hometown audiences, and the American public. A thorough audience analysis will evaluate how information made available to the media will be perceived by non-

U.S. publics, including allied as well as adversary publics, what they will be interested in, and what they might do with that information.

•Media content analysis. A commander needs to know what is being said and by whom. A media content analysis will provide an evaluation of the *quantity* and the *nature* of that coverage, and reveal intended as well as unintended messages. This is essential to understanding how stated intentions and conditions contrast with real intentions and conditions, and helps identify media trends or agendas. This will help the commander understand how the situation is being framed and what messages are being communicated to the public. How the situation is framed — the context in which it is being presented — will influence how the American public defines success and the desired end-state of an operation. Understanding how the situation is framed is essential to designing effective strategies for communicating the Army perspective within the public discourse, and for achieving a balanced, fair and credible flow of information.

•Public opinion. A commander needs to know how the American people and their civilian leaders perceive the situation and the use of military power. He needs to understand the perceptions held by international audiences, both those traditionally allied with the U.S. and those traditionally considered to be adversaries. Assessment of public opinion must not only evaluate the perceptions held, but also the relative solidity or strength of those attitudes.

•Information infrastructure. A commander needs to know what sources are accessible for transmitting and receiving information. Among other things, an analysis must be conducted of the availability of telephone lines for voice and data transmission, the accessibility of audio and video channels, the prevalence of private communications devices such as telephones, facsimiles, computers with modems, radios and televisions, and the nature of the information available through these information channels.

Public Affairs Estimate

The Public Affairs Estimate (*see Appendix D*) is an assessment of a specific mission from a public affairs perspective. It includes analysis of the news media and public environments to evaluate the degree of understanding about strategic and operational objectives and military activities and to identify levels of public support. The Public Affairs Estimate evaluates the existing global information environment, emerging trends, current events, and internal and external information communication issues. It contains an analysis and comparison of alternative courses of action, recommendations about public affairs force structure and how to employ available PA assets.

Public Affairs Plans

Based on the information developed in the Public Affairs Estimate, planners develop a *strategy to support the operation*. The public affairs strategy links the national strategic goals and operational objectives. It defines the Army perspective of an operation, and describes how an operation supports strategic goals. It provides the intent for public affairs operations and the Army's approach to meeting the information needs of critical internal and external audiences. In final form it becomes the *Public Affairs Annex* to the operations plan and serves as the framework for developing Public Affairs Guidance for the operation.

Public affairs plans are integrated into the operation plan/operation order through the PA Annex. The annex provides the details for media facilitation, news and information, and force training operations. It is coordinated with all staff agencies, especially those that significantly impact the information environment — i.e., Psychological Operations, Civil Affairs, Signal, Military Intelligence — to ensure that public affairs activities are synchronized with other activities.

Public Affairs Guidance

Public Affairs Guidance (PAG) provides mission-specific guidance to support public discussion of the operation. Public Affairs Guidance establishes the command's public affairs policies, identifies issues likely to be of interest, delineates the Army perspective, recommends appropriate themes, and addresses the methods, timing and authority for releasing information to news media representatives.

Information Strategies

The public affairs community and the Army stand at the threshold of the Information Age. The proliferation of personal computers, the World Wide Web, the Internet, on-line services, fax machines, e-mail, cable television, direct broadcast satellites, copying machines, cellular communication, wireless communication and many other information technologies have

created an endless stream of data and information that flows into a world filled with images, symbols, words, and sounds. Much of this information is a strategic asset, capable of altering high-level decisions by the National Command Authority, and senior military leaders.

To effectively deal with this barrage of information, public affairs professionals must be skilled at informing their publics, both internal (Command Information) and external (Public Information). Information strategies are synchronized plans for using all available and appropriate methods of communication to achieve specific goals of informing target audiences. The process includes: *acquisition, production, distribution and protection.*

Acquisition

Information acquisition is initiated by PAOs developing story ideas that support the PA guidance and themes for the operation. They monitor events in the GIE/MIE, and seek out creditable sources for information.

•Information Sources. Public affairs specialists acquire information using a variety of sources. Because of the volume of information and the vast number of potential distribution mediums, the public affairs team, detachment or office develops and uses a systematic *acquisition strategy*. They acquire information from—

- *participants*
- *leaders*
- *developed sources*
- *the media*
- *research and development*
- *intelligence*
- *culture at large*
- *subject matter experts*

•Acquisition equipment. Public affairs specialists must be equipped with the latest "off-the-shelf" digital technology, capable of collecting images to be processed and distributed internally or marketed over commercial radio and television broadcast mediums, across the Internet and the World Wide Web, and to newspapers and magazines.

Production

For information to be of value it must be developed into a story, release, or product. Producing a public affairs product requires state-of-the-art digital information technology. The nature, distribution, capacity, usability and flexibility of public affairs systems, including their links with satellite and communications networks are crucial in the rapid processing and distribution of information. While most production is technical in nature–writing a release, shooting a picture, developing a story, editing a story, conducting an interview–the PAO must also review the context of the information for its impact on internal and external community relations.

Distribution

Information must reach an audience. Distribution systems or platforms must keep up with changes in the technology used to deliver information. The public affairs community should be able to deliver information to all audiences via all mediums. Connectivity within the public affairs networks and the external mediums used in the dissemination of information is crucial. Wars can be won or lost on the world's television screens as well as on the battlefield.

PAOs employ many information strategies to provide news and information to internal and external audiences. Using organic military assets and contracted services, PAOs provide print, video, audio and electronic information products to deployed soldiers, news media representatives, family members, and other home station audiences such as members of the local community. They fill news and information needs and expectations by maintaining an expedited flow of complete, accurate and timely information.

This information helps them understand and interpret the activities and events they are covering. It is a critical element in communicating the Army perspective and contributes to achieving a timely, accurate, balanced presentation of information about America's Army, the force and the mission. It builds confidence in the force and the operation, maintains morale, reduces distractions, and minimizes factors which detract from effective, efficient operations.

Providing news and information to internal and external audiences is synergistic. "Public information" provided to the commercial news media is available to soldiers, families, and Army civilians. "Command information" provided to soldiers, families and Army civilians quickly becomes available to reporters and

can appear in public media. To maintain credibility, news and information provided to internal and external audiences must be timely, accurate and consistent. If the information provided to internal audiences differs from that provided to other audiences, the discrepancy will affect the perception of, and confidence in America's Army.

The information products provided to internal and external audiences are varied. They provide news and information about America's Army, the force, unit activities, the operation, exercise, and Annual Training for reservists. For deployed soldiers, they also include products which provide news and information about home station, the local community, and national and international events. Public media products—print, broadcast and electronic—must also be made available to soldiers.

Protect

The process of informing requires a clear-cut understanding of how information must be protected. Information as a resource is inexhaustible. Both sides can benefit from information and use information simultaneously against each other. Pieces of the right information can have a dramatic impact on the outcome of an operation. PAOs will continue to protect vital information by practicing "security at the source" and following established operational security measures. In addition to protecting "raw" and completed information products, PAOs must also take the necessary steps to protect information networks.

Media Facilitation

The commercial news media are major players in the global information environment. Fewer than 150 reporters covered the 1944 D-Day invasion of Europe. More than 800 covered Operation Just Cause in 1990, and more than 1500 journalists from around the world covered the Persian Gulf War in 1991. There is no question that the news media will cover future military operations, and in most cases will be on the ground before American forces arrive. Images of events as they happen, in real-time, from both sides of the conflict will be transmitted to the world. It is the commander's task, through the public affairs officer and staff, to develop a well resourced and responsive infrastructure to facilitate media operations. Failure to do so will not affect the scale of news media coverage; it will, however, limit the command's ability to communicate effectively and risk distorting the public's perception of the military's effectiveness.

Media facilitiation includes—
- *assisting media entry into the area*
- *registering media representatives*
- *orienting them on ground rules for coverage*
- *ensuring they understand security policies*
- *arranging interviews and briefings*
- *coordinating unit visits and escorts*
- *providing thorough and timely responses to media queries*
- *embedding media in operational units*

Establish a media center early

Setting up a media center early establishes a focal point for media representatives seeking to cover an operation and also provides a central location for Army personnel seeking assistance with reporters in their area. It is a place for resolving problems or incidents resulting from media/military interaction.

Understand and prepare for the media

To prepare for encounters with the media, commanders must accept and understand the role of the news organizations and the journalists in the theater, and their capabilities in getting information from the battlefield or area of operations. Commanders must provide media access to the force, keeping in mind the impact their technology will have on operational security. They must identify and provide support and resources to assist the media in their mission. Commanders have a responsibility to ensure that their public affairs operations are positioned and resourced to adequately facilitate the media's needs. Successful commanders will have accurately assessed the level of news media interest in their operation and anticipated and provided the assets necessary to accomplish the media facilitation mission. Commanders and staff must assess the intensity of news media interest and anticipate the personnel, communications, transportation, and deployment requirements necessary to communicate through the news media during all stages of the operation. The objective of media facilitation is to support reporters in their efforts to cover the force and the operation, while minimizing the possibility that media activities will disrupt the operation, endanger mission accomplishment or compromise soldier safety or privacy.

Embedding the media

PAOs should seek out those members of the media who are willing to spend extended periods of time

with soldiers during an operation, *embedding* them into the unit they cover. Embedding is the act of assigning a reporter to a unit as a member of the unit. The reporter eats, sleeps, and moves with the unit. The reporter is authorized open access to all sections of the unit and is not escorted by public affairs personnel. Rather, the unit is the reporter's escort. Reporters file their stories from unit locations and security is accomplished at the source, by establishing with the reporter what can be covered and reported on and what cannot be reported on, or when material can be reported.

Reporters will be on the ground before soldiers arrive. Commanders must develop well-resourced and responsive means to help them in their mission.

Ground rules and security

Commanders must understand that sustained contacts between military forces and the news media result in the most complete and accurate stories about their units. They should seek to convince reporters that the acceptance of reasonable military ground rules *(see Appendix E, Media Ground Rules Example)* and the integration of journalists into operational units are in the best interest of both institutions. However, some reporters will choose not to cooperate and in those cases, commanders have no responsibilities for such individuals and should focus their attention on the reporters who desire to abide by the procedures outlined for the operation.

While members of the media may say that their security is of no concern to the military and DoD policy calls for working with journalists without regard for their safety, the capture of journalists by U.S. adversaries in Panama during Operation Just Cause and in Iraq during Desert Storm have proven that while no one can guarantee the security of all reporters, those who accept the protection afforded them by military units are in the best position to cover the story and survive.

Interviews, escorts and briefings

Public affairs and operational personnel should be available to furnish explanations to provide context to the transmitted images and reports. Without command assistance, there is a chance that misperceptions and misunderstandings will result.

The expectation that all journalists will be accompanied by trained public affairs professionals is unrealistic. There will always be more media than PA personnel. Often PAOs are not the most qualified personnel to act as escorts because they lack the specialized expertise to explain detailed activities of different units involved in an operation. The PAO's duties will be to make arrangements for the press to visit a unit, to assist in transporting them to the unit and then to rely on a designated subject matter expert (such as an executive officer, first sergeant, platoon leader) to assist the media while they are in the unit.

Transportation arrangements need not place special requirements on the commander. Reporters can move forward with supply columns or with any transport which inevitably shuttles within the organization.

Commanders at every level should be interested in what is being said about their efforts. Those at the tactical level will often learn from the reporters integrated with their units or from news summaries several days old. They don't have to like or *agree* with what is being reported, but they do have to *understand* what is being reported. The public obtains its information about the operation from the news media, and those reports help to shape public perceptions and opinion about the command's effectiveness. With an effective media facilitation program, the command is aware of differences between what it knows to be true and what the news media are reporting. Relying on technology, their assessments, and their media facilitation plans, commanders and their PA staffs have to continuously work to ensure that the inevitable gap is as narrow as possible.

Public Affairs Training

The underlying principle of Army training is to train in peacetime in a way that replicates expected

wartime conditions. Public affairs training includes—

•*training for public affairs soldiers*

•*media interaction training for non-public affairs soldiers, civilian employees and family members*

The goal of public affairs training is to prepare soldiers to interact with and operate under the scrutiny of the press. It teaches soldiers that journalists are not adversaries, and focus on providing accurate, balanced coverage. It helps soldiers understand that the media is a communication channel to the American public as well as to audiences worldwide.

Although public affairs training familiarizes soldiers with their rights regarding interaction with the press, it also prepares them to facilitate journalists efforts to gather and report information. It trains them on how to react when they encounter media in their area of operations. It prepares them to give interviews, provide briefings and escort journalists. It ensures they are ready to perform their duties while accompanied by reporters without allowing the media presence to influence or interfere with the execution of their duties.

"Every commander, every soldier, every unit in a Force Projection Army must be fully trained and ready to deploy."

-FM100-5, Operations

For commanders, staffs and other Army leaders, public affairs training builds on individual training. It focuses on integrating public affairs considerations into the planning and decision-making process. It prepares them to recognize that soldier morale, combat effectiveness, tactical execution and mission accomplishment can be affected by media coverage of the operation. It enables them to recognize, understand and plan for the strategic, operational and tactical impact of a media-intensive, global information environment. It trains them to identify and develop public affairs plans which are fully synchronized with and mutually supportive of all other aspects of the operation.

Training for public affairs personnel expands on soldier and leader training. It stresses individual as well as collective tasks with an aim of developing units fully prepared to accomplish the range of public affairs missions. It integrates public affairs into the battle staff. It ensures public affairs is involved in mission assessment, planning and execution. It trains PA planners to assess the operations environment from a public affairs perspective, produce a Public Affairs Estimate, develop the Public Affairs Annex and Public Affairs Guidance.

Training for public affairs units and personnel enables them to validate standard operating procedures for media operations centers and media facilitation, develop and execute information strategies, create and distribute information products, and fully participate in information operations. Public affairs sections and units should be routinely incorporated into the entire spectrum of training events.

Public affairs training can also be conducted for journalists. They should be educated on the rights and responsibilities of military community members, as well as the roles and missions of particular units and the Army.

The overarching goal of this public affairs training is to help the military and media interact with mutual respect and understanding.

Community Relations

The active Army relies on communities and regions surrounding its installations for direct and indirect support of both the Army and its people. The U.S. Army Reserve and Army National Guard are equally integral parts of their hometown communities. Reserve centers and armories are major civic structures, and the reserve component soldiers live and work in the community. Maintaining effective community relations not only contributes to the morale of soldiers and their families, but also enhances the projection and sustainment capabilities of Army posts and hometown support, directly affecting the combat power potential of mobilized or deployed Army forces. Communities can provide the Army access to resources needed to train and maintain readiness and also can extend support to the families of deployed soldiers. Public Affairs helps commanders build and sustain the community relationships that in turn generate support for

America's Army. The Army's ability to meet its manpower needs is heavily dependent upon the acceptance and support of the American public. Effective community relations programs help project an image of the Army as a good place for America's youth, thus enhancing the Army's ability to attract and retain the quality soldiers needed to remain an effective and vital force. Army community relations policy is prescribed in AR 360-61, *Community Relations*.

In the sustaining base, management of community relations programs is primarily a function of public affairs. In overseas operational areas, community relations is a shared task with the G5. At both CONUS and overseas locations, public affairs personnel help civic leaders and local populations understand the activities of nearby installations and units. Community relations audiences include the public, government officials at all levels, business leaders, and church, service, civic and school organizations.

Overseas, host nation civilians are often employed as media and community relations specialists. They advise PAOs and commanders of host nation sensitivities, local political issues and press reaction to American activities.

Effective community relations programs enhance the projection and sustainment capabilities of the Army and supports soldiers' families.

The objectives of Army community relations programs, as outlined in AR 360-61, are to—

•*increase public awareness of the Army's mission, policies and programs*

•*inspire patriotism*

•*foster good relations with the various publics with which the Army comes into contact at home and abroad*

•*maintain the Army's reputation as a respected professional organization responsible for national security*

•*support the Army's recruiting and personnel procurement mission*

An active approach to CR requires thorough planning to develop specific objectives and courses of action and to identify potential obstacles. Community relations are also impacted by what is reported in the media, and thus are affected by the media facilitation and information strategy processes. Media facilitation is in turn related to the public affairs process of training by which the military community is trained in effective media relations practices. Community relations are also affected by a variety of command and community initiated events and activities.

The importance of community relations cannot be underestimated. The relationship between the Army and the public is a fundamental objective of the public affairs mission of contributing to "the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime and war." This relationship is not created and maintained only during operations, but is an ongoing one requiring regular attention. While it can be affected by specific events, both planned and not, it is also shaped by perceptions of what one community thinks of the other. Thus, an Army organization that is thought to be uncaring about its surrounding community, will naturally be unlikely to experience a positive relationship with that community.

The public's relationship with a local reserve unit or an active duty installation necessitates that the potential implications of every installation activity, operation or major training activity be considered at all times. This is especially important during crisis management and mobilization, deployment and redeployment operations, even when the installation or reserve unit is not directly involved. It is also important when national debate is occurring about a politically sensitive or controversial issue related to the Department of the Army or Department of Defense. During such times, the information requirements of both internal and external audiences increase dramatically. Installation and reserve unit commanders and their staffs, advised and supported by their public affairs elements, need to develop effective public affairs programs which stress the open, honest, accurate, complete and timely release of information and is based on:

Identifying, understanding and fulfilling information needs

Meeting the information needs of external audiences through information strategies and products contributes to a sense of community identity, culture, co-

operation and mutual interdependence. It eases concerns and distractions so that the installation, armory or reserve center can concentrate on performing its mission of improving readiness and providing community support. It reduces uncertainty, rumor and misinformation which can cause stress and conflict. It results in interaction and cooperative problem identification, definition and resolution. An active, coordinated public affairs program contributes to local community members understanding and supporting the installation goals and objectives.

Practicing maximum disclosure with minimum delay

Because the Army is an agency of the U.S. government, its internal audiences, local community members, and members of the American public as a whole, have a right to know about its operations. More importantly, the Army has an obligation to keep these audiences informed. Installation, armory and reserve center commanders should make information readily available. Open and independent reporting will be the norm and journalists should be granted access to all units, activities and operations, within the bounds of operational security. Information must not be withheld solely to protect the installation or the Army from criticism or embarrassment. Being open and forthcoming about negative events as well as the positive greatly enhances the credibility of the installation or center.

Command initiated actions that can contribute to positive community relations include a range of activities such as participating in or providing open houses, exhibits, static displays, bands, color guards and speakers. Additional activities include participation and membership in civic, business and professional organizations. Restrictions on military participation and support of specific activities are addressed in detail in AR 360-61.

Chapter 4

Public Affairs and Army Operations

Military force is used in combination with other elements of national power to preserve, protect, and advance the vital interests of the nation. Gaining public support for national policy and the appropriateness of the decision to use America's Army to accomplish a national goal is the responsibility of the nation's political leaders. This chapter focuses on the synergy between Public Affairs and the fundamentals of Army operations. It examines the role of Public Affairs at different levels of operations and discusses how the Tenets of Army Operations apply to Public Affairs.

Public Affairs and the levels of war

At all levels of war, public affairs operations are critical to the ability of the Army to accomplish the mission. This is especially true because the global information environment has compressed the strategic, operational and tactical levels. By bridging the gap between the soldier on the ground and the American public, elements of the global information environment may influence the direction, range, duration and conduct of operations. Live coverage of tactical events influence soldier morale, unit cohesion, public opinion, affect strategic goals, impact operational objectives and have a bearing on tactical execution.

Public Affairs at the strategic level

At the strategic level, Public Affairs helps to establish the foundation and framework for conducting Army operations in support of national security objectives. Strategic public affairs operations inform internal and external audiences about Army organization, training, and capability. They help demonstrate the Army's readiness to react promptly, decisively and appropriately, and are planned to clarify the linkage between national strategic goals and the Army mission. They are conducted to communicate Army goals in support of the mission, identify the desired end state and describe the conditions that constitute success. Effective strategic public affairs operations engender confidence in the force, establish credibility for the operation, and enhance the Army's ability to achieve decisive victory *(Figure 3-1)*.

Public Affairs at the operational level

At the operational level, public affairs operations explain the Army's concept for employing forces and applying resources to accomplish the mission. They clarify the link between strategic goals and operational objectives. Operational public affairs supports the commander by providing an assessment of the information environment in which his force will conduct operations. It identifies public affairs issues for his consideration, assists him in evaluating the implications of current and future campaigns, operations and plans, and ensures that Public Affairs Guidance is integrated into the planning process. At the operational level, public affairs supports the commander's requirement to meet the internal information needs and expectations of the force and also plays a critical role in facilitating media efforts to cover the operation *(Figure 3-1)*.

Public Affairs at the Tactical Level

Public affairs at the tactical level is executed to achieve a balanced flow of accurate and timely information which communicates the Army perspective but does not violate operational security. Tactical public affairs supports the battlefield mission. It assists commanders in establishing a program which fulfills the internal information needs and expectations of the force. The interface between soldiers on the ground and media in the area of operations is also vitally important. While the commander will position his public affairs assets where he needs them in accordance with the situation and based on his METT-T analysis, to ensure success in the military information environment, public affairs personnel should be positioned as close to the battlefield as logistically and logically possible. Ideally, organic corps and division public affairs staffs can best serve the commander and the soldiers when collocated with the commander. When augmented by the public affairs detachment, PA personnel can be effectively used in a split-based operation between forward command post and rear command post *(Figure 3-1)*.

Public Affairs and the Tenets of Army Operations

The Tenets of Army Operations are fundamental doctrinal guides for planning and executing Army operations. They describe characteristics essential to successful operations and victory. Understanding how they apply to public affairs operations is critical to successful strategic development and planning.

Initiative

Public affairs operations should employ an active approach. PAOs must take the lead in contributing to accurate, credible, and balanced coverage by practicing maximum disclosure with minimum delay. Public affairs operations should be planned and executed to

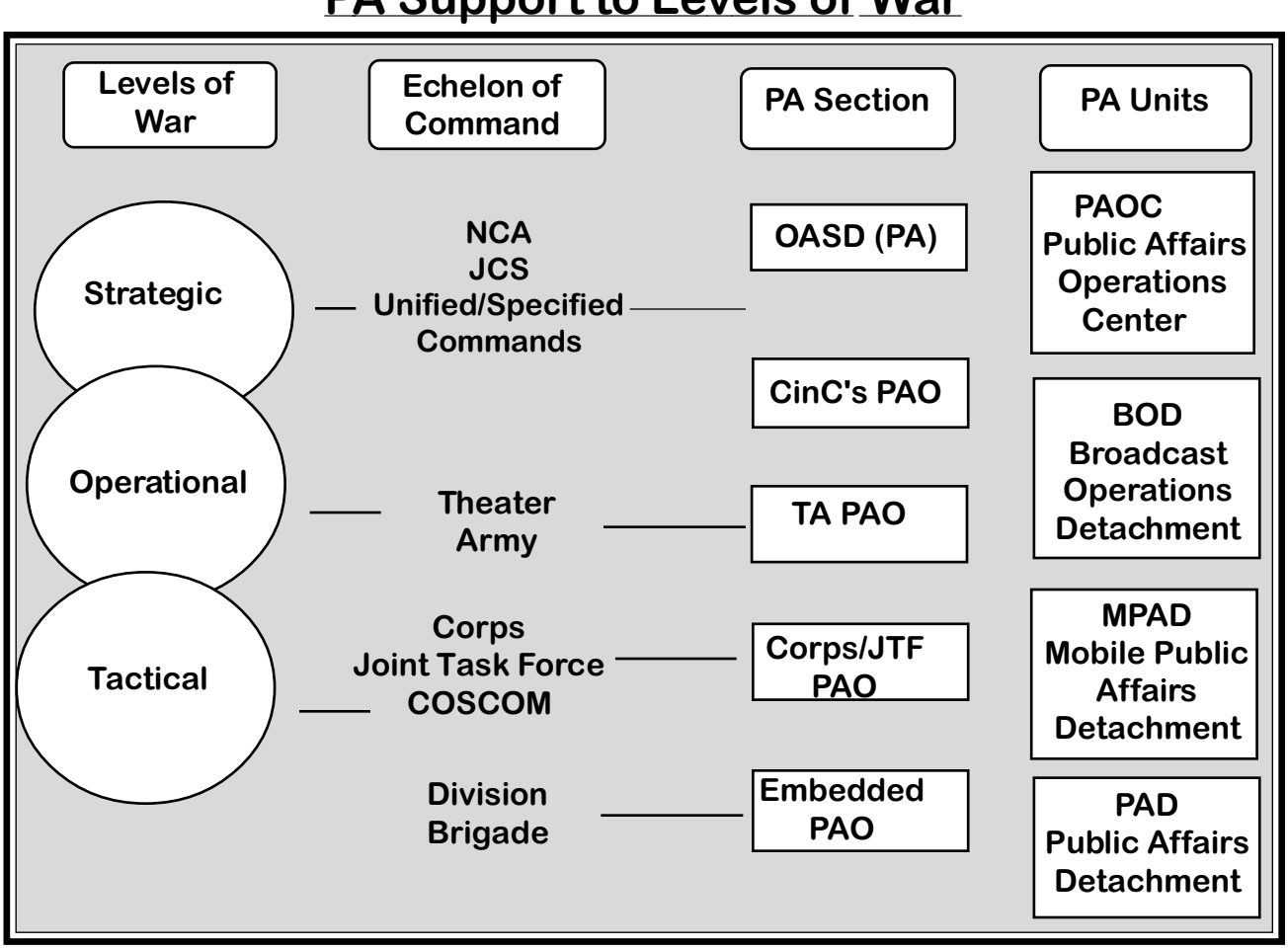


Figure 3-1 PA Support Relationships

influence the presentation of information about the force by providing truthful, complete, and timely information that communicates the Army perspective. Although there will be occasions when public affairs will be forced to react, planners must avoid a passive approach. Doing so cedes the initiative, results in a framework that is shaped without consideration of the Army perspective, and is counterproductive to Army efforts to maintain credibility and enhance confidence in the force and the operation. Public affairs officers must seize and maintain the initiative.

Agility

Public affairs must react rapidly to the global information environment, and planners must be ready to respond without hesitation. They must be able to quickly provide truthful, complete and timely information. To achieve accuracy, credibility and balance, they must anticipate the implications of events and act to communicate the Army perspective, contributing to accurate and balanced coverage of the force and operation.

Depth

Public affairs must be able to extend operations in time and space, with limited resources and a purpose. Depth requires planners to understand the capabilities and dynamics of the military information environment (MIE) and to continuously monitor and evaluate the presentation of information. They must assess the way information is perceived and anticipate the reaction of critical internal and external audiences to that information. They must use available resources to present information throughout the global information environment.

Synchronization

Public affairs must be integrated with other battlefield functions to achieve the desired effect of an accurate, balanced, credible presentation of information that leads to confidence in the force and the operation. Synchronization requires that public affairs be considered throughout the decision-making process since everything that occurs in an operation has public affairs implications. The synchronization of Public Affairs and other information functions, such as Civil Affairs, Psychological Operations and Combat Camera, is critical and is addressed in detail in FM 100-6, *Information Operations*. The development of a carefully coordinated, comprehensive information campaign is necessary to ensure that the activities of these functions are mutually supporting and contribute to the accomplishment of the operational objectives and the strategic goals of the operation.

Versatility

Public affairs must be capable of shifting its focus, tailoring assets and moving from one mission to another to meet diverse requirements and provide quality support to the commander. Versatility requires that PAOs be prepared to provide information to a wide variety of audiences and meet different information expectations, desires and styles. Public affairs personnel must be capable of operating across the entire spectrum of communication mediums, supporting the full range of different media environments and reacting to the changing levels of media interest and attention.

Public Affairs and the Elements of Combat Power

Combat power is created by combining the elements of maneuver, firepower, protection, and leadership. Overwhelming combat power is the ability to focus sufficient force to ensure success and deny the enemy any chance of escape or effective retaliation. Public affairs has always provided potential, if unrealized, combat power. An Army compelled to fight and win in the Information Age must leverage public affairs and derive its maximum contribution to combat power.

As an element of combat power, public affairs spans the continuum from national strategy to tactical operations. The Army cannot set out to perform its mission, let alone succeed, without public support. Public Affairs is the functional area charged and best able to assist the Army in gaining and sustaining that support. Citizens must understand why the nation requires an Army. As a people-intensive enterprise entering the Information Age, the Army faces unique challenges in defining its role and essential contributions, especially in relation to interests and factors viewed as “vital” by the American public. Without this understanding, Americans are less likely to understand why the nation must spend their tax dollars to fund a sophisticated, strategic landpower force. Additionally, strong public support is needed if the Army expects to

receive the nation's most precious resource, its sons and daughters serving as soldiers. Public support for the Army must be nurtured at all times, during all types of operations, in peace and war. The responsibility for gaining public support for a particular campaign or operation may rest with our elected civilian leadership, but the Army must never lose sight of its responsibility to maintain public support for its role as an institution of the people, sworn to support and defend the constitution.

At operational and tactical levels, public affairs contributes to overall combat power in a variety of ways. It ensures the media has access to the information it needs to fulfill its historical role and inform the American and world publics. This support, in an open, responsible manner, nurtures and sustains public confidence in the Army's ability to get the job done and take care of its people, regardless of what the public may feel about the nature or value of the mission. Confidence in the Army, based on accurate information, good and bad, contributes to the achievement of national goals worldwide. Public affairs ensures that internal audiences, on the battlefield and at home, soldiers, family members, civilian employees, in both the active and reserve components are fully informed and have access to the same information while deployed as they would at home. Access to information enhances morale and confidence, counters rumors and disinformation and ensures soldiers understand their mission and its importance. This knowledge-based aspect of performance is critical to unit success and directly contributes to a deployed force's combat power.

An Army compelled to fight and win in the Information Age has no option but to leverage Public Affairs and derive its maximum contribution to combat power.

Seemingly simple incidents, often involving very junior personnel, can impact national, strategic, or even tactical decision processes if covered by the media. Army Public Affairs helps commanders understand and deal with the impact and dynamics of media coverage, and the global information environment, which extends well beyond the commercial media to the rapidly evolving and expanding Internet community. Failure to accommodate the dynamics of media coverage and the global information environment can permit adversaries to defeat us in the arena of public opinion without engaging us in direct combat. The impact of the GIE makes it a critical element of METT-T and must be considered and dealt with through all phases of an operation. Commanders should expect their PAOs to be fully engaged in this area and provide "value-added" impact to the decision-making process. Public affairs is a responsibility of command, and is an element of the command and control battlefield operating system. Commanders should demand that the Public Affairs Annexes of OPLANS be as substantive and useful as any other.

The active assessment of issues arising from potential media coverage, enemy disinformation, rumors and other factors, and the development of proposed communications strategies to resolve those issues can preserve a commander's freedom of action, enhance or protect morale, sustain public support, or convince audiences, adversarial or otherwise, that the cost of engaging our forces is not acceptable. Information dominance cannot be achieved without effective public affairs support and planning.

Army doctrine for information operations recognizes that public affairs must be fully integrated into IO planning, coordination and execution. Civil-military and psychological operations must be thoroughly coordinated with PA operations to ensure coherency and credibility. Failure to do so can subvert a commander's ability to control the information battlespace. PAOs must ensure that PA or information operations never deceive the media or American public. The mere perception of deception targeted against them can destroy the credibility of the Army and shatter public support. Indeed, it is arguable that the most powerful information weapon in the Army of a democratic state is ultimately the truth, reported by a free press.

Public Affairs and the Force Projection Cycle

FM 100-5, *Operations,* describes force projection as the demonstrated ability to rapidly alert, mobilize, deploy, and operate anywhere in the world. It is a key element of power projection — the ability of the nation to apply all or some of the elements of national power to act in crises, to contribute to deterrence, and to enhance regional stability. Power projection is a central element of U.S. national security and national military strategy. The Army contributes to this strategy as part of a joint team through force projection. Force projection applies to the entire Army, active and reserve components, based in or outside the continental United States and supported by civilian employees.

Force projection usually begins as a contingency operation—a rapid response to a crisis. No notice alerts bring tremendous stress on soldiers and systems, accompanied by pressure from the media for information.

The force projection cycle consists of mobilization, predeployment activity, deployment, entry operations, operations, war termination and post conflict operations, redeployment and reconstitution and demobilization. Public affairs offices at all levels play an active role throughout the Force Projection Cycle.

Alert and Predeployment Activities

From the outset of a force projection operation, internal and external audiences will have significant information needs and expectations. Media representatives will provide broad coverage, especially as the force projection operation increases in size and scope, or when it is in response to a politically sensitive, highly visible situation. The GIE will allow audiences throughout the world to have access to real-time media coverage, while the military will be concerned with operational security issues. A variety of Public Affairs challenges are obviously inherent in force projection.

Although the specific details of an alert notification and predeployment activities may be kept secret, the fact that units have been notified and are preparing for deployment in support of a force projection operation cannot be kept secret for long. In the GIE the public and media are aware of international events and impending situations. Considerable public discussion about the possible use of American military forces in response to a threat or emergency situation will likely precede any operation.

This awareness will cause the public and the media to be attuned to clues of possible military action. Installation and operational public affairs forces, usually collocated during peacetime, must plan for independent operations during the force projection phase of any operation. Deploying forces must devote their complete attention to preparation for deployment. Conversely, those PA assets must have a plan to cope with a significantly increased media presence and a simultaneous reduction in the available PA strength to cope with that presence. Telltale signals, such as increased telephone usage and traffic at installations, armories or reserve centers, will serve as evidence of alert notification and energize the media. As local media outlets investigate and report, national media agencies will react to the story. This will cause the major media organizations to query senior defense officials and political leaders for more information.

Commanders must be prepared for media representatives to appear at installations, armories and reserve centers. Leaders must be prepared for reporters who will seek interviews and comments from soldiers, family members, Army civilians, employers of reservists and community representatives. They must be prepared to answer media inquiries concerning a host of complex issues, such as readiness, support mechanisms for families and the impact of deployment on local communities — including the absence of reserve component personnel from critical civilian occupations.

Maintaining a veil of classified cover over information, such as lists of units on alert, troop movements, mobilization sites and deployment dates, that is of interest to internal and external audiences is extremely difficult in the global information environment. When the assembly and movement of troops and equipment is impossible to conceal, the attempt can also be counterproductive because the denial of information about events that are clearly evident can result in speculation, inaccuracies and lead to a loss of confidence in the military and subsequent deterioration of morale.

Commanders and their public affairs sections will have to react rapidly. They will need to provide as much accurate, timely information as they can without violating guidance from higher headquarters or the constraints of operations security. They will have to develop and disseminate PA Guidance, establish a media operations center, respond to media queries, support the commander and assist the Army community with media interaction.

Even installations or reserve component commands which do not have units alerted to participate in the force projection operation can expect a significant increase in public affairs demands. Local media outlets will seek information that allows them to supplement national reports with localized coverage.

Commanders must also be prepared to fulfill the increased information expectations of soldiers and the Army community. Force projection operations are inherently challenging, characterized by stress, anxiety, uncertainty, complexity, and a myriad of distractions which can interfere with efficient activity. Effectively communicating critical information to internal audiences can significantly reduce these problems. Commanders must seek the advice and assistance of their public affairs personnel to identify requirements and devise strategies to accomplish this critical requirement.

PAOs must therefore be an integral element of the installation contingency planning team. Austerely resourced, their sections will be quickly overwhelmed. This is especially true for active Army public affairs sections which depend on the public affairs element of a deploying unit. To offset this problem, public affairs sections must plan for augmentation and be prepared to obtain support from the reserve component public affairs assets in their War Trace.

Mobilization

When reserve component forces are activated, assembled and undergo proficiency certification in preparation to augment active component capabilities, commanders should anticipate significant public affairs challenges. Because reserve component forces are integrated into communities throughout the nation, mobilization will attract intense local, regional and national media attention.

The media will seek information on the readiness of the reserve component forces. They will cover issues related to how the mobilization is impacting those soldiers, their families, local communities and civilian employers. They will report from the home stations of the reserve forces and mobilization stations. Commanders and their public affairs personnel must be aware of the complex statutory and regulatory requirements for activating reserve component units and individuals.

Deployment

Commanders should anticipate that the media will cover the movement of troops and equipment from home station to the area of operations. Local coverage of deployment operations should always be expected. National media coverage should be anticipated if the scope of the deployment is wide, public interest in the operation is high or events occur which draw attention to the deployment.

Media representatives will cover rail and road convoys to ports of embarkation, and activities at sea and air ports. They will seek to report on the units, types of forces and numbers deploying. They will conduct interviews with the family members of soldiers who are deploying. They will cover the impact of deployment on the local community, region and state. The fact that deployment activities are very visible creates complex public affairs challenges. Army leaders must carefully weigh operations security concerns against the reality of operating in the public domain when developing and disseminating Public Affairs Guidance.

Entry Operations

In today's global information environment, national and international media organizations will probably be reporting from inside an area of operations before the projection of U.S. forces. Those media representatives will be alerted to the imminent arrival of U.S. forces. Commanders must be prepared to meet media representatives when their force enters the area of operations.

When the entry is unopposed, deploying units can anticipate arriving at air or sea ports of debarkation under the watchful eyes of the media, and therefore an international audience. The force will be subjected to immediate scrutiny, analysis and evaluation as it disembarks and moves to a cantonment or lodgment area. The images presented during this period can significantly influence public perception of force prepared-

ness and competence, and can impact mission effectiveness. Integrating PA personnel into the entry operations planning, and including them in the first element of deploying forces, will ensure that the commander has sufficient, appropriate assets available to conduct media facilitation, and provide news and information operations. It can contribute to a more methodical, well ordered entry operation and enhance confidence in the force.

When commanders anticipate having to conduct an opposed entry operation, they should still anticipate that journalists will be present in the area of operations and reporting on the entry operation. As in an unopposed entry, coverage of an opposed entry can significantly impact public perception of the operation and the successful accomplishment of the mission. When an opposed entry is anticipated, PA personnel must be integrated into the planning and should be deployed as early in the operation as possible.

Redeployment, reconstitution and demobilization

The final phases of force projection operations will also attract significant media attention. The return of deployed forces after the completion of an operation will be subjected to coverage which is tinted by the public perception of the success of the operation. Commanders must be prepared to answer a myriad of queries about what occurred and why. Media representatives will be extremely interested in a wide range of issues related to the physical and psychological health and welfare of returning forces and their families. When mobilization has occurred, they will also focus on issues revolving around the reintegration of returning reserve component forces into their civilian lives.

The sustaining base or installation public affairs office supports commanders' goals by implementing a program of effective two-way communication which is critical to building teams, bridging boundaries and creating a community atmosphere characterized by inclusion, concern, support and consensus.

Multinational Operations

In peace, conflict and war, multinational operations serve two purposes. First, a more powerful force is created by combining the capabilities and strengths of several national participants. Of even greater significance, however, is the political unity of purpose demonstrated by multiple nations conducting combined operations.

FM 100-8, *Multinational Operations,* cites political considerations as the single most important factor in multinational operations. Whether peace operations or humanitarian assistance missions, the advantages of combined operations are accompanied by unique challenges. Commanders may have to make acceptable, rather than optimum, decisions on use of coalition forces to maintain the political cohesion of the partnership. Mission goals must be clearly defined and mutually understood. Spokespersons from all nations must "speak with one voice" to reinforce this unity of purpose.

Multinational partnerships consist of alliances and coalitions. All are influenced by psychological, economic, technological and political factors. Alliances are long-standing relationships of nations with formal, standardized agreements and operating procedures oriented on long-term objectives. Coalitions, however, are created for a single purpose and a finite length of time. Coalition members may be widely diverse in culture, politics and philosophy and therefore their relationships may be somewhat tenuous and fragile. Each nation enters into an alliance or coalition for its own reasons, therefore, a mutually agreed upon end state must be clearly defined.

The U.S. participates in alliances and coalitions due to the strategic principle of collective security. The Army conducts multinational operations with a variety of foreign and domestic military forces, governments, non-governmental organizations and international agencies. National contingents, NGOs and private organizations all have unique capabilities which collectively make possible operations the U.S. cannot or will not conduct alone.

Peace operations are nearly always multinational and are designed to allow the political process to resolve conflicts. The political and cultural complexities of past and present alliances and coalitions can make it particularly difficult, yet vitally important for peace keepers to be seen as impartial to belligerents while firmly united within their coalitions.

Public Affairs Guidance and talking points must reinforce the fact that the operation is a team effort. This enhances the mutual confidence and respect which

solidify the partnership. Lack of confidence in and respect for coalition partners can doom an operation to failure.

Spokespersons must be sensitive to cultural differences and sensitivities when addressing issues that involve other coalition members. Even an appearance of cultural insensitivity can undermine popular and political support for a member nation's participation, thus threatening coalition unity.

U.S. doctrine for information and public affairs operations prescribes close coordination between Public Affairs, Civil Affairs and Psychological Operations to ensure consistent messages. This is equally if not more important in a multinational environment to ensure consistent presentation of clearly defined common objectives.

Information release authority and procedures must be agreed to by coalition members to avoid conflicts and delays. Not all nations have a standard policy of "maximum disclosure with minimum delay." Standard procedures can eliminate the conflicts and confusion created when one nation addresses an incident that another will not acknowledge.

Operation and public affairs planners must—

•designate a primary spokesperson for the MNF and operation,

•ensure that coalition members "speak with one voice,"

•develop a clear definition of operation objectives and measures of success,

•understand that not all nations are equally candid about success and failures,

•be aware of cultural differences and sensitivities of coalition partners, and

•establish a combined/allied media operations center

Public Affairs support to Joint Operations

Although there are occasions when the Army will operate as an independent element, it normally conducts operations as part of a joint, multinational or interagency team. The Army regularly works in concert with other military forces (both sister services and allied forces), non-DoD governmental agencies, and private (non-governmental) agencies. The Army may be tasked to provide the base force of a Joint Information Bureau (JIB), preferably using a Public Affairs Operations Center with Mobile Public Affairs Detachment augmentation.

The principles of public affairs are no different in a joint environment than for single-service operations. The primary aim is still to expedite the flow of complete, accurate and timely information about the activities of U.S. joint forces.

Joint PA includes planning, media facilitation, execution of internal and external information strategies and when appropriate, training and community relations. Individual service and DoD responsibilities, as well as JIB operating procedures, are addressed in Joint Pub 1-07, *Doctrine for Public Affairs in Joint Operations.*

The JIB is the focal point for interface between the media and joint forces. At a minimum, the Army element will staff an Army cell within the JIB. More likely, however, will be PA soldiers serving in all sections of the JIB, including planning cells, media facilitation section and information product generation.

Information bureaus may be single nation JIBs or may well be Combined Information Bureaus or Allied Press Information Centers. These multinational information bureaus allow various allies or coalitions to collectively "speak with one voice" as well as explain the roles of the individual nations.

PA planning is a command responsibility. It must be coordinated, at a minimum, with other staff planners. Vital to the conduct of the operation is the coordination and cooperation of PA operations with—

•other U.S. staffs and units
•host-nation military public affairs personnel
•coalition military public affairs personnel
•U.S. country team
•international agencies when applicable
•private-volunteer organizations when applicable
•other non-governmental organizations

The theater, joint-task force PAO or media operations center director, will usually coordinate in-country PA activities through the country team. The country team concept represents the process of interdepartmental coordination among key members of the U.S. diplomatic mission. In practice, the makeup of the

country team varies, depending on the—

•*desires of the chief of mission,*

•*country situation,*

•*departments and agencies represented in country, and*

•*issues of concern.*

The country team coordinates activities to achieve a unified program for the Host Nation and U.S. national interests. Working under the ambassador's direction, the country team pools the skills and resources of the participating agencies. This combined effort helps eliminate problems and realize U.S. national objectives and goals.

U. S. Ambassador

The ambassador presides over the country team. Team composition is determined by the ambassador and normally includes but is not limited to the—

•*Deputy Chief of Mission*
•*Director, USAID*
•*Director, USIS*
•*FBI liaison*
•*CIA station chief*
•*press secretary*
•*department attaches*
•*economic officer*
•*political officer*
•*chief of the SAO*
•*embassy staff personnel, as appropriate.*
•*Defense Attaché.*

U.S. Government Agencies

Effective Public Affairs operations at the Army, JTF level may at some time require close contact between the U.S. military, the Department of State (DoS), and other U.S. Government agencies. Normally an executive order defines agency responsibilities, functions, and interagency relationships. Either the senior DoS representative or the U.S. commander will be assigned overall responsibility for U.S. activities in the area.

Department of State

Because the DoS formulates and implements foreign policy, it has a vested interest in PA activities. In the area of public affairs, the DoS has primary or joint responsibility with DoD for policy concerning—

•*the extent to which U.S. forces will aid a host government,*

•*any matters that may impact on U.S. relations with other nations, particularly allies or neutrals,*

•*the level at which the economy of a country will be maintained by U.S. operations,*

•*matters involving PSYOP, PA, CA, or other measures to influence the attitude of the populace.*

U.S. Information Agency

The USIA is an independent agency of the U.S. government that helps achieve U.S. foreign policy objectives by influencing public attitudes in foreign areas. It advises the President and the various U.S. departments and agencies of the possible impact of policy, programs, and official statements on foreign opinion. The USIA will be interested in the conduct of public affairs operations in the host country or theater of operations.

Nongovernment Organizations

Nongovernment Organizations (NGOs) and humanitarian groups are often located in the AO before, during and after any military operation. They are present before the media arrive and are often initial sources of information for journalists, and may serve as major sources of information during an operation.

Prior to deployment, PA personnel must know what agencies and organizations are in their assigned area. These organizations may conduct operations that are humanitarian (short-term) or developmental (long-term) in scope. The sponsoring groups or agencies may be private corporations, foundations, professional associations, or religious groups. Public affairs forces on the ground should make contact with these organizations to develop an understanding of their goals and to establish an understanding of their potential needs from the PA community. Representatives of these organizations are credible spokespersons on the local situation and could prove invaluable in local public affairs personnel gaining background on the operational situation from the perspective of the NGO.

Sustaining Base Operations

Sustaining base PA operations focus efforts on:

•Identifying the perceptions, attitudes and information expectations and requirements of internal and external audiences—what soldiers, family members, civilian employees, retirees, local civilian leaders, community members and others think about and want or need to know about the Army, the installation, its operations and activities.

•Evaluating the potential impact of information in

internal and external audiences—how soldiers, family members, civilian employees, employers of reservists, retirees, local civilian leaders and community members and others will probably react to information about the installation, its operations and activities.

•Developing information communication strategies—how to most efficiently and effectively provide information about an installation, reserve center or armory, and its operations and activities.

•Assessing the effectiveness of the information communication strategy—how successful is the effort to provide information about an installation, reserve center or armory, and its operations and activities.

•Serving as the interface between the media and the military — how to best provide information and access.

•Educating, training and counseling soldiers, family members, and civilian employees to understand the local media environment, establish and maintain effective media relations and handle media encounters.

The relationship between the installation, reserve center or armory, and its internal and external audiences necessitates that the potential public affairs implications and requirements of every installation activity and operation be considered at all times. This is especially critical during crisis management and mobilization, deployment, and redeployment operations, even when the installation is not directly involved. It is also important when national debate is occurring about a politically sensitive or controversial issue related to Department of the Army or Department of Defense. During such times, the information requirements of both internal and external audiences increase dramatically. Installation and reserve center/armory commanders and their staffs, advised and supported by their public affairs elements, need to develop an effective, active public affairs program which stresses the open, honest, accurate, complete, and timely release of information to internal and external audiences and is based on:

Identifying, understanding and fulfilling information needs

When soldiers are deployed, and particularly when conducting operations that are actually or perceived to be dangerous, family and community desires for information are greatly increased. These information needs are not always met by commercial media organizations. National and international news organizations concentrate their efforts on the operation as a whole, and rarely on individual units. With the vast number of active and reserve military units that participate in operations, many are never mentioned by the commercial press. This can heighten the anxiety of families and be detrimental to the morale of both families and soldiers. Often the only information families get about "their" soldiers is what is provided in family support briefings and in information products created by public affairs units. Keeping these key audiences informed is a primary goal of public affairs information strategies.

Meeting the information needs of internal and external audiences enhances organizational, installation and community morale, confidence, cohesion, esprit, discipline and effectiveness. It establishes a sense of community identity, culture, cooperation and mutual interdependence. It eases concerns and distractions so that the installation or reserve center/armory can concentrate on performing its mission of improving readiness and community support. It reduces the uncertainty, rumor, and misinformation, which causes stress conflict and misconduct. It results in interaction and cooperative problem identification, definition and resolution. An active, coordinated, total public affairs program ensures that soldiers and their families, civilian employees, employers of reservists, retirees, local community leaders and members of the local community, along with other audiences, understand and support the installation's goals and objectives, and contribute to setting and accomplishing the installations' mission.

The public's right to know

Because the Army is an agency of the U.S. government, its internal audiences, local civilian leaders and community members and the American public have a right to know about its operations, but more importantly, the Army has an obligation to keep these audiences informed. Therefore, the installation commander should make information readily available. Open and independent reporting will be the norm, journalists should be granted access to all units, activities and operations, within the bounds of operational security. Information should not be withheld solely to protect the installation or the Army from criticism or embarrassment.

Every soldier, family member and civilian employee is a spokesperson

The installation, reserve center or armory commander is the community's official spokesperson. Jun-

ior soldiers, family members and civilian employees, however, are often perceived as more honest, accurate, forthright, insightful and believable. Peers, community groups and media representatives, therefore, will want to talk with, interview or hear from them and get their thoughts about issues, events or situation. Good commanders recognize this and find opportunities to "make it happen."

Proactive media facilitation

The civilian news media is an important information channel to the local community and American public, and most media representatives strive to publish accurate, truthful, balanced stories. The media's goal is not to undermine, interfere or misrepresent the installation, its operations and activities or the Army and DoD, although some stories are negative and misunderstanding, errors and criticism do occur.

By proactively assisting news media representatives in obtaining information and access, commanders can help them to understand the installation, community and Army goals. This results in stories which educate and which lead to understanding and support for the installation and the Army and the contributions they make to the community and the nation. It leads to recognition that the installation, reserve center or armory are "good neighbors" whose presence is a benefit to the community. It presents the installation, reserve center/armory, and the Army as organizations made up of respected professionals who are concerned, involved citizens operating efficiently, effectively and in the best interests of the community and the nation.

Effective installation Public Affairs

The proactive, comprehensive, organized, effort to openly, honestly, accurately and completely provide maximum information with minimum delay within the bounds of OPSEC, support open and independent reporting, and promotes the free flow of general and military information without censorship or propaganda—is an essential element of success during peace, conflict, and war. Effective public affairs—the management of the critical flow of information to key internal and external audience — increases awareness and understanding of installation and Army culture, issues, situations, policy positions and procedures. It furthers installation and Army goals by monitoring the support and attitude of key audiences, by assessing the accuracy and perspective of reported information, and by educating key audiences about installation and Army strengths, weaknesses and plans. A cost-effective, resource-efficient installation, reserve center/armory public affairs operation enhances mission effectiveness, leads to a healthy positive community climate, and results in increased support for the installation, the community, and the Army.

Chapter 5

Stability and Support Operations

The Army supports domestic civil authorities, provides humanitarian and disaster relief, contributes to nation building, joins multinational peacekeeping and peace enforcement efforts, assists in counter-drug efforts and executes a wide range of missions collectively termed stability and support operations (formerly called operations other than war, (OOTW)). These missions are intended to preserve and promote regional stability, maintain democratic values, provide humanitarian assistance, defuse crisis, reduce tensions and deter war. They are executed in an environment of global visibility. Media coverage can be pivotal to the success of the operation and in achieving national strategic goals.

The practice of public affairs in stability and support operations is fundamentally the same as it is in war. An effective PA strategy helps internal and external audiences understand the operation and it engenders confidence in the force. It can also reduce the fear, suspicion, apprehension and misunderstanding which degrade operational effectiveness.

Stability and support operations can be viewed in two broad categories: assistance missions and peace operations. Assistance missions, both foreign and domestic, include the full range of humanitarian aid and disaster relief operations. Peace operations include support to diplomacy, peacekeeping and peace enforcement. This range of missions is addressed in depth in FM 100-19, *Domestic Support Operations,* FM 100-20, *Stability and Support Operations* and in FM 100-23, *Peace Operations*.

Success in these operations, whether in peace or conflict, is measured by principles derived from the nature of the operation, the most important being the primacy of the political instrument of national power. This is the desire to solve problems through political processes and without resorting to war.

Information is a major element in these operations. Support for the mission and perceptions of its legitimacy are greatly affected by making information available to participants, observers, supporting nations and the international community.

This is best achieved through coordinated information operations. Public affairs, civil affairs and psychological operations use distinct methods and address distinct audiences, but must all be coordinated to ensure common credibility. Information operations are addressed extensively in FM 100-6, *Information Operations.*

Missions of both categories, assistance and peace operations, are media intensive. This media attention, rather than being viewed as a hindrance, is in fact an asset. Media reports are often considered more credible than official pronouncements. They are a primary conduit for communicating Army goals, capabilities and accomplishments. Media reports contribute to perceptions of legitimacy, requiring the presentation of consistent, clear messages about the operation.

Public Affairs Guidance and policy may be determined by the national command authorities. Public affairs procedures are often specified in the Terms of

Reference (TOR) for an operation and are derived from the operation mandate. TOR describe the mission, command relationships, organizations and other operation details.

For example, the TOR for UNOSOM II in Somalia included the instruction that "The U.S. Department of State will remain the lead agency for public affairs activities regarding all aspects of U.S. participation in UNOSOM."

Support to diplomacy

Military support to diplomacy includes actions that contribute and are subordinate to the diplomatic peacemaking process. Support to diplomacy includes activities categorized as peacemaking, peace building and preventive diplomacy.

The PA planning, information strategies and media facilitation operations contribute to the peacemaking process by enhancing key audiences' knowledge of U.S. intentions, capabilities and alliances. This includes the internal audience of operation participants, the American public, the citizens of the area of operations, and global, international audiences.

Peacemaking includes the stationing of forces abroad as part of a forward presence, military-to-military exchanges, routine exercises, and peacetime deployments.

Peace building consists primarily of post-conflict actions that rebuild civil infrastructures and institutions. It usually includes military as well as civilian efforts such as rebuilding physical infrastructures, schools and medical facilities as well as the restoration of civil authority.

Preventive diplomacy often involves preventive deployments, other shows of force, or higher levels of readiness. Since the intent is to demonstrate U.S. military power coupled with resolve and commitment, extensive, active public affairs activities contribute to operational effectiveness.

As described in FM 100-23, *Peace Operations,* the primary differences between peacekeeping (PK) and peace enforcement (PE) are the operational variables of consent, force and impartiality.

Consent: In peacekeeping, belligerent parties consent to the presence and operation of peacekeeping forces, while in peace enforcement, consent is not absolute and force may be used to compel or coerce. In peacekeeping, consent is clear.

Force: In peacekeeping, force may be used only in self-defense or defense with a mandate. In peace enforcement, force is used to compel or coerce.

Impartiality: In peacekeeping impartiality is more easily maintained, while the nature of peace enforcement strains the perception of impartiality on the part of the peace enforcement force.

The level of consent, level of force and degree of impartiality are all variables that may collectively or individually shift during an operation.

Loss of impartiality can cause loss of consent by belligerent parties which in turn can trigger violent actions leading to increased levels of force and a serious shift from PK to PE. FM 100-23 describes this change in the nature of the operation as "crossing the consent divide."

Peacekeeping

Peacekeeping operations are characterized by all parties consenting to the presence of the peacekeeping force. The mission of the peacekeeping force is to monitor and maintain a negotiated truce and allow the facilitation of a diplomatic solution to the political conflict. Mission success is dependent upon the peacekeeping force being viewed as impartial by the belligerents. The safety and security of the peacekeeping force is often contingent upon maintenance of this impartiality.

It is therefore imperative that Public Affairs Guidance and talking points reinforce this position of neutrality and impartiality. Even a hint of partiality can destroy trust of the force and jeopardize not only the mission but the lives of soldiers.

Peace enforcement

In peace enforcement operations, not all belligerents may consent to the presence of outside forces. The intervening force may have to resort to coersive violence to achieve the mission objectives, yet must still maintain its impartiality toward all par-

ties if at all possible. Peace enforcement is likely to be a United Nations mission integrating military and diplomatic elements.

Success in peace operations requires a political solution, one that cannot be achieved without the support of the local populations and faction leaders. This neccessitates information operations planning ensuring coordination of public affairs, civil affairs and PSYOP to ensure consistency of command messages and reinforcement of the impartiality, restraint and resolve of the force. Public affairs helps ensure that what is reported in the international media is consistent with what is communicated via PSYOP products and civil affairs programs.

Since peace operations usually receive intense, international media attention, participating soldiers must fully understand that the decisions they make, and their actions, can have immediate strategic and political implications. They must understand the nature of the operation and know its goals.

Public affairs internal information programs contribute to their knowledge of the history and cultural factors that shape the operation and its context. They enhance soldiers' knowledge of their coalition partners, contributing to mutual trust and respect. A robust internal information program reinforces and expands on pre-deployment classes.

FM 100-20, *Stability and Support Operations*, and FM 100-23, *Peace Operations*, address the range of noncombat operations in depth.

Noncombatant Evacuations

By Executive Order, the Department of State is responsible for protection and evacuation of American citizens abroad. The Department of Defense is directed to advise and assist the DoS in planning and executing noncombatant evacuation operations.

The Chief of Mission (COM) has authority over media coverage. The USIS public affairs representative is responsible for media relations and is the point of contact for the JTF PAO.

NEO operations often result from dramatic, if not tragic, circumstances and therefore are of considerable interest to the media and the public. The public affairs goals in NEO operations are to—

•keep U.S. and international publics informed of the operation while ensuring OPSEC and personnel security

•contribute to public confidence in U.S. procedures

•facilitate open media access to the operation while exercising sensitivity to the anxiety and despair felt by the evacuees

•illustrate U.S. forces' capabilities, readiness and professionalism

Well publicized American intentions can help prevent interference with the operation, therefore, an information strategy coordinated by PA, CA and PSYOP must be developed during initial operational planning. PA operations can also help reduce rumor and anxiety within the task force, evacuees and the public.

PAOs of units in the host nation must obtain public affairs guidance from the chief of mission who is responsible for NEO media activities.

A JIB may be established at the NEO operations center, in which case the JTF PAO coordinates with the COM for public affairs guidance.

Initial media coverage can be expected to concentrate on the people being evacuated and their reactions to departing the host nation. Coverage can be expected to then shift to the effectiveness of the military NEO and the treatment of the evacuees during transport to their final destination.

Access to and interviews with evacuees will be as authorized by the senior on-scene State Department public affairs representative. The JTF PAO and commanders concerned will authorize interviews with US military personnel.

NEO operations are addressed in detail in FM 90-29, *Noncombatant Evacuation Operations*, which also contains a detailed public affairs plan for a unified command NEO.

Domestic Support

The Army has long provided a range of services to the nation through a variety of domestic support operations. These missions fall into four general categories: disaster assistance, environmental assistance, law enforcement and community assistance.

The Army provides domestic support from posts, camps, installations, reserve centers, armories and stations as members of the community in which they are located. Domestic support operations use Army human and material resources to enhance national security and the nation's overall well-being. They usually attract considerable media attention and therefore all have public affairs implications.

These operations, and the restrictions on Army involvement, are addressed at length in FM 100-19, *Domestic Support Operations.*

The media will generally have unrestricted access to domestic support operations. The Army will usually conduct these operations in conjunction with other agencies and will not normally have the lead. Public affairs operations will be conducted within the restraints and guidance developed by the lead agency.

The Federal Emergency Management Agency is usually the lead agency for domestic disaster relief operations. Following Hurricane Andrew in 1992, the Department of Transportation was the lead agency of a presidential task force that included extensive military support. The Joint Information Center (JIC) in Florida was led by DoT, and staffed by PAOs from 13 federal and state agencies and by military public affairs units from the JTF. This included volunteers from a reserve component Public Affairs Operations Center and an active component Mobile Public Affairs Detachment.

The JIC staff produced press conference fact sheets, conducted media escorts and interviews, responded to media queries, operated a media clipping section, prepared news briefing summaries for the Secretary of Transportation and logistically supported the secretary's briefing room and media workroom.

For three weeks, active duty and reserve component Army broadcasters operated "Radio Recovery," an AM radio station transmitting disaster relief information in several languages. The JTF and ARFOR public affairs elements also produced four editions of an eight-page command information newspaper for the JTF, and an additional newsletter for the ARFOR.

The JTF PAO, JIC director and the presidential task force press secretary coordinated strategy for press conferences as well as the announcements of troop drawdown and the transition of military to civilian support.

PA domestic support operations serve to inform the public of army involvement, goals and capabilities as well as communicating to internal audiences. Internal information programs and products enhance the participating soldiers' morale as well as their understanding of the operation. These products, when given Army-wide dissemination, also serve to inform other soldiers who may potentially perform similar missions.

Army public affairs strategies, while executed in the interest of demonstrating Army responsiveness, concern and assistance, must not pre-empt the authority of the local government or appear to be taking credit for success at the expense of other contributing parties.

Since civilian agencies usually have the lead in domestic support operations, PA plans must be carefully coordinated with that agency. These operations plans must contain clearly defined information release authority as well as coordination procedures to ensure consistent messages protect the credibility of the operation.

This coordination and delineation of release procedures is of particular importance in sensitive operations such as anti-terrorism and counter-drug missions to ensure operational security as well as consistent command messages.

Public affairs officers must understand the legal restrictions on military support to and involvement in domestic operations, particularly in light of the varied legal status of National Guard units. For example, when under state rather than federal control, Army National Guard units may provide a variety of assistance to civilian law enforcement agencies. When in federal status, however, the law enforcement missions that may be given to the same units are greatly restricted.

Restrictions on the assistance the military can provide to civilian law enforcement authorities is contained in Chapter 18, Title 10, U.S. Code. The popular name for these restrictions is the "Posse Comitatus Act." Additional federal laws address military support to counterdrug operations, disaster assistance, and aid to foreign governments.

Counterdrug Operations

The supported law enforcement agency retains the lead for public affairs. Release of information by Army public affairs must be coordinated with that law enforcement agency. This helps protect operational and personnel security.

Good public affairs plans include essential elements of friendly information to identify information that should not be disclosed for operational security reasons. Careful planning ensures that methods and capabilities are not compromised. The identities of soldiers providing counterdrug support should not be released.

Environmental Support

Army involvement in environmental stewardship includes maintaining a dialogue with area citizens in open public forums concerning installation issues and projects with potential environmental impact. It also includes providing support to public restoration, conservation and protection projects both on installations and in surrounding communities.

Public involvement is solicited in the spirit of community, but is also required by federal environmental law and Army regulations such as AR 200-1, *Environmental Protection and Enhancement* and AR 200-2, *Evironmental Effects of Army Actions.*

Public involvement is a vital part of an installation environmental program. Public support or opposition to projects can significantly affect their outcome. The best public affairs strategy for environmental issues is one that is active and adheres to the principle of "maximum disclosure with minimum delay." Early public involvement via open discussion of issues fosters positive relations with the community and can prevent or help to resolve citizen conflict.

PAOs provide guidance to commanders and installation officials on facilitating dialogue with the community. They are also responsible for identifying and preparing plans for meeting the public involvement requirements associated with environmental programs. PA responsibilities include issuing releases and public announcements on issues such as environmental assessments and impact statements, decision documents and notices of public meetings. They extend to conducting public forums and managing issues.

Environmental public affairs programs are intended to present complete, accurate and timely information to the public, to dispel rumors and to solicit community feedback. They are designed to fulfill the intent of the law for community involvement, not merely to provide information. The PA program is not designed to sell a particular action or program nor to obscure or cover up situations with potentially negative implications.

Community Assistance

Community assistance projects and operations encompass a broad range of social and civic events. They can be national programs focused on developing public support for the Army and its contributions to the nation and they can be local efforts focused on improving the local community. A PAO's close relationship with civic leaders and organizations is a valuable asset to the commander in planning community assistance projects.

The public's impressions of Army support to the community is largely shaped by what is reported in the media. Media facilitation and coordination of information programs ensure the Army story is told, contributing to public confidence in the military. Public affairs must be fully integrated into all domestic support planning and operations.

FM 100-19, Chapter 8, provides an extensive overview of these programs. They are all guided by the core public affairs process "maintain community relations."

Chapter 6

Personnel and Organizations

Public Affairs organizations are built around a force of soldiers and Army civilians who are selected and trained to articulate the goals and missions of the Army. This requires more than just a special understanding of the career field, it requires a broad understanding of the complex organizations, issues and missions of the U.S. Army. More than 65 percent of the total public affairs force and 85 percent of the deployable TOE unit structure is positioned in the U.S. Army Reserve and Army National Guard. These reserve units and personnel must be seamlessly integrated with the active component and focused on supporting the overall Army goals and objectives.

Personnel

Officers serve in Functional Area (FA) 46; enlisted soldiers and noncommissioned officers in Career Management Field (CMF) 46; and Department of the Army Civilians serve in career series GS-1035 and GS-1082. These public affairs personnel are assigned to TOE and TDA positions throughout the active and reserve components.

Functional Area 46

Public affairs officers receive extensive training in public affairs principles, tactics, techniques and procedures at the Defense Information School and through the Army Correspondence Course Program. This combination of military and public affairs expertise enables PAOs to support the Army, their commander and the command. Once accessed into Public Affairs, active component officers alternate between basic branch and public affairs assignments, although there are limited opportunities for officers to single track in FA 46. Reserve component officers assigned to Troop Program Units (TPU) also move through basic branch and public affairs assignments, based on the command's needs and geographical availability. Active Guard/Reserve (AGR) officers are encouraged to single track after reaching the rank of major.

Career Management Field 46

Soldiers enlisting in CMF 46 receive their advanced individual training at the Defense Information School. Reserve component soldiers meet the same basic and advanced educational requirements through the Defense Information School, the Army Correspondence Course Program and additional resident courses.

Career series GS-1035, 1082

Department of the Army Civilians are key members of the active and reserve component public affairs force. Concentrated in the TDA force, they serve in both leadership and specialty skill assignments such as installation, garrison, state and Regional Support Command public affairs officers and specialists.

Foreign National Employees

Overseas, local nationals are employed in a variety of public affairs positions to provide continuity, linguistic experience and community relations skills to all levels of public affairs operations.

The Office of the Chief of Public Affairs

The Office of the Chief of Public Affairs (OCPA) is established by Title 10, United States Code para-

graph 3014, and is designated by the Secretary of the Army with the responsibility for the conduct of public affairs operations across the United States Army.

The Chief of Public Affairs (CPA) formulates, manages, and evaluates public affairs policies, plans and programs for the active and reserve components of the U.S. Army. He or she is responsible to the Secretary of the Army (SA) and responsive to the Chief of Staff, Army.

The CPA has Department of the Army (DA) responsibility for preparing, coordinating and monitoring the worldwide implementation of Army Public Affairs strategies, plans, policies and programs for internal and external information. He or she also has DA responsibility for:

•*developing public affairs plans and programs to support other Army plans and programs,*

•*managing the Army's Public Information Security Review Program,*

•*managing the review and clearance of information for release outside Department of Defense by the Army Secretariat (OSA) and the Army Staff (ARSTAFF),*

•*managing the OSA and ARSTAFF public affairs program,*

•*operational control of the U.S. Army Field Band,*

•*operational control of the Army Broadcasting Service, and*

•*serving as the proponent for all public affairs issues across doctrine, training, leader development, organization, materiel, soldier support (DTLOMS).*

Public Affairs TOE Organizations

Separate public affairs TOE units augment organic PA sections at Army, corps and division. They also operate autonomously when the situation dictates. The separate public affairs TOE units establish media centers to facilitate media operations, conduct public affairs planning and training, and produce information products for internal and external audiences. Public affairs TOE units are predominantly positioned in the U.S. Army Reserve and Army National Guard but are seamlessly integrated with warfighting commanders through the War Trace. Units are available as support packages to armies, corps, and divisions, as well as to joint task forces and commanders supporting U.S. multinational operations.

• Public Affairs Operations Center (PAOC)

Mission

The mission of the Public Affairs Operations Center *(SRC 45423x000)* is to on order, conduct a strategic deployment to an area of operations to establish and sustain field operations in support of joint, unified, special or Army force command requirements. Once under the command and control of a corps or army PAO, Joint Information Bureau (JIB) or Allied Press Information Center (APIC) director, the PAOC will command and control all attached MPADs, BODs and PADs to perform public affairs operations.

Assignment

One per unified, specified command, joint task force, corps, and TAACOM.

Capabilities

The PAOC is commanded by a lieutenant colonel and is modularly organized, staffed, trained and equipped to rapidly deploy in support of military operations. The PAOC has personnel and equipment to:

•*conduct PA planning and analysis for the ARFOR or JTF commander.*

•*develop information strategies and campaigns in support of operations.*

•*support the Hometown News Release program.*

•*support higher echelon public affairs requirements for information, media facilitation, planning and training.*

•*be technologically capable to serve as the base force to support ARFOR or Joint PA media center operations.*

•*tactically communicate to public affairs units at echelons above brigade and all supported combat units in the operational area.*

•*provide services and facilities for media representatives in support of national, multinational, unified or joint operations.*

•*monitor international and national television news for analysis and review of external media messages.*

•*process and transmit digital still and video images from fast-moving operational environments.*

•*provide the ARFOR or joint commander with "over the air" radio broadcast capability to disseminate internal information when augmented by a BOD.*

•*evaluate and conduct public affairs training programs for the JTF.*

•*ground transport personnel, equipment, media to*

separate locations in and around the area of operations with organic vehicles.

Basis of Allocation

The PAOC is available to unified and specified CinCs and combined commanders to form JIBs or APICs in unified/combined operations. The PAOC provides the unified, joint or ARFOR commander, through the PAO, an organic, substantial, flexible public affairs force, capable of performing all core public affairs processes. When deployed in support of Army operations the PAOC will be augmented by a BOD and one MPAD. The PAOC is further augmented by one MPAD per three brigade-size units in the operation when those units do not have separate PA support.

•Mobile Public Affairs Detachment (MPAD)

Mission

The mission of the Mobile Public Affairs Detachment *(SRC 45413x000)* is to provide direct public affairs support to Army and JTF units deployed in support of combined or joint operations and provide augmentation to a PAOC.

Assignment

The Mobile Public Affairs Detachment is commanded by a major, can be task organized into two or three teams, and is assigned to the theater, corps or JTF headquarters under the operational and tactical control of the senior public affairs officer or PAOC commander.

Capabilities

The MPAD is staffed, trained and equipped to rapidly deploy in support of brigade, division or corps size task force operations, with personnel and equipment to:

•conduct PA planning and analysis for the ARFOR or JTF commander.

•develop information strategies and campaigns in support of operations.

•support higher echelon Public Affairs requirements for information, media facilitation, planning and training.

•be technologically capable to serve as the base force to support ARFOR media operations.

•provide services and facilities for media representatives in support of national, multinational, unified or joint operations.

•coordinate the assignment of news media representatives to a unit.

•monitor the global and military information environments; provide analysis and review of external media messages.

•evaluate and conduct public affairs training programs for the JTF.

•tactically communicate to public affairs units at echelons above brigade and all supported combat units in the operational area.

•establish a branch PA section at a subordinate unit.

•support the Hometown News Release program.

•acquire digital photographs, video images, and audio recordings.

•process digital photographs, video images, and audio recordings into information products.

•distribute digital photographs, video images, and audio recordings to a variety of mediums.

•protect digital images, information products and information systems from compromise and intrusion.

•provide public affairs support to the G5 / S5 for the development and implementation of civil affairs programs.

•produce and distribute text, photo, video and audio information products to internal and external audiences.

•manage a news and information product distribution system.

•provide higher echelon public affairs elements with information products produced by the detachment.

•ground transport personnel, equipment, media to separate locations in and around the area of operations with organic vehicles.

Basis of Allocation

MPADs are assigned at a ratio of one per three brigade size elements assigned to the division, corps or joint task force they support. Theater Army headquarters elements are assigned one MPAD in support of their mission. TAACOMs when augmented by a PAOC are assigned one MPAD per three brigades in the TAACOM. MPADs are allocated to corps or division level operations on a one MPAD per three combat brigade allocation rule. A minimum of two MPADs are assigned to the PAOC at unified, specified or JTF headquarters.

•Broadcast Operations Detachment (BOD)

Mission

The Broadcast Operations Detachment *(SRC 45607x000)* provides direct radio broadcast support to theater and joint task force units deployed in support of combined or joint operations. When operating with and augmented by the Army Broadcast Service it can extend AFRTS television service.

Assignment

The BOD is assigned to and augments the PAOC at the unified or specified command or joint task force headquarters, or alternatively operates under the control of the supporting ABS network commander.

Capabilities

The BOD is commanded by a major and consists of a command element, two broadcast teams and a maintenance team. The BOD is modularly organized, staffed, trained and equipped to rapidly deploy. The unit operates a separate radio broadcast operation to support theater level operations. The BOD has personnel and equipment to:

•support higher echelon public affairs planning and information strategy requirements.

•operate a 24-hour-a-day internal information over-the-air radio broadcast service.

•perform limited digital video and audio electronic news gathering in the theater of operations.

•provide limited post production services for audio and video news feature material supplied in unedited format by other units.

•perform field maintenance and repair above operator level to broadcast and electronic news gathering equipment organic to the unit.

•provide the commander with an alternate means of communications when tactical communications are not adequate or not available.

Basis of Allocation

The BOD is available to theater or joint task force commanders to provide theater internal information broadcast services. One BOD is assigned to the PAOC at the unified or specified or joint task force headquarters.

•Public Affairs Detachment (PAD)

Mission

The Public Affairs Detachment *(SRC 45500x000)* provides direct public affairs support to units deployed in support of combined or joint operations.

Assignment

Public Affairs Detachments are assets of the corps or JTF headquarters allocated in sufficient quantities to cover the elements of the task force or corps level operation. PADs are under the operational and tactical control of the corps PAO or Public Affairs Operations Center.

Capabilities

The PAD is commanded by a captain and is modularly organized, staffed, trained and equipped to rapidly deploy in support of brigade size task force operations. The PA section has personnel and equipment to:

•conduct PA planning for the task force/brigade commander.

•develop information strategies and campaigns in support of operations.

•support higher echelon public affairs requirements for information, media facilitation, planning and training.

•be technologically capable to serve as a stand-alone, forward deployed subordinate PA media operations center.

•provide services and facilities for media representatives in support of national, multinational, unified or joint operations.

•acquire digital video, digital photographic images, and audio voice recordings; process and protect public affairs information in support of the operation.

•evaluate and conduct public affairs training programs for the JTF.

•tactically communicate to public affairs units at echelons above brigade and all supported combat units in the operational area.

•ground transport personnel, equipment, media to separate locations in and around the area of operations with organic vehicles.

•support the Hometown News Service program.

Basis of Allocation

The corps PAO or PAOC commander assigns PADs to support division, separate brigade, combat brigade / brigade task forces, armored cavalry regiments, medical brigades in the theater of operation. When requested, PADs augment Special Operation Forces.

Organic Public Affairs Sections

Public affairs sections are embedded in the headquarters of separate brigades, divisions and echelons above division. These sections provide public affairs support to the command and serve as the commander's principal advisor on public affairs issues. Ranging from a single senior noncommissioned officer to a colonel with a small staff these sections, conduct public affairs planning and limited operations. Personnel and materiel constraints require that these organic PA sections be augmented by separate public affairs TOE units for most operations.

•Theater Army Public Affairs Section

Mission

Theater Army public affairs sections *(SRC 5100x000)* provide public affairs support to the Theater Army commander and to units assigned or aligned to the Army, training for, mobilized or deployed in support of combined or joint operations. The Army PAO has operational and tactical control over all public affairs TOE organizations aligned or attached directly to the Army headquarters and coordinates closely with organic PA sections within corps, divisions, and other forces to carry out public affairs operations.

Capabilities

The Theater Army PAO is a colonel and serves on the commanding general's personal/special staff. The PA section is organized, staffed, trained and equipped to rapidly deploy in support of Theater Army level operations. The Army PA section has personnel and equipment to:

•conduct public affairs planning and analysis for the commander.

•develop information strategies and campaigns in support of operations.

•provide services and facilities, when augmented by a Mobile Public Affairs Detachment, for media representatives in support of national, multinational, unified or joint operations.

•support higher echelon public affairs requirements for information, media facilitation, planning and training.

•tactically communicate to public affairs units at echelons above and below corps and all supported combat units in the operational area.

•provide limited ground transportation for personnel, equipment, media in and around the area of operation.

Required Augmentation

When deployed, the Army Headquarters public affairs staff will be augmented by an MPAD and will assume all the missions and capabilities of that organization.

•Theater Army Area Command PA Section

Mission

TAACOM public affairs sections *(SRC 63612L00)* provide public affairs support to the TAACOM commander and to units assigned or aligned to the TAACOM, training for, mobilized or deployed in support of national, multinational, combined, unified or joint operations.

Capabilities

The TAACOM PAO is a lieutenant colonel and serves on the personal/special staff of the TAACOM commander. The section is organized, staffed, trained and equipped to rapidly deploy in support of operations. The section has personnel and equipment to:

•conduct public affairs planning and analysis for the TAACOM Commander.

•develop information strategies and campaigns in support of operations.

•acquire, process, distribute, and protect information for the internal and external audience when augmented by a PAOC and MPADs.

•provide services and facilities, when augmented by a PAOC and three MPADs, for media representatives in support of national, multinational, unified or joint operations.

•support higher echelon public affairs require-

ments for information, media facilitation, planning and training.

•tactically communicate to public affairs units at echelons above and below corps and all supported combat units in the operational area.

•ground transport personnel, equipment, media in and around the area of operation.

•support the Hometown News Release program.

Required Augmentation

When deployed the TAACOM is augmented by a PAOC and up to three MPADs.

•Corps Public Affairs Section

Mission

The corps public affairs section *(SRC 52401x000)* provides public affairs support to the corps commander and to corps units to the corps, training for, mobilized or deployed in support of combined or joint operations. The corps PAO exercises operational control of organic PA units as authorized by the corps commander and coordinates closely with the PA sections of subordinate units to carry out public affairs operations.

Capabilities

The corps PAO is a lieutenant colonel or a colonel and serves as a staff officer on the personal/special staff of the corps commander, and leads a small public affairs section within the corps headquarters. The section is organized, staffed, trained and equipped to rapidly deploy in support of operations. The section has personnel and equipment to:

•conduct public affairs planning and analysis for the ARFOR, Corps or JTF Commander.

•develop information strategies and campaigns in support of operations.

•acquire, process, distribute, and protect information for the internal and external audience when augmented by a PAOC and MPADs.

•support higher echelon Public Affairs requirements for information, media facilitation, planning and training.

•provide 24-hour support to the Information Operations Battle Staff.

•identify and assess relevant battlefield information with PA implications to include strategic and tactical information.

•when augmented by a PAOC, technologically capable to serve as a PA media operations center.

•when augmented by a PAOC or an MPAD, capable of providing services and facilities for media representatives in support of national, multinational, unified or joint operations.

•conduct and evaluate public affairs training programs for the corps, JTF, or ARFOR.

•when augmented by a PAOC, the corps PA section has the capability of processing and timely transmission of digital still and video images from fast-moving operational environments.

•tactically communicate to public affairs units at echelons above and below corps and all supported combat units in the operational area.

•ground transport a limited number of personnel, equipment, and media in and around the area of operation.

•when augmented by a light truck platoon capable of the coordination and transport of up to 240 media representatives.

•when augmented by a Public Affairs Operations Center with a Broadcast Operations Detachment, the corps PAO can establish and maintain a 24-hour a day over-the-air radio broadcast facility to provide information to the internal audience.

•when augmented by an MPAD and PADs, capable of providing public affairs support to medical brigade-size organizations within the corps.

•support the Hometown News Release program.

Basis of Allocation

Corps public affairs sections are organic to each Army corps.

Required Augmentation

When deployed, the corps public affairs sections will be augmented by a PAOC. It is also augmented by one MPAD for every three combat brigades (infantry armor, aviation, artillery, etc.) in the task force, as well as one MPAD for COSCOM augmentation. These units count as the PAOC and division's allocation for PA augmentation for combat brigades. Additionally, the corps medical brigade, when deployed, will receive PA support from one MPAD and two PADs.

•Corps Support Command Public Affairs Section

Mission

COSCOM public affairs sections *(SRC 63431x000,*

63412x000) provide public affairs support to the COSCOM commander and to units assigned or aligned to the COSCOM, training for mobilized or deployed in support of combined or joint operations. The COSCOM PAO has operational and tactical control over all public affairs TOE organizations aligned or attached directly to the COSCOM and coordinates closely with embedded PA sections within corps, divisions, and other forces to carry out PA operations.

Capabilities

The COSCOM PAO is a major and serves on the personal/special staff of the COSCOM commander. The PA staff section is organized, staffed, trained and equipped to rapidly deploy in support of COSCOM and task force operations. The COSCOM PAO has personnel and equipment to:

•conduct PA planning for the COSCOM or JTF commander.

•develop information strategies and campaigns in support of operations.

•support higher echelon Public Affairs requirements for information, media facilitation, planning and training.

•be technologically capable to serve as a standalone, forward deployed PA media operations center.

•provide services and facilities for media representatives in support of national, multinational, unified or joint operations.

•acquire and process digital images in support of operations.

•process digital images and information into products.

•distribute digital images and products to the PAOC or JIB for distribution to a variety of mediums.

•protect digital images, information products and information systems from compromise and intrusion.

•provide public affairs support to the G5 / S5 for the development and implementation of civil affairs programs.

•evaluate and conduct public affairs training programs for the COSCOM or JTF.

•tactically communicate to public affairs units at echelons above division, augmenting the division and all supported combat units in the operational area.

•transport personnel, equipment, media in and around the area of operation.

•support the Hometown News Release program.

Required Augmentation

When deployed, the COSCOM PA staff will be augmented by an MPAD.

•Division Public Affairs Section

Mission

The division public affairs section *(SRC 57004x000, 67004x000, 77004x000, 8700x000)* provides public affairs support to the division commander and to divisional units deployed in support of combined or joint operations. The division PAO has operational and tactical control over all PA TOE organizations assigned or attached to the division and coordinates closely with embedded PA sections within brigades or divisions to carry out PA operations. The division PA staff when deployed is augmented by one MPAD per three combat brigades. The division public affairs section, when augmented by a Public Affairs Detachment, operates the division media operations center.

Assignment

One public affairs staff section per division.

Capabilities

The division public affairs officer is a major or a lieutenant colonel and serves on the personal/special staff of the division commander. The staff section is organized, staffed, trained and equipped to rapidly deploy in support of brigade and division size task force operations. The division public affairs section has the personnel and equipment to:

•conduct PA planning and analysis for the commander.

•develop information strategies and campaigns in support of operations.

•support higher echelon public affairs requirements for information, media facilitation, planning and training.

•be technologically capable to serve as a standalone, forward deployed, hasty PA media operations center.

•when augmented by a PAD, provide services and facilities for media representatives in support of national, multinational, unified or joint operations.

•acquire digital photographs and audio recordings.

•process digital photographs and audio recordings into information products.

•distribute digital photographs and audio recordings to a variety of mediums.

•protect digital images, information products and information systems from compromise and intrusion.

•provide public affairs support to the G5 / S5 for the development and implementation of civil affairs programs.

•conduct and evaluate public affairs training programs for the division or JTF.

•provide 24-hour support to the Information Operations Battle Staff.

•identify and assess relevant battlefield information with PA implications to include strategic and tactical information.

•tactically communicate to public affairs units at echelons above division, augmenting the division and all supported combat units in the operational area.

•ground transport personnel, equipment, and media in and around the area of operation.

•support the Hometown News Release program.

Basis of Allocation

Public affairs sections are organic to each division headquarters.

Required Augmentation

When deployed, the division public affairs staff section is augmented by one MPAD per three combat brigades, and one PAD.

•Brigade Public Affairs Section

Mission

The brigade or separate brigade public affairs section *(SRC07402x000, 11402x000, 11612x00, 19672x000, 34602x000, 44412x000, 87102x000)* provides public affairs support to combat or separate brigades, or brigade level task forces deployed in support of combined or joint operations.

Assignment

One public affairs staff section per brigade task force or separate brigade.

Capabilities

The brigade task force or separate brigade public affairs officer is a captain and serves on the special staff of the brigade commander. The staff section is organized, staffed, trained and equipped to rapidly deploy in support of brigade-size task force operations.

The section has the personnel and equipment necessary to:

•conduct limited PA planning and analysis for the commander.

•develop limited information strategies and campaigns in support of operations.

•support higher echelon public affairs requirements for information, media facilitation, planning and training.

•acquire, process, distribute, and protect information for the internal and external audience when augmented by a PAD.

•provide 24-hour support to the Information Operations Battle Staff.

•identify and assess relevant battlefield information with public affairs implications to include strategic and tactical information.

•when augmented by a PAD, technologically capable to serve as a hasty PA media operations center.

•conduct and evaluate public affairs training programs for the JTF or brigade when augmented by a PAD.

•tactically communicate to public affairs units at echelons above and below JTF or brigade level and all supported combat units in the operational area.

•ground transport a limited number of personnel, equipment, and media in and around the area of operation when augmented by a PAD.

•support the Hometown News Release program.

Required Augmentation

When deployed as a brigade size task force or joint task force, the brigade PA section will be augmented by one PAD.

DA Public Affairs Internal Information Agencies

Army News Service

ARNEWs is the Army's wire service for internal information products serving more than 250 military

newspapers around the world. Available through OCPA's electronic bulletin board *PA Link* and other electronic sources, ARNEWS supports the internal information requirements of commanders through electronic distribution of "wide-interest" news.

Soldiers Radio and Television

SRTV provides time sensitive news and internal information to all Army personnel — military, Army civilians, their families — at CONUSand overseas Army installations by the most efficient and effective use of electronic media.

Soldiers Magazine

The Army's official magazine is published and distributed monthly to an audience of 1.5 million readers. The magazine's mission is to tell the Army about the Army–to inform active and reserve component soldiers, civilian employees and family members about their Army in an informative and entertaining way, focusing on Army people, what the Army is doing around the world, new equipment, new policies, trends and ideas.

Soldiers Online

This electronic 'companion service' to *Soldiers* magazine provides additional news and feature material as well as most of the magazine's content on a World Wide Web homepage.

Army Reserve Magazine

The official magazine for the U.S. Army Reserve is published and distributed quarterly to the homes of 600,000 members of Army Reserve troop program units, Individual Ready Reservists and Individual Mobilization Augmentees. Also available electronically, the magazine provides members of the Army Reserve and their families with information about Army policy, news and feature stories relating to to the U.S. Army Reserve and America's Army.

Hometown News Service

The Army and Air Force Hometown News Service is a field operating activity of the Chief of Public Affairs. Its mission is to build and implement plans and programs worldwide to increase and strengthen the ties between citizens and service members. This involves the annual production and generation of print and electronic news products and feature materials for a nationwide pool of over 13,000 external news outlets. It provides a positive media link to the United States and its territories for the Chief of Public Affairs to showcase the quality of today's soldiers, their training and worldwide missions. Through this vehicle the American public is informed of the positive aspects of the soldier, the unit, and the Army while enhancing recruiting and retention through reinforcement of unit pride and morale.

Army National Guard TDA Public Affairs

The National Guard in each state, territory and the District of Columbia has the authority to hire one military technician who serves as the full-time public affairs officer for the Army and Air National Guard of that state, typically as a member of the Adjutant General's personal staff. These individuals work in a joint environment on Army and Air National Guard matters for their state. They have responsibility for all functions of public affairs in their state as it applies to the National Guard federal mission (weekend training, annual training, overseas deployments, activations for federal service, etc.) and state mission (responding to a Governor's call to duty during fires, floods, blizzards, civil unrest, etc.). In addition to the military technician, states are free to use state resources to hire additional staff members (deputies, photographers, writers, secretaries) to supplement the public affairs needs of their National Guard.

Numbered TOE public affairs units include Public Affairs Operations Centers, Mobile Public Affairs Detachments and Public Affairs Detachments. In addition to conducting routine training for their federal wartime missions, these units perform critical public affairs functions when the National Guard is called to state active duty. These units operate joint information bureaus and provide media operations capability to governors and other key state officials.

States also may have public affairs elements as part of the TDA of their State Headquarters. While there are some restrictions on overall number and grades, states are free to set the size and rank structure of their State Headquarters public affairs element to meet the geographic and troop strength needs of that state. As with a TOE public affairs unit, TDA public affairs members have a federal and state mission.

U.S. Army Reserve TDA Public Affairs

Major TDA organizations include the U.S. Army Reserve Command, a major subordinate headquarters of Forces Command, ten Regional Support Commands (RSC) and three OCONUS Army Reserve Commands (ARCOM).

The headquarters of most RSC and ARCOM organizations includes a public affairs section. These sections vary in size and organization, but in general include a drilling reserve lieutenant colonel, master sergeant and staff sergeant, a full time Army civilian public affairs specialist GS-11/12 and a full time AGR major. The PA element advises the commander and staff on public affairs issues and provides organizational and garrison public affairs support, including media operations, internal information and community relations operations, and the production of information products such as newspapers. The RSCs and ARCOMs provide command and control responsibilities to TOE public affairs units during inactive duty for training.

Numbered TOE public affairs units include Public Affairs Operations Centers, Broadcast Operations Detachments, Mobile Public Affairs Detachments and Public Affairs Detachments.

DoD PA Internal Information Agencies

Joint Combat Camera

The deployment of joint combat camera teams offers the joint force commander a sophisticated capability to enhance both operational and public affairs missions. The still and video images obtained provide a balance of useful operational information and once cleared for OPSEC, products for distribution to news media representatives and military public affairs organizations. Combat camera teams often have access to events and areas unavailable to news media representatives and military journalists. They bring with them a technological capability allowing for the timely transmission of images from the military information environment. Since deployed COMCAM teams support the entire spectrum of an operation, it is essential that public affairs imagery requirements be identified and prioritized throughout the planning cycle.

The American Forces Information Service

AFIS is responsible to the Assistant Secretary of Defense for Public Affairs for the management, operation, evaluation and control of internal information at the Office of the Secretary of Defense level and serves the needs of the military departments unified commands and other components. This includes management and/or oversight of a range of activities and organizations including the Armed Forces Radio and Television Service, American Forces Press Service, Current News and Analysis Branch, the Defense Information School and the Visual Information Directorate.

Armed Forces Radio and Television Service

AFRTS is the principal operational element of the American Forces Information Service. The AFRTS mission is to provide radio and television news, sports, information and entertainment programming to DoD personnel and their family members stationed overseas or at sea where English language broadcast service is unavailable or inadequate.

The programs are representative of those seen and heard in the United States, and are provided without censorship, propagandizing, or manipulation. AFRTS exercises no control over the content of program material, but deletes commercials and replaces them with DoD internal information and other public service spot announcements of interest to DoD personnel and their family members. All programs are acquired and distributed by the AFRTS Broadcast Center at March AFB, CA.

Army Broadcasting Service

The Chief of Public Affairs, through the Army Broadcasting Service (ABS) acts for the SA in executing the Secretary's responsibility as DoD Executive Agent for AFRTS operations in geographic areas designated as the responsibility of the Army.

The Army Broadcasting Service is responsible for managing and controlling all resources necessary to operate and maintain U. S. Army Armed Forces Radio and Television Service (AFRTS) outlets. Army Broad-

casting Service insures that U. S. Army OCONUS radio and television outlets are responsive to the needs of major commanders, providing internal information, news and entertainment to military and DoD civilian personnel and their families overseas.

Army Broadcasting Service supports the war fighting commander's internal information objectives during normal and high intensity operations, plans annual and overseas training and support for reserve component Broadcast Operation Detachments, and plans and designs information strategies and public affairs campaigns supporting theater PAO and CINC command information directives.

Chapter 7

Employment and Support of PA Forces

Organic public affairs assets are inadequate to support a high level of media interest or a large media presence in the area of operations and will require augmentation by public affairs TOE units and individual soldiers positioned in the U.S. Army Reserve and Army National Guard. These augmenting assets are available to commanders at all levels as part of force packages, as separate units for selected missions and as individual public affairs soldiers.

The types of units and individuals provided will vary depending on the mission, the force mix required, the forces available, and whether the support is for a training event, exercise or operational contingency. In most cases, active and reserve component public affairs assets are available year-around for both short notice deployments and for scheduled training events. Commanders must realize that augmentation and support is available in the type, quantity and timeliness required, but must plan and request accordingly.

In all cases, requests are forwarded through CINC channels to the Joint Chiefs of Staff, or through MACOM chains of command to HQDA. Headquarters, DA DCSOPS receives requests from JCS or a MACOM, evaluates mission requirements, determines the most appropriate component, then tasks the proper agency or MACOM for forces.

Public affairs issues and requirements should be addressed in the initial planning guidance and throughout the planning and decision-making process. Planners must conduct a careful estimate of the public affairs implications of the mission and provide an accurate analysis of the nature and scope of support required.

If the mission is in support of a recurring exercise or other requirement, planning for reserve component support should be accomplished 18 to 24 months in advance. PA planners must ensure they provide their commander with a thorough, complete, and realistic appraisal of their requirements and options.

Employment of PA units

Public affairs units are organized as Public Affairs Operations Centers (PAOC), Mobile Public Affairs Detachments (MPAD), Broadcast Operation Detachments (BOD) and Public Affairs Detachments (PAD). These units are highly mobile, modularly organized, and capable of rapid deployment to support the widest variety of contingency operations. MPADs are deployed either in direct support to a PAO or as augmentation to a PAOC.

Public Affairs Operations Center

The PAOC is a gaining command, augmented with two or more MPADs for duty within media centers, Joint Information Bureaus or Allied Press Information Centers. The PAOC commander works for the gaining command PAO.

As with an infantry battalion headquarters without its line companies, the PAOC is not fully mission capable without MPADand BOD augmentation. The PAOC sections – administration and support, registration, briefing, escort and production/marketing – are staffed at the cadre level, and require augmentation of 46As, 46Qs, 46Rs and 46Zs from the MPADs. The

BOD provides 24-hour-over-the-air radio broadcast capability.

The PAOC forms the nucleus of a media support center, and is responsible to the gaining command PAO and his commander for facilitating media coverage of operations. Facilitating media coverage includes guarding OPSEC, providing briefings and escorts, registering media, coordinating media visits to units, assisting in deploying media pools when required, and coordinating logistical support for the media center such as communications, billeting, messing and transportation.

The production/marketing section of the PAOC acts as a clearing house for electronic, print, still photographic and audio-visual products from all sources assigned or attached to the gaining command PAO. The PAOC post production staff, depending on the level of operations, provides professional support (editing, scripting, etc.) for all acquisition efforts; provides quality control checks of products; coordinates all command requirements for products (to include providing photo, audio and video products to the media) and markets and moves products to the rear (CONUS or higher level JIB/media center) in support of rear area commanders with public information, command information and community relations requirements.

Public Affairs Operations Center augmentation is determined by the mission, however a minimum of two MPADs should augment the PAOC, with additional MPADs, and a BOD assigned as the operational situation expands.

The PAOC provides support to joint elements assigned to Joint/Combined Information Centers. Similar support and coordination occurs with Combat Camera, Hometown News Center and other military media elements. Augmenting MPADs may provide teams for full unit replacements to the PAO when direct support MPADs require personnel replacement or refit. PAOC and augmenting MPADs may provide a maintenance "float" for forward deployed direct support MPADs.

The PAOC commander may establish additional sections and elements to meet special requirements such as operations, transportation, maintenance, service support and marketing.

Public Affairs Operations Centers are positioned in the U.S. Army Reserve and Army National Guard.

Mobile Public Affairs Detachments

Although the personnel, structure and equipment of MPADs are constant, their employment requires each to train to a Mission Essential Task List (METL) for distinct yet related and interchangeable missions.

MPADs in Direct Support

An MPAD in direct support of a gaining command PAO provides primary acquisition capability for print, audio and video.

Unlike augmenting MPADs which report to the PAOC, the MPADs in direct support are not oriented solely on media facilitation. Their mission is to support the PAO with the following capabilities—

•*write, edit, design and produce the supported unit's internal information products*

•*acquire, edit and produce print information fact sheets, news, sports, feature and photo news releases*

•*acquire, edit and produce audio and video news, sports and feature electronic news releases*

•*provide as many as three mixed print/AV teams equipped for product acquisition*

Additionally, MPADs in direct support can expand the media escort capability of the supported PAO, augment divisions and other elements in theater and provide the PAO with staff augmentation.

In addition to the acquisition mission, direct support MPADs may be deployed forward to establish media centers.

MPADs Augmenting a PAOC

The MPAD in support of a Public Affairs Operations Center provides manpower and equipment to establish and operate a media center at Theater Army, TAACOM and Corps. They are media facilitation oriented, and when joining the PAOC, MPAD personnel can expect to be assigned to a variety of positions within the media center structure.

Administration: Unit clerks may be assigned to a consolidated administrative section.

Escort Section: Officers and senior NCOs should expect escort duty even though assigned to other PAOC sections. Unit vehicles will augment PAOC organic capability for escort purposed.

Briefing Section: Officers, NCOs and soldiers may augment the briefing section. Audio/visual equipment and other briefing support equipment may be

assigned to the briefing section.

Production/Marketing Section: All personnel may be assigned to the production/marketing section to produce and market a variety of products in support of the media, and in support of the PAO's internal and external information efforts.

MPAD operational considerations

The gaining PAO must clearly outline the missions and responsibilities of MPADs in direct support as well as those augmenting the Public Affairs Operations Center. MPADs must be prepared to deploy and establish initial media operations centers . Public affairs teams from direct support MPADs must be carefully controlled to ensure maximum acquisition and production capability. They may be rotated on a regular basis to facilitate acquisition, production and refitting for future operations.

Final production of external information products may be accomplished by the PAOC production/marketing section. MPAD personnel must work closely with the production/marketing section to ensure timely, quality products, appropriately cleared to OPSEC standards.

When MPADs are organized and deployed as brigade-level teams, the MPAD commander operates within the division operations cell as the division PAOs representative. MPAD commanders retain command of their teams while they are under the operational control of the brigade.

Public affairs teams deployed forward to lower unit level should be mixed print (46Q) and electronic (46R) capable.

MPADs are positioned in the U.S. Army Reserve, Army National Guard, and active Army.

Broadcast Operations Detachment

Broadcast Operations Detachments provide personnel and equipment to conduct 24-hour internal information broadcast operations; limited Electronic News Gathering (ENG) capability in support of AFRTS; and augment AFRTS or merge with other independent facilities to form a theater of operations network.

BODs are assigned to the PAOC supporting the Theater Army, but operate with the senior theater PAO in one or more mission configurations.

BODs may obtain electronic products from PAOCs and MPADs, and provide produced electronic products through the PAOC. BODs have no organic broadcast capability, and must rely on in-theater, or Army Broadcast Service equipment.

Broadcast Operation Detachments are positioned in the U.S. Army Reserve.

Public Affairs Detachment

Public Affairs Detachments are assigned to divisions, separate brigades and armored cavalry regiments to provide expanded public affairs capability to their limited organic PA staff. They provide direct public affairs support to units deployed in support of combined, unified or joint operations.

The focus of the PAD is primarily on print internal information products. They have a limited external information, ENG acquisition and media escort capability.

Public Affairs Detachments are positioned in the active Army and U.S. Army Reserve.

Required Combat Support/ Combat Service Support

Public affairs operations require significant combat support and service support from the supporting commander.

Personnel

Non-public affairs soldiers may be trained to serve as media escorts, conduct briefings, provide interviews, execute administrative and supply functions and assist with such additional tasks as driving and security.

Transportation

Public affairs elements have limited organic transportation assets, intended to enable public affairs personnel to move themselves and their equipment about the area of operations. In many situations, these organic assets will not be sufficient to support even this basic requirement. When media activity and public

interest in an operation is high, this limited capability will be quickly overwhelmed.

PA operations require additional dedicated transportation assets and will rely on transportation provided by supported units. Additional ground transportation requirements may be met by using leased commercial equipment, however, public affairs elements will commonly require access to additional tactical vehicles. Additionally, critical time-sensitive events requiring a rapid PA response, especially when they occur in remote locations, will require air transportation assets.

PA operations will frequently involve transporting journalists and their equipment. Although media representatives may have their own transportation assets, unit commanders may authorize travel in Army vehicles. The Army goal of providing access to operations, units and personnel is best accomplished by providing representatives with transportation or travel support. Providing transportation to media representatives will usually be accomplished by the supported unit. In other situations, PA operations will receive support from command transportation units.

Sustainment and other logistics support

Public Affairs elements depend on the command or unit they are supporting for logistics sustainment. Repairs beyond the operator level, fuel, finance, personnel, chaplain, legal services, medical support, food service support, laundry, shower and other field service support, mail service, and general supply support must be provided to Public Affairs elements.

Media representatives should make their own arrangements for sustainment and other logistical support. In situations where media representatives are unable to make arrangements for such support, the Army provides services on a space-available basis. Media can be expected to reimburse the government for such services provided on an extended basis. The provision of services to media representatives, however, will not be at the expense of soldiers or create conditions which are detrimental to mission accomplishment.

Information architecture/ communications support

Successful public affairs operations for an Army committed to information dominance mandates a change in how PAOs at all levels assess and satisfy their information architecture requirements. PAOs must understand the dynamics of information operations, what information-related technical capabilities are required to accomplish public affairs missions at home and while deployed, and how to obtain the required support .

Information processing and communications support is obtained under the umbrella of command, control, communications and computer (C4) systems support. C4 systems support doctrine and operational management is heavily influenced by joint commanders. Joint Pub 6-0 , *Doctrine for Command, Control, Communications and Computer (C4) Systems Support to Joint Operations,* specifies the joint doctrine for C4 systems support for joint operations. Joint Pub 6-0 states “the fundamental objective of C4 systems is to get the critical and relevant information to the right place in time to allow forces to seize on opportunity and meet the objectives across the range of military operations.” PAOs must work closely with C4 systems support providers and have the technical proficiency to adequately manage the support provided them. Failure to do this will cause failure in the commander’s public affairs program. Commanders must ensure that communications providers and planners include public affairs requirements in the development of communications support packages.

Information types and processing

“Raw” PA information must be processed. This includes simple text files, graphic images and presentation briefings, still and motion video, digital and analog sound files. C4 planners and providers must provide PAOs and public affairs units with sufficient information processing capabilities to meet the unique requirements of operational public affairs.

Information transmission

PAOs must move their information and that of the media, especially if the commander has been tasked to provide communications support to accompanying

media. This requires the PAO to develop requirements for the supporting communications staff and units in specific terms, to include the bandwidth needed to support the various forms of PA information. The requirement to transmit video, sound and graphic information often exceeds the capabilities of available systems. Commercial means may be required to supplement military systems, to include leasing satellite communications support in an area of operations. This type of support requires close coordination in the earliest planning stages. Providing access to and time on military transmission systems to civilian journalist's, while permitted by policy, requires careful planning and development of protocols. Limiting a journalists access to previously agreed communications support must never be used to delay or prevent the transmission of embarrassing or unflattering information.

Basic communications support

PAOs must have tactical and strategic communications support sufficient to exercise command and control of their PA assets and coordinate with all supported units. Tactical vehicles must be equipped with tactical radios, and the mobile communications assets required to access Army MSE networks. GPS support is required for those elements moving about the battlefield. PAOs must have access to tactical internet systems and at the appropriate levels, the tri-service theater-level network. In the early stages of deployment, or in areas with limited available communications support, PAOs require INMARSAT or equivalent portable satellite communications terminals. Communications systems to support coordination with joint and allied public affairs operations must be available.

Special types of support

To function in the global information environment, PAOs need to access key portions of that environment. Technical means to receive commercial television coverage directly from broadcast satellites, access to the Internet and World Wide Web and similar capabilities, tailored to mission requirements, are required.

REFERENCES

Joint Publication (JP) 1-02, Department of Defense Dictionary of Military and Associated Terms, 23 March 1994

FM 46-1, Public Affairs Operations, 23 July 1992

FM 71-100, Division Operations, August 1996

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FM 100-5, Operations, 14 June 1993

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FM 100-19, Domestic Support Operations, 1 July 1993

FM 100-20, Stability and Support Operations (Final Draft) 1996

FM 100-23, Peace Operations, 30 December 1994

TRADOC PAM 525-5, Force XXI Operations, 1 August 1994

Army Regulation (AR) 200-1, Environmental Protection and Enhancement, 23 April 1990

AR 200-2, Environmental Effects of Army Actions, 23 December 1988

AR 360-5, Public Information, 31 May 1989

AR 360-7, Army Broadcasting Service

AR 360-61, Community Relations, 15 Jan 1987

AR 360-81, Command Information Program, 20 October 1989

Public Affairs Guidance on National Guard Bureau Environmental Programs, National Guard Bureau Office of Public Affairs, 1994

Commander's Guide to Environmental Management, U.S. Army Environmental Center, 1995

APPENDIX A
DOD Principles of Information

It is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress, and the news media may assess and understand the facts about national security and defense strategy.

Request for information from organizations and private citizens will be answered in a timely manner: In carrying out this policy, the following principles of information will apply:

•Information will be made fully and readily available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act will be supported in both letter and spirit.

•A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their family members.

•Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.

•Information will be withheld only when disclosure would adversely affect national security or threaten the safety or privacy of the men and women of the Armed Forces.

•The Department's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the Department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public: propaganda has no place in the Department of Defense public affairs programs

APPENDIX B
Guidelines for Coverage of DoD Combat Operations

The DoD Media Guidelines, issued as change 3 to DoD Directive 5122.5, provide the following guidelines for coverage of DoD combat operations:

A. Open and independent reporting will be the principal means of coverage of U.S. military operations.

B. Pools are not to serve as the standard means of covering U.S. military operations. But pools may sometimes provide the only feasible means of early access to a military operation. Pools should be as large as possible and disbanded at the earliest opportunity—within 24 to 36 hours when possible. The arrival of early access pools will not cancel the principle of independent coverage for journalists already in the area.

C. Even under conditions of open coverage, pools may be appropriate for specific events, such as those at extremely remote locations or where space is limited.

D. Journalists in a combat zone receive credentials from the U.S. military and will be required to abide by a clear set of military security ground rules that protect U.S. forces and their operations. Violation of the ground rules can result in suspension of credentials and expulsion from the combat zone of the journalists involved. News organizations will make their best efforts to assign experienced journalists to combat operations and then make them familiar with U.S. military operations.

E. Journalists will be provided access to all major military units. Special operations restriction may limit access in some cases.

F. Military public affairs officers should act as liaisons but should not interfere with the reporting process.

G. Under conditions of open coverage, field commanders will permit journalists to ride on military vehicles and aircraft whenever feasible. The military will be responsible for the transportation of pools.

APPENDIX C
SAMPLE PUBLIC AFFAIRS ANNEX ____

Classification

Copy ___ of___ copies

Issuing headquarters
Place of issue
Date-time group of signature
Message reference No._____

ANNEX ____ PUBLIC AFFAIRS ANNEX TO OPLAN _____

References: Maps, charts, regulations and other relevant documents.
Time zone used throughout order.

1. SITUATION

A brief general description of the situation, information affecting public affairs support which paragraph 1 of the OPLAN does not cover and intended purpose of this annex.

a. **Friendly forces** Outline the higher headquarters' plan (and PA annex) and adjacent unit PA plans. Provide information on friendly coalition forces which may impact the PA mission. Note PA resources supporting the unit.

b. **Attachments and detachments.** Identify all augmenting PA units supporting this command and all attached/assigned subordinate units. Include effective dates, if applicable.

c. **Enemy forces.** List information on the threat force, its relationship to the PA mission and any information not included in the OPLAN/OPORD which may impact the PA mission.

d. **Assumptions.** List any additional assumptions or information not included in the general situation which will impact the PA mission.

2. MISSION

A clear and concise statement of the public affairs mission.

3. EXECUTION

Give a summary of the overall course of action intended.

a. **Concept of the operation.** Briefly summarize the public affairs operation plan. Include PA priorities.

b. **Public Affairs tasks.** Identify and assign supporting PA tasks to each element of subordinate and supporting units. Assign specific tasks to elements of the command charged with public affairs tasks, such as requirements for PA augmentation.

c. **Coordinating instructions.** Give details on coordination, task organization and groupings. List instructions which apply to two or more subordinate elements or units.

4. SERVICE SUPPORT

a. **Administration**. A statement of the administrative arrangements applicable to this operation. If they are lengthy or are not ready for inclusion in the OPLAN, theses arrangements may be issued separately and referenced here.

b. **Logistics.** A statement of the logistical arrangements applicable to this operation. Specific coordination should be included if possible, but arrangements may be issued separately and referenced there, if they are too lengthy.

5. COMMAND AND SIGNAL

List signal, visual imaging and satellite communications policies, headquarters and media center locations or movements, code words, code names and liaison elements.

ACKNOWLEDGE.

NAME (Commander's last name)
RANK (Commander's rank)

OFFICIAL:

APPENDIXES:

DISTRIBUTION

Classification

NOTE: For Public Affairs Annex development, see Joint Pub 5-03.2, Joint Operations Planning and Execution System, Vol. II, Supplemental Planning Guidance and Formats

APPENDIX D

EXAMPLE - PUBLIC AFFAIRS ESTIMATE

Classification

Headquarters
Place of Issue
Date, Time and Time Zone
Message Ref. No.
PUBLIC AFFAIRS OPERATIONS ESTIMATE NO. _____

REFERENCES: Maps, charts or other documents, including all current public affairs guidance (PAG) from OATSD (PA).

Time zone used throughout the estimate:

1. MISSION

The command's restated mission from a public affairs perspective.

2. SITUATION AND CONSIDERATIONS

This paragraph describes the strategic and operational media environment in which the operation is being conducted and identifies the critical factors that might impact on the command's mission—the "action and reaction" within global media channels. It identifies the media environment across the operational continuum, describing it from "austere" for low media interest and capability in a limited AOR communications infrastructure to "dynamic" for high media interest and capability in a high-tech AOR infrastructure. At minimum, this paragraph must include:

a. Information environment. An assessment of the characteristics of the operation and information environment in the area of operations. It identifies any activities or issues affecting the overall mission and the command's public affairs objectives.

b. Media presence. An assessment of the news media presence in the theater of operations prior to deployment and the likely presence of additional news media during the conduct of operations. This also includes an assessment of the authority under which the media are operating and their degree of access to the area of operations.

c. Media capabilities. An assessment of the media's information collection and communications technology, specifically identifying the extent of visual information acquisition and satellite communications capabilities. It includes an analysis of the logistics support, transportation assets, and host nation communications infrastructure available to them.

d. Media content. An assessment of the global media organizations' presentation of information and their agendas, and an analysis and prioritization of the potential strategic and operational issues confronting the command in the news media. This media content analysis evaluates the quantity of coverage and the nature of that coverage.

e. Public opinion. Assessment of the national and international attitudes about the operation and the command, the leaders and the soldiers conducting it. This paragraph should include both the perceptions held by major audience groups and the relative solidity or strength of those attitudes. A public opinion analysis should include as a minimum an analysis of the following groups:

—American public
—Civilian political leaders
—Coalition and allied forces
—Coalition and allied publics
—International audience
—Internal command audience
—Home station public

f. Information channel availability. An assessment of the information channels available for the communication of information in and out of the AOR. It identifies the means available to the commander for receipt, transmission, and dissemination of digital and analog voice, data, text, graphics and visual images. It describes command, coalition and local national facilities and equipment available, including an analysis of available telephone lines for voice and data transmission, the accessibility of audio and video channels, the prevalence of private communications devices, such as soldier and civilian owned cellular telephones, fax machines, computers, portable radios and television, still and video cameras, and the nature and flow of the information possible through these channels.

g. Information needs. This is an assessment of the information needs of the previously identified key publics. It analyzes key internal and external audiences and assesses their news and information expectations. It identifies the types of information that will be made available to these key audiences.

h. Personnel situation. Describes the present dispositions of public affairs personnel and units that affect the PA mission as well as the assets needed and available.

i. Public affairs situation. A summary of current public affairs objectives and identification of specific courses of action for each objective. At high levels of command, the paragraph provides a detailed summary of information with a reference to an annex in the estimate. Subparagraphs will include all current public affairs guidance (PAG) from OSD(PA).

j. Assumptions. Until specific planning guidance from the commander becomes available, assumptions may be needed for initiating planning or preparing the estimate. These assumptions will be modified as factual data or planning guidance becomes available.

3. ANALYSIS AND COMPARISON OF COURSES OF ACTION

Analysis of each course of action based on the public affairs objectives in paragraph 2i. Includes problems and deficiencies, advantages and disadvantages of each course or action and methods of overcoming them. At a minimum, subparagraphs should include media facilitation and support, information strategies, and force training and support.

4. CONCLUSIONS

a. Indication of ability to support the command mission (restated in paragraph 1) from the public affairs viewpoint.

b. Indication of which COA can be best supported

c. Lists major public affairs deficiencies which the commander must consider. Includes specific recommendations concerning the methods of eliminating or reducing the effects of these deficiencies.

_____
(Public Affairs Officer)

ANNEXES:

A - Copy Points
B - Questions and Answers

Copy points are short statements that serve to explain the operation and that support core messages and would be used as often as possible during the course of interviews with core media. Questions and answers likewise prepare potential interviewees to respond positively and quickly to questions, both easy and hard, that core media are likely to ask. Both copy points and questions and answers should be developed concurrently with the PA estimate and updated and expanded continually throughout the planning process.

Classification

APPENDIX E
Media Ground Rules Example

Operation Desert Storm Ground Rules

The following information should not be reported because its publication or broadcast could jeopardize operations and endanger lives:

(1) For U.S. or coalition units, specific numerical information on troop strength, aircraft, weapons systems, on-hand equipment or supplies (e.g. artillery, tanks, radars, missiles, trucks, water), including amounts of ammunition or fuel moved by support units or on hand in combat units. Unit size may be described in general terms such as "company-size, multi-battalion, multi-division, naval task force and carrier battle group." Number and amount of equipment and supplies may be described in general terms such as "large, small, or many."

(2) Any information that reveals details of future plans, operations or strikes, including postponed or cancelled operations.

(3) Information, photography and imagery that would reveal the specific location of military forces or show the level of security at military installations or encampments. Locations may be described as follows: all Navy embark stories can identify the ship upon which embarked as a dateline and will state that this report is coming "from the Persian Gulf, Red Sea or North Arabian Sea." Stories written in Saudi Arabia may be datelined "Eastern Saudi Arabia, near the Kuwaiti border, " etc. For specific countries outside Saudi Arabia, stories will state that the report is coming from the Persian Gulf region unless that country has acknowledged its participation.

(4) Rules of engagement details.

(5) Information on intelligence collection activities, including targets, methods and results.

(6) During an operation, specific information on friendly force troop movements, tactical deployments and dispositions that would jeopardize operational security and lives. This would include unit designations, names or operations and size of friendly forces involved until released by CENTCOM.

(7) Identification of mission aircraft points of origin, other than as land or carrier based.

(8) Information on the effectiveness or ineffectiveness of enemy camouflage, cover, deception, targeting, direct and indirect fire, intelligence collection or security measures.

(9) Specific identifying information on missing or downed aircraft or ships while search and rescue operations are planned or underway.

(10) Special operations forces methods, unique equipment or tactics.

(11) Specific operating methods and tactics, (e.g. air ops angles of attack or speeds, naval tactics and evasive maneuvers). General terms such as "low" or "fast" may be used.

(12) Information on operational or support vulnerabilities that could be used against U.S. forces, such as details of major battle damage or major personnel losses of specific U.S. or coalition units, until that information no longer provides tactical advantage to the enemy and is, therefore, released by CENTCOM. Damage and casualties may be described as "light", "moderate", or "heavy."

GLOSSARY OF TERMS

C2protect—command and control-protect—see **command and control warfare**

C2W—command and control warfare

command and control warfare—The integrated use of operations security (OPSEC), military deception, psychological operations (PSYOP), electronic warfare (EW), and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities, while protecting friendly command and control capabilities against such actions. Command and control warfare applies across the operational continuum and all levels of conflict. Also called C2W. C2W is both offensive and defensive: a. counter-C2—To prevent effective C2 of adversary forces by denying information to, influencing, degrading, or destroying the adversary C2 system. b. **C2-protection**—To maintain effective command and control of own forces by turning to friendly advantage or negating adversary efforts to deny information to, influence, degrade, or destroy the friendly C2 system.

civil affairs—the activities of a commander that establish, maintain, influence, or exploit relations between military forces and civil authorities, both governmental and nongovernmental, and the civilian populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives. Civil affairs activities (1) embrace the relationship between military forces and civil authorities and population in areas where military forces are present; and (2) involve application of civil affairs functional specialty skills, in areas normally the responsibility of civilian government, which enhance conduct of civil-military operations. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations.

combined operation— an operation conducted by forces of two or more allied nations acting together for the accomplishment of a single mission.

command information—see **internal information**

community relations— establishing and maintaining effective relationships between military and civilian communities through planning and active participation in events and processes which provide benefits to both communities.

community relations program—that command function which evaluates public attitudes, identifies the mission of a military organization with the public interest, and executes a program of action to earn public understanding and acceptance. Community relations programs are conducted at all levels of command, both in the United States and overseas, by military organizations having a community relations area of responsibility. Community relations programs include, but are not limited to, such activities as liaison and cooperation with associations and organizations and their local affiliates at all levels; armed forces participation in international, national, regional, state, and local public events; installation open houses and tours; embarkations in naval ships; orientation tours for distinguished civilians; people-to-people and humanitarian acts; cooperation with government officials and community leaders; and encouragement of armed forces personnel and their dependents to participate in activities of local schools, churches, fraternal, social, and civic organizations, sports, and recreation programs, and other aspects of community life to the extent feasible and appropriate, regardless of where they are located.

GIE—global information environment

global information environment—all individuals, organizations, or systems, most of which are outside the control of the military or National Command Authorities, that collect, process, and disseminate information to national and international audiences.

ground rules—conditions established by a military command to govern the conduct of news gathering and the release and/or use of specified information during an operation or during a specific period of time.

information architecture—Description and specifications of information systems to include identification of communicators, information transmitted, equipment specifications and network designs. Includes operational, system and technical architectures.

information operations—continuous military operations within the military information environment that enable, enhance, and protect the friendly force's ability to collect, process, and act on information to achieve an advantage across the full range of military operations; information operations include interacting with the global information environment and exploiting or denying an adversary's information and decision capabilities.

information strategy—a synchronized plan for using all available and appropriate methods of communication to achieve specific goals of informing target audiences.

internal information—communication by a military organization with service members, civilian employees and family members of the organization that creates an awareness of the organization's goals, informs them of significant developments affecting them and the organization, increases their effectiveness as ambassadors of the organization, and satisfies their desire to be kept informed about what is going on in the organization and operation (also known as command information).

JIB—joint information bureau

joint information bureau—facilities established by the joint force commander to serve as the focal point for the interface between the military and the media during the conduct of joint operations. When operated in support of multinational operations, a joint information bureau is called a Combined Information Bureau or an Allied Press Information Center.

joint force—a general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint force commander.

joint operations—a general term to describe military actions conducted by joint forces, or by Service forces in relationships (e.g., support, coordinating authority), which, of themselves, do not create joint forces.

joint task force—a joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. Also called JTF.

media facilitation—the range of activities such as providing access and interviews that assist news media representatives covering military operations.

media operations center—facility that serves as the focal point for the interface between the military and the media covering an event or operation.

media pool—a limited number of news media who represent a larger number of news media organizations for news gathering and sharing of material during a specified activity. Pooling is typically used when news media support resources cannot accommodate a large number of journalists. The DoD National Media Pool is available for coverage of the earliest stages of a contingency. Additionally, the combatant commanders may also find it necessary to form limited local pools to report on specific missions.

MIE—military information environment

military information environment—the environment contained within the global information environment, consisting of the information systems and organizations—friendly and adversary, military and nonmilitary—that support, enable, or significantly influence a specific military operation

multinational operations—a collective term to describe military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance.

news media representative—an individual employed by a civilian radio or television station, newspaper, newsmagazine, periodical, or news agency to gather information and report on a newsworthy event.

NGO—nongovernmental organization

nongovernmental organizations—transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief). “Nongovernmental organizations” is a term normally used by non-United States organizations. Also called NGO. See also private voluntary organizations.

private voluntary organizations—private, nonprofit humanitarian assistance organizations involved in development and relief activities. Private voluntary organizations are normally United States-based. “Private voluntary organization” is often used synonymously with the term “nongovernmental organization.” Also called PVO. See also nongovernmental organizations.

PAG—public affairs guidance

public affairs guidance—normally, a package of information to support the public discussion of defense issues and operations. Such guidance can range from a telephonic response to a specific question to a more comprehensive package. Included could be an approved public affairs policy, news statements, answers to anticipated media questions, and community relations guidance. Public affairs guidance also addresses the method(s), timing, location and other details governing the release of information to the public.

public affairs assessment—an analysis of the news media and public environments to evaluate the degree of understanding about strategic and operations objectives and military activities and to identify levels of public support. Includes judgments about the public affairs impact of pending decisions and recommendations about the structure of public affairs support for the assigned mission.

public affairs estimate—as assessment of a specific mission from a public affairs perspective.

public information--A general term describing processes used to provide information to external audiences through public media.

psychological operations— operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP.

PSYOP—psychological operations

sustaining base—the home station or permanent location of active duty units and Reserve Component units (e.g., location of armory or reserve center) that provides personnel, logistic and other support required to maintain and prolong operations or combat.

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