

Chapter 22

Public Affairs

“Everything the Army does to accomplish its mission – both good and bad – occurs within today’s Global Information Environment. The GIE includes “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.”

FM 46–1, Public Affairs Operations and FM–100–6 Information Operations (will be changing to FM 3–13)

Section I Introduction

22–1. Chapter content

a. Army commanders and senior officials have a legal and moral responsibility to the elected leadership and American public to account for resources entrusted to their care. These resources include fiscal accounts, equipment, real property, and most importantly, the individuals who are the Army – the sons and daughters of America. 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. This chapter is designed to give senior commanders and civilian officials an insight into the functions and systems involved in the prosecution of the commander’s responsibility to communicate the Army’s story. This requires direct and indirect communication through the mass media to the American public. The commander must also keep the internal Army audience informed via information tools at their disposal.

b. Public affairs (PA) is a command function and responsibility. The commander can communicate through a command spokesperson, but the success or failure of that spokesperson and the commander’s public affairs program hinges on his or her support and direct involvement. No matter how good the public affairs officer (PAO) or NCO is, they can never fully substitute for the commander in either the public’s or the soldier’s eyes.

c. The commander’s staff cannot substitute for him or her; however, they can provide specialized advice and counsel and assist in the execution of assigned missions. The PA professional is no exception and serves as the commander’s primary advisor with regard to communicating the command’s messages to its internal and external publics. Together with his or her staff, the PAO formulates the command’s communications – or public affairs strategy — as well as provides public affairs input to all OPLANs and orders.

22–2. Specialized and specific terms used in public affairs

a. Public affairs. Public information, command information and community relations activities directed toward both the external and internal publics with interest in the DOD (Joint Pub 3–61).

b. Public information. Information provided to American and foreign publics through the civilian mass media.

c. Command information. Communication by a military organization to its service members to include National Guard and Reserve forces which may be augmenting support on an installation or MACOM, civilian employees, retirees and family members of the organization. Command information creates an awareness of the organization’s goals, informs of significant developments affecting people 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 (Joint Pub 3–61).

d. Community relations. Public affairs programs which address issues of interest to the general public, business, academia, veterans and service organizations, military-related associations, and other non-news media entities. These programs are usually associated with the interaction between U.S. military installations and their communities. Interaction with overseas non-news media civilians in a wartime or contingency theater will be handled by civil-military operations (CMO) with public affairs support as required (Joint Pub 3–61).

e. Global information environment (GIE). Individuals, organizations or systems, most of which are outside the control of the military or our nation’s civilian leadership that collect, process, and disseminate information to national and international audiences (FM–46–1).

f. Public affairs guidance (PAG). A package of information that supports the public discussion of defense issues and operations with members of the GIE. 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 (FM–46–1).

Section II

Public affairs principles

22–3. Public affairs strategic goals

FM 46–1 is the capstone document for Army public affairs. It establishes a basis for modernization and provides an analytical framework linking doctrine, organizations, training, materiel, leader development and education, personnel and facilities (DOTMLPF) issues critical to the future of Army public affairs. Conducting operations in the GIE requires an understanding of basic public affairs principles. Army leaders at all levels need to understand the fundamental concepts that underlie the development of public affairs strategies and guide the planning and execution of public affairs operations.

a. 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.

b. 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.

c. 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.

d. 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. PAOs cannot control media coverage or guarantee positive media products. Information will only be withheld when its release would adversely affect national and operations security or threaten the safety or privacy of members of the military community.

e. Telling our story is good for the Army: Providing accurate and timely information about the force and its operations will contribute to mission accomplishment.

f. 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 before Army forces arrive.

g. Media are not the enemy: While the philosophies, values and basic outlook of military professionals and journalists aren't always congruent, they both serve the American people. Good reporters will thoroughly investigate issues and ask tough, challenging questions. Soldiers may need to educate them on military operations and help them understand the significance of the events on which they report.

h. Practice security at the source: The characteristics of the military GIE essentially render field censorship impractical in its traditional sense, as well as impossible. The standard must be to practice security at the source by not sharing information which policy has determined to be inappropriate for release.

22–4. Public affairs vision

The Public Affairs Vision presented in FM 46–1 also defines the critical parameters that the PA functional area must meet if it is to achieve the strategic goals and accomplish the mission in the evolving communication environment: "A trained, readily deployable force of Public Affairs professionals, resourced, capable, and organized to conduct operations in peace, conflict and war and maintain a timely flow of accurate, balanced information to the American people."

Section III

Public affairs doctrine and processes

22–5. The Constitution and First Amendment

There is no mention of the press in the Constitution as originally drafted. The First Amendment reads only that "Congress shall make no law . . . abridging the freedom of speech, or of the press." As the First Amendment has been variously interpreted in the courts, the media today enjoys significant freedom to pursue their mission of keeping the American public informed. It is incumbent on the Army to participate actively in that process or be prepared to respond in a complete and timely fashion to queries when it consciously decides not to assume an active posture.

22–6. Freedom of Information Act

The *Freedom of Information Act (FOIA)* allows anyone, including foreign nationals, to query the U.S. Government for specifically described records in its possession. DOD policy with regard to media requests for information known to be releasable under FOIA is to provide requesting media representatives with the information without requiring them to submit a FOIA request.

22–7. Privacy Act

The *Privacy Act* is designed to balance the individual's right to privacy with the public's right to know. Items generally releasable concerning a soldier under the *Privacy Act* include: name, rank, age (date of birth), unit, hometown (not

street address), education, awards, duty status, the results of judicial actions, board (e.g., promotion board) results and official photo. Items generally not releasable concerning a soldier under the *Privacy Act* include the soldier's social security number, marital status, race, religion, investigative findings or the results of nonjudicial/administrative boards or actions.

22–8. DOD principles of information

a. DOD Directive (DODD) 5122.5 serves as the cornerstone for DOD policy with regard to providing information to the media. The policy requires a supporting role to be played by Army public affairs.

b. It is DoD policy to make available timely and accurate information so that the public, the Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered quickly. In carrying out that DoD policy, the following principles of information shall apply:

(1) Information shall be made fully and readily available, consistent with statutory requirements, unless its release is precluded by national security constraints or valid statutory mandates or exceptions. Both the letter and spirit of the "*Freedom of Information Act*" will be supported.

(2) A free flow of general and military information shall be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.

(3) Information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment.

(4) Information shall be withheld when disclosure would adversely affect national security, threaten the safety or privacy of U.S. Government personnel or their families, violate the privacy of the citizens of the United States, or be contrary to law.

(5) The DOD's obligation to provide the public with information on DoD major programs may require detailed Public Affairs (PA) planning and coordination in the DOD and with the other Government Agencies. Such activity exists to expedite the flow of information to the public; propaganda has no place in DoD public affairs programs.

22–9. Guidelines for coverage of DOD combat operations

In the aftermath of Desert Storm, representatives from the military and the media developed nine principles that have served since then to define the media's role in covering DOD operations. The principles that are published in DODD 5122.5 are—

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

b. News media pools (for definition of pools see para 22–27) are not to serve as the standard means of covering U.S. military operations. Pools may sometimes provide the only feasible means of early access to a military operation, however. When used, pools should be as large as possible and disbanded at the earliest opportunity — within 24–36 hours when possible. The arrival of early access pools will not cancel the principle of independent coverage of 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 will be credentialed by 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 journalist involved. News organizations will make their best efforts to assign experienced journalists to combat operations and to make them familiar with U.S. military operations.

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

f. Military PAOs 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.

h. Consistent with its capabilities, the military will supply PAOs with facilities to enable timely, secure, and compatible transmission of pool material and will make these facilities available whenever possible for filing independent coverage. In cases when government facilities are unavailable, journalists will, as always, file by any other means available. The military will not ban communications systems operated by news organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.

i. These principles will apply as well to the operation of the standing DOD National Media Pool System.

22–10. Operational security

The media's desire to publish information, as it becomes available and the military's desire to safeguard information that could compromise an operation could place the two entities at odds. It therefore becomes incumbent on the military to practice "security at the source" in dealing with the media and to establish clear, concise, intuitively understandable ground rules that the media can easily follow and abide by with regard to the protection of information

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that could have operational security considerations. The PAO will clear all information with possible operational security concerns with the operations staff prior to release. Should a journalist inadvertently gain access to information considered operationally sensitive, he or she should be so informed of the reasons why the information is considered sensitive and asked to observe an embargo on the information until such time as it would no longer be considered sensitive.

22–11. Core processes

Within the framework of the three broad public affairs functional areas, the core processes allow Army public affairs to meet the challenges of supporting the Army Transformation in the GIE. The public affairs core processes are—

a. Public affairs planning: Public affairs 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 on GIE 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.

b. Execute information strategies:

(1) The proliferation of personal computers, 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 President and his senior civilian and military leaders.

(2) To deal effectively 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 of information, production of media pieces and distribution to sources.

c. Facilitate media operations: The commercial news media are major players in the GIE. 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 mass 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 PAO and staff, to develop a well-resourced and responsive infrastructure to facilitate media operations. Media facilitation includes—

- (1) Assisting media entry into the area.
- (2) Registering media representatives.
- (3) Orienting them on ground rules for coverage.
- (4) Ensuring they understand security policies.
- (5) Arranging interviews and briefings.
- (6) Coordinating unit visits and escorts.
- (7) Providing thorough and timely responses to media queries.
- (8) Embedding media in operational units.

d. Conduct public affairs training.

(1) The underlying principle of Army training is to train in peacetime in a way that replicates expected wartime conditions. Public affairs training includes—

- (a)* Journalism and media training for PAOs, enlisted soldiers and civilian personnel.
- (b)* Media interaction training for non-public affairs soldiers, civilian employees and family members.

(2) 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 focuses on obtaining accurate, balanced coverage. It helps soldiers understand that the media is a communication channel to the American public as well as to audiences worldwide.

(3) 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.

(4) 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 mission of particular units and the Army.

e. Maintain community relations.

- (1) The Army relies on communities and regions surrounding its installations for direct and indirect support of both

the Army and its people. 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 families of deployed soldiers. Public Affairs helps commanders build and sustain the community relationships that generate support for America's Army.

(2) 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 media reaction to American activities.

(3) The objectives of Army community relations programs are to—

(a) Increase public awareness of the Army's mission, policies and programs.

(b) Inspire patriotism.

(c) Foster good relations with the various publics with which the Army comes into contact at home and abroad.

(d) Maintain the Army's reputation as a respected professional organization responsible for national security.

(e) Support the Army's recruiting and personnel procurement mission.

Section IV

Army public affairs organizations

22–12. The Office of the Chief of Public Affairs (OCA), Department of the Army

a. The Office of the SECARMY is established by law. Title 10, USC, section 3014, establishes the Office of the SECARMY and gives "sole responsibility within the Office of the Secretary and the Army's staff" for public affairs. The office designated by the SECARMY for the conduct of public affairs operations across the Army is the OCA. The Chief of Public Affairs (CPA) is responsible for fulfilling the Army's obligation of keeping the American people and the Army informed. The CPA reports to the SA and is responsive to the CSA, as required

b. Among the responsibilities of the CPA:

(1) Approving all DA-level (Active and Reserve Components) communications strategies, themes and message development for internal and external audiences.

(2) Preparing, coordinating and monitoring public affairs (PA) plans, strategies, policies and other programs for informing internal and external publics, community relations programs, assisting reporters and facilitating the media's acquisition of Army information.

(3) Providing training for preparation of senior Army officials for interviews by reporters.

(4) Managing the Army's Public Information Security Review Program.

(5) Executing DA information strategies, communication plans, policies and other associated programs for communication with internal and external publics and audiences through print, video and audio products, branding products and services across the full spectrum of distribution systems (for example, television, newspapers and the World Wide Web).

(6) Conducting PA operations and PA aspects of Joint and Army information operations in war, stability operations, support operations and homeland defense.

(7) Approving requests to use the Army's official public demonstration teams, that is, the Golden Knights, as well as receiving and processing requests for aerial flight demonstration teams, fly overs and static displays, Army Field Band participation and Army participation in nationally televised sporting events, exhibits and displays both nationally and internationally.

(8) Acting as the Army Public Affairs proponent, developing/preparing Army PA doctrine, training, leader development, organization, materiel and procedures. Maintaining a professional and highly skilled military and civilian PA force throughout the Army to conduct mass communication across the full spectrum of audience and technical requirements.

(9) Developing and directing the execution of public affairs policy and financial programs and budgets, to include management of public affairs MDEPs.

(10) Providing staff oversight for commemorations and similar events of historical significance where the Army is designated executive agent by DoD.

22–13. Installation public affairs

The installation PAO is usually a civilian. The position for this officer is documented on the installation TDA. The installation PAO is responsible for:

a. Assessing the information requirements of the installation and the surrounding area, including tenant activities.

b. Developing the commander's public affairs and communications strategy.

c. Coordinating and executing public information (media relations), command information and community relations programs and activities for the installation and its tenant activities.

d. Being the installation commander's personal spokesperson and a member of the commander's special staff.

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e. And prepared to coordinate DOD and HQDA media and community relations' support as required on an area basis, to include DA casualty assistance support, coordinated with the Deputy Chief of Staff for Personnel.

22–14. Unit public affairs

Small public affairs sections are embedded in the headquarters of separate Army brigades, divisions, corps and echelons above corps. These sections provide PA support to the command and direct support to subordinate PA units and sections. The public affairs section is documented on the unit modified table of organization and equipment (MTOE). The PAO serves as the commander's principal advisor on PA issues and is responsible for developing communications strategies and campaigns in support of the command's operations. Personnel and material constraints require that these sections be augmented for most operations by separate PA TOE units, the vast majority of which are in the Reserve Components.

22–15. Army Service Component Command (ASCC) PAO

An ASCC level PAO is a colonel serving on the special staff of the Army commander. The PAO is responsible to the ASCC commander for developing information strategies and campaigns in support of operations. An ASCC headquarters will typically be augmented by a mobile public affairs detachment (MPAD) should the ASCC commander be designated the Army forces commander for an operation.

22–16. Corps and Theater Support Command (TSC) PAOs

A corps or TSC PAO is a lieutenant colonel serving on the special staff of the corps or TSC commander. When the commander is deployed as the senior ground commander for operations, the PA section will be augmented by a public affairs operations center (PAOC) and one MPAD for every three brigades in the task force.

22–17. Division and Corps Support Command (COSCOM) PAOs

A division or COSCOM PAO is a major serving on the special staff of the division or COSCOM commander. When the commander is deployed as the senior ground commander, the PA section is augmented by an MPAD.

22–18. Reserve component public affairs

The vast majority of public affairs assets are in the Reserve Components. This often requires the AA PA staffs to augment a joint task force (JTF) PA staff for the early stages of an operational deployment. Should no Reserve Component call-up be authorized, the AA PA staffs will likely be called upon to support the JTF for the duration of the mission. The four types of PA units available are discussed in the following paragraphs.

22–19. Public Affairs Operations Center (PAOC)

The PAOC is commanded by a lieutenant colonel and staffed by eight other officers and 24 enlisted personnel. The PAOC has nine high mobility multipurpose wheeled vehicles (HMMWVs) and audio-visual equipment sufficient to produce radio, television and print products for an internal audience as well as resources to credential, brief, escort and support visiting media. The PAOC has a command section, an escort section, a briefing section and an audio-visual production section. Currently, there are four in the Army National Guard and four in the Army Reserve.

22–20. Mobile Public Affairs Detachment (MPAD)

The MPAD is commanded by a major and is staffed with three captains and 16 enlisted soldiers. An MPAD can support a division or corps headquarters or be divided into three teams. Its equipment and capabilities are similar to a PAD (see description below) but more robust. There is only one MPAD in the AA stationed at Fort Bragg, North Carolina. Currently, there are 24 MPADs in the Army National Guard and 23 in the Army Reserve.

22–21. Broadcast Operations Detachment (BOD)

The BOD is commanded by a major and staffed by two captains and 30 enlisted personnel. It is organized into two broadcast teams and a maintenance section. Its transportation assets include four HMMWVs, and its audio-visual equipment is sufficient for the BOD to establish and operate field radio and television broadcast facilities in support of Armed Forces Network operations. There are four BODs in the Army, all in the Army Reserve.

22–22. Public Affairs Detachment (PAD)

A PAD is commanded by a captain and has both print and broadcast journalists and NCOs for a total of eight personnel. The PAD comes with its own transportation, two HMMWVs, and sufficient still and video equipment to produce print, radio and television products for internal audiences. The PAD typically supports a brigade-sized unit. There are 26 of these units authorized, 12 in the AA. Ten PADS are assets of U.S. Army Forces Command and the two PADS are assets of USARPAC.

Section V

Joint and combined public affairs organizations

22–23. Office of the Assistant Secretary of Defense (Public Affairs) (OASD(PA))

As established by DOD Directive 5122.5, the ASD (PA) is the principal staff advisor and assistant to the Secretary and DepSecDef for DOD public information, internal information, mandatory declassification review and clearance of DOD information for public release, community relations, information training and audiovisual matters. The ASD (PA) is charged with developing policies, plans and programs in support of DOD objectives and operations and with ensuring a free flow of information to the media, the general public and the internal audiences of the Armed Forces and other appropriate forums limited only by national security constraints as authorized by Executive Order 12356 and statutory mandates. The ASD(PA) reports directly to the SecDef and DepSecDef and acts as their spokesperson and the reviewing and releasing agency for DOD information and audiovisual materials to media representatives. As a practical matter, the ASD(PA), or his or her designated representative, conducts regular media conferences in the Pentagon with the Pentagon Press Corps on Tuesdays and Thursdays.

22–24. Joint Information Bureau (JIB)

a. A JIB, as the name implies, is made up of service members from two or more Services. A JIB varies in size and composition in accordance with the requirements of the mission and the degree to which the different Services are involved. The JIB director and deputy JIB director are typically colonels. The operations officer would be a senior lieutenant colonel, and ideally each of the sections would be run by lieutenant colonels. Typically, the JIB will consist of an operations section, a media response section, a media support section and liaison cells and sub-JIBs as appropriate.

b. The JIB operations officer and his or her staff are responsible for the preparation of PA plans, oversight of military media communications and assessing published media products. As the primary interface with the media, the media response section responds to their queries, issues news releases and media advisories. The media support section credentials media, assists in transportation and filing needs and arranges for unit visits and escorts. Interagency government personnel as well as non-governmental and private volunteers typically man the liaison cells.

22–25. Combined Information Bureau (CIB)

a. A CIB is similar to the JIB in organization and functions except that staffing includes the full integration of allied or coalition personnel in the organizational structure. Often, when the contributions of two nations are relatively equal, co-CIB directors will be established. Depending on the ability of other nations to furnish staff for the CIB, some nations may be represented only by staff members in the liaison cell.

b. With increased multi-national operations, Army public affairs personnel may be assigned tasks in a multi-national headquarters to respond to international media. For example, in NATO, public affairs staff may attend the NATO Information Officers' Course in Mons, Belgium and receive training in operating in an environment where the national authorities control media access and information dissemination.

22–26. Pentagon correspondents

There have been media representatives at the Pentagon since the establishment of the DOD in 1947. Some 20–25 journalists keep rent-free offices in the Pentagon, courtesy of the DOD, paying only for their own furniture, telephones and office supplies. These 20–25 resident journalists as well as 75 others representing major wire services, newspapers, weekly news magazines, trade journals and radio and television networks are issued regular DOD Pentagon building passes that allow unescorted access to unrestricted areas inside the Pentagon. The practice benefits both the media and the military in that information about DOD of interest to the public can be readily disseminated to correspondents who are already familiar with and reasonably well educated regarding DOD's mission, operations and structure. These correspondents are regular attendees at the ASD(PA) media conferences conducted on Tuesdays and Thursdays at the Pentagon.

22–27. DOD media pool

DOD established a standing media pool in 1985 following the Grenada operation to balance the legitimate needs of the media in covering a military operation with the military's ability to support a reasonable number of media in the initial phases of a combat operation. Up to 16 journalists and three escort officers are on standby at all times and can be deployed on an exercise or an actual contingency mission. The journalists in the pool are rotated on a quarterly basis and typically represent several major newspapers, one or more wire services, a news magazine, one radio service, one television network and one or more still photographers. Joint Operational Planning and Execution System (JOPES) Volume IV of the Joint Operational Planning Guidance requires commanders to plan for the deployment of the pool as part of all contingency plans to include transportation, messing and billeting on a reimbursable basis, the issuance of appropriate equipment for an operation (e.g., helmets, flak vests, etc.), medical support as required and access to communications facilities to file stories on an expedited basis.

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22–28. Combat camera

Combat camera provides the combatant command or joint task force with the capability to acquire, and deliver still and video imagery to communicate the force's mission to both internal and external publics, to enhance situational awareness for the President and the Secretary of Defense and to document the mission for planning, legal, training or public affairs requirements. All Services have combat camera units. A typical combat camera unit includes a headquarters, an electronic imagery section and up to three image acquisition teams. Although doctrinally aligned with the J–3 staff, combat camera products, after clearance, can be used to support the commander's communications plan.

Section VI

Information mediums

22–29. News media

The specific medium, through which the news media present their work, creates different needs and expectations on the part of media representatives in their dealings with the military. As in just about any military operation, timing is everything, and a basic analysis of media deadlines, requirements and abilities to reach the American public with the command's story can assist the commander's public affairs program as well as serve to better satisfy the media. Advances in communications technology today enable virtually simultaneous reporting from anywhere in a satellite footprint anywhere in the world.

22–30. Television

Television news broadcasts are typically pegged to specific times of the day. While a television station can interrupt programming for special announcements, such reporting is more akin to radio than television in that the voice is most likely the primary medium. Television thrives on video pictures, a script written to what the camera has seen and some carefully chosen 5–8 second "soundbites" from interviews conducted on camera with witnesses to the event, experts or participants whose words fit the video the cameraman has taken of the event. Long answers from commanders and staff officers rarely make it to the screen, so PAOs will recommend the use of talking points to assist commanders and interviewees in getting the command's message out in a format television will be most likely to use.

22–31. Television "news magazines"

In recent years there has been a steady growth in the number of television news programs that entertain as much or more than they inform. The command's messages can be transmitted through a variety of media, and dealing with the entertainment media will require some imaginative work. While the commander should not deny access (thereby creating a story in and of itself), he or she should be prepared to prioritize his or her effort in supporting the media and has every right to pursue getting his or her command message out through media that reach the American public in a format that is credible and reflects favorably on the military and its operation.

22–32. Radio

Radio is an immediate medium. Live radio news broadcasts are easily changed even in progress. "Hot" stories can easily be inserted into normal programming. The voice is the only medium, and details from commanders or their spokespersons will get more airtime than on television because the voice must paint the picture for the audience. A radio news desk is only as far away as a telephone line, and the story can be on the air within minutes.

22–33. Print

Newspapers tend to follow strict deadlines to get their product to American breakfast or dinner tables. Reporters may be able to spend hours, even days with a unit before having to file their stories. The unit will likely garner more "space" in the articles by virtue of the attention the print journalist can give the story. The longer a reporter stays with the unit, the more attached he or she becomes to the unit. Daily newspapers differ from weekly publications in terms of immediacy and pictorial requirements. Weeklies tend to want lots of colored pictures and will focus on more analytical, more timeless aspects of the mission, whereas daily newspapers focus on what has happened since their last deadline and will settle for a good black and white photograph transmitted electronically. A reporter for a specific newspaper gives the commander access to one newspaper, whereas wire services such as Associated Press offer the commander and his or her PAO multiple access to the American public because many newspapers subscribe to the services.

22–34. Motion picture industry support

The Office of the Chief of Army Public Affairs maintains branch offices in Los Angeles and New York primarily to interface with the entertainment industry and networks headquartered in those areas. The offices assist radio, television and film professionals in all matters relating to the U.S. Army. They serve as a local, authoritative source of information about the Army and provide authentication, verification and limited research for producers, writers, property masters, wardrobe supervisors, film editors, etc. They also provide assistance and advice to scriptwriters, including reviewing rough drafts and suggestions for changes prior to script finalization. Army support of a project is contingent on scripts realistically portraying the Army and its personnel. These offices can also arrange for and

coordinate use of Army equipment and supplies not commercially available, coordinate requests for Army's stock footage, arrange for and coordinate with Army installations or properties for location filming and arrange for soldier volunteers to participate in the project if requested.

22–35. Internet

One of the most dynamic news sources has become the Internet. The Army has just recently begun to use the Internet for recruiting and informational purposes, since it is one of the most powerful mediums available at relatively low costs. Most commands have a web site. The reason the medium is so powerful is due to its immediacy and its ability to provide constant updates. Since 1998, the Internet has evolved from being a news delivery mechanism to an important force in breaking news. The downside in publishing news on the Internet is the weakness of editorial review. The immediacy of information is more important than validating factual accuracy. Email is another important news mechanism to inform service members, their families, civilians and contractors. The command needs to establish a single source of internal information on the web and the public affairs office, in accordance with DoD policy, should have responsibility for the content of the command's web site. The internet can be a powerful and effective means to provide information to a wide audience and to allow for two-way communication and should be considered for use in providing accurate, timely information to the public.

Section VII

Summary and references

22–36. Summary

a. The GIE has made possible virtually simultaneous transmission of breaking news into the American living room. Technology has made news organizations such as CNN possible. This has decreased the dominance of traditional news organizations and increased competition for news and the attention of the American public. The elements of what makes news, however, have remained constant — and the American public is, as it always has been — interested in what happens to its sons and daughters in uniform, especially when they are executing an operational mission. The increasing number, variety and complexity of real-world operations in which the U.S. Army has been involved has attracted considerable public and media interest and will continue to do so in the future. The Army is undergoing one of its largest transformations. The Army will become smaller, be able to deploy quickly and have a lethal capability. Public Affairs is an important aspect of this transformation and the Army needs to communicate the transformation to all its publics.

b. The need for operational security will always be of concern to the military; however, it should not prevent the Army from communicating in real time with the American public. With media able to transmit words, voice or pictures via satellites in future conflicts, the most viable solution to assure operational security will include the practice of security at the source, a clear set of ground rules accepted and understood by the media and honest interaction between the military and the media covering the operation. Maintaining OPSEC in this environment also implies that soldiers and their leaders are trained to deal with the media before the next conflict.

c. Gone are the days when the commander could expect to provide information separately to his or her troops, the American public and the enemy. Information operations involve civil affairs, psychological operations and public affairs messages that by definition overlap and that are picked up simultaneously by soldiers, the media and the enemy. The importance of consistency and truth in the message has never been more paramount.

d. It is conceivable that a commander could win the battle and lose the information war by excluding or attempting to exclude the media from his or her operations. What is worse is that excluding the media from an operation or creating ill will with the media during the operation means the Army's story goes untold or misrepresented, and the American public is allowed or even encouraged to lose sight of why they have an Army in the first place. So long as the U.S. Army believes it has a role to play in the NMS of the United States, it owes the American public a look at how it is accomplishing the missions assigned it in the pursuit of that strategy's objectives.

22–37. References

- a.* DOD Directive 5122.5, Assistant to the Secretary of Defense (Public Affairs).
- b.* DOD Directive 5122.10, *American Forces Information Service*.
- c.* DOD Directive 5122.11, *Stars and Stripes Newspapers and Business Operations*.
- d.* DOD Directive 5200.1, *DOD Information Security Program*.
- e.* DOD Directive 5230.9, *Clearance of DOD Information for Public Release*.
- f.* DOD Directive 5400.4, *Provision of Information to Congress*.
- g.* DOD Directive 5400.7, *DOD Freedom of Information Act Program*.
- h.* DOD Directive 5410.18, *Community Relations*.
- i.* DOD Directive 8910.1, *Management and Control of Information Requirements*.
- j.* DOD Instruction 5405.3, *Development of Proposed Public Affairs Guidance (PPAG)*.

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- k. DOD Instruction 5410.16, *DOD Assistance to Non-Government-Oriented Motion Picture, Television, and Video Productions*.
- l. DOD Instruction 5410.19, *Armed Forces Community Relations*.
- m. Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*.
- n. Army Regulation 25-55, *The Department of the Army Freedom of Information Act Program*.
- o. Army Regulation 340-21, *The Army Privacy Program*.
- p. Army Regulation 360-1, *Army Public Affairs Programs*.
- q. Field Manual 3-61.1, *Public Affairs Tactics, Techniques and Procedures*.
- r. Field Manual 46-1, *Public Affairs*.
- s. Field Manual 100-6, *Information Operations (will be changed to FM-3-13)*.