

## Chapter 22

### Public Affairs

“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.”

FM 46–1, Public Affairs Operations

#### 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. The perception of America’s Army and how it conducts its operations can be as important to the Army’s success as actual combat. 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.* Those 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.* A general term describing processes used to provide information to external audiences through public media (FM 46–1).

*c. Command information.* Communication by a military organization with Service members, civilian employees, retirees 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 keeps them informed about what is going on in the organization. Also called internal information (Joint Pub 3–61).

*d. Community relations.* Those 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 surrounding or nearby civilian 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).* All individuals, organizations or systems, most of which are outside the control of the military or the President and Secretary of Defense that collect, process, and disseminate information to national and international audiences (FM–46–1).

*f. Public affairs guidance (PAG).* 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 (FM–46–1).

### Section II

#### Public affairs principles

##### 22–3. Public affairs strategic goals

FM 46–1 is the keystone doctrinal manual for U.S. Army public affairs operations. The 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. 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.

*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. The information needs of Soldiers, families, civilian employees, retirees and employers of reservists must be considered first.

*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. The quickest way to destroy credibility is to mis represent the truth.

*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. 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.

*e. 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 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 and will often be well established, with a fully functional logistical framework and long-standing coordination and liaison arrangements.

*g. 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. 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 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. 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: "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."

### 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* includes: name, rank, unit (this information is not releasable if the unit is sensitive, routinely deployable or stationed in a foreign territory), hometown (not street address but city and state), 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, age or date of birth, marital status or dependents, 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. The "*Freedom of Information Act*" will be supported in both letter and spirit.

(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 is 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 shall be the principal means of coverage of U.S. military operations.

b. Media pools (limited number of news media who represent a larger number of news media organizations for news gatherings and sharing of material during a specified activity) are not to serve as the standard means of covering U.S. military operations. However, they sometimes may provide the only means of early access to a military operation. In this case, media pools should be as large as possible and disbanded at the earliest opportunity (in 24–36 hours, when possible). The arrival of early-access media pools shall not cancel the principle of independent coverage for journalists already in the area.

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

d. Journalists in a combat zone shall be credentialed by the U.S. military and shall be required to abide by a clear set of military security ground rules that protect U.S. Armed Forces and their operations. Violation of the ground rules may result in suspension of credentials and expulsion from the combat zone of the journalist involved. News organizations shall make their best efforts to assign experienced journalists to combat operations and to make them familiar with U.S. military operations.

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

f. Military PA officers should act as liaisons, but should not interfere with the reporting process.

g. Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles and aircraft when possible. The military shall be responsible for the transportation of pools.

h. Consistent with its capabilities, the military will supply PA officers with facilities to enable timely, secure, and compatible transmission of pool material and shall make those facilities available, when possible, for filing independent coverage. If government facilities are unavailable, journalists, as always, shall file by any other means available. The

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military shall 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 listed in paragraph h. above shall 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 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 Army XXI in the Information Age. 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 and other staff personnel 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 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 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, production, production, distribution and protection.

c. *Media facilitation.* 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 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. 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. *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) Training for public affairs Soldiers.
- (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 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.

(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. Community relations.*

(1) 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. 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.

(2) Overseas, host nation civilians are often employed as media and community relations specialists. They advise public affairs officers and commanders of host nation sensitivities, local political issues and press 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 (OCPA), Department of the Army**

*a.* The OCPA is established by Title 10, USC, section 3014, and is designated by the SECARMY with the responsibility for the conduct of public affairs operations across the U.S. 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. The CPA is responsible to the Secretary of the Army and is responsive to the Chief of Staff, Army.

*b.* Among the responsibilities of the CPA:

(1) Preparing, coordinating and monitoring the worldwide implementation of Army Public Affairs plans, strategies, policies and programs for internal and external information.

(2) Developing public affairs plans and programs to support other Army plans and programs.

(3) Managing the review and clearance of information for release outside DoD by the Army Secretariat (OSA) and the Army Staff (ARSTAFF).

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

(5) Operational Control of the U.S. Army Field Band.

(6) Operational control of the Army Broadcasting Service.

(7) Serving as the proponent for all public affairs issues across doctrine, training, leader development, organization, materiel, and Soldier support.

#### **22–13. MACOM-level and installation public affairs**

The MACOM-level and installation public affairs positions are documented on the MACOM or installation TDA. The MACOM-level and installation PAO is responsible for:

*a.* Advising commanders regarding the PA needs of the command.

*b.* Assisting in the formulation and release of command messages.

*c.* Developing PA plans.

*d.* Serving as liaison between the command and the next higher headquarters PAO.

*e.* Supervising the preparation, production, and distribution of printed and electronic PA information.

*f.* Assisting in the development and acquisition of print and visual information products in support of PA programs used on installation command channels by the authorized cable television franchise.

*g.* Advising the commander on audience attitudes about and perceptions of policies, programs, and information needs.

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- h.* Conducting regular assistance visits to command units to assess their PA programs and determine unit commanders' needs for support.
- i.* Assisting in the coordination of on-post distribution of non-DoD commercial publications.
- j.* Developing materials and products to meet the command's special PA needs.

### **22-14. Organic public affairs sections**

Public affairs sections are embedded in the headquarters of separate Army brigades, divisions and echelons above division. . These sections provide PA 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 PA TOE units for most operations.

### **22-15. Theater Army Public Affairs Section**

A Theater Army 1 PAO is a colonel serving on the commanding general's personal/special staff. The PAO is responsible 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 PA section has personnel and equipment: for developing information strategies and campaigns; to conduct PA planning and analysis; to provide services and facilities, when augmented by a Mobile Public Affairs Detachment, for media representatives; to support higher echelon PA requirements for information, media facilitation, planning and training; to tactically communicate to other PA units at echelons above and below corps and all supported units; and to provide limited ground transportation for personnel, equipment, media in and around the area of operation. When deployed, the Army Headquarters public affairs staff will be augmented by a mobile public affairs detachment (MPAD) and will assume all the missions and capabilities of that organization.

### **22-16. Corps and Theater Army Area Command (TAACOM) PA Sections**

A Corps PAO is a lieutenant colonel or a colonel serving on the personal/special staff of the Corps commander. A TAACOM PAO is a lieutenant colonel serving on the personal/special staff of the TAACOM commander. When the Corps or TAACOM commander is deployed the PA section will be augmented by a public affairs operations center (PAOC) and one MPAD for every three combat brigades in the task force the TAACOM can also have one MPAD for Corps Support Command augmentation.

### **22-17. Division and Corps Support Command (COSCOM) Public Affairs Sections**

A Division PAO is a major or a lieutenant colonel serving on the personal/special staff of the Division commander. A COSCOM PAO is a major serving on the personal/special staff of the COSCOM commander. When deployed the COSCOM PA section is augmented by an MPAD; when the Division is deployed, the section is augmented by one MPAD per three combat brigades and one PAD.

### **22-18. Reserve and National Guard component public affairs**

The vast majority of public affairs assets are in the Reserve and National Guard components, more than 65 percent of the total public affairs force and 85 percent of the deployable TOE unit structures. These Reserve and Army National Guard units and personnel must be seamlessly integrated with the active component and focused on supporting the overall Army goals and objectives. 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 is modularly organized, staffed, trained and equipped to rapidly deploy in support of military operations. The PAOC is capable of performing all core public affairs processes and has transportation 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. 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-sized units in the operation when those units do not have separate PA support. PAOCs are positioned in the U.S. Army Reserve and Army National Guard.

### **22-20. Mobile Public Affairs Detachment (MPAD)**

The MPAD is commanded by a major and can be task organized into two or three teams and is assigned to the theater, corps or Joint Task Force headquarters under the operational and tactical control of the senior public affairs officer or PAOC commander. It is staffed, trained and equipped to rapidly deploy in support of brigade, division or corps size task force operations. Its equipment and capabilities are similar to a PAD (see description below) but more robust. MPADS are positioned in the U.S. Army Reserve, Army National Guard and active Army.

### **22-21. Broadcast Operations Detachment (BOD)**

The BOD is commanded by a major and consists of a command element, two broadcast teams and a maintenance team.

It has transportation assets and audio-visual equipment sufficient for the BOD to establish and operate field radio and television broadcast facilities in support of Armed Forces Radio and Television Service operations or merge with other independent facilities to form a theater of operations network. BODs are positioned in the U.S. Army Reserve.

## **22-22. Public Affairs Detachment (PAD)**

A PAD is commanded by a captain and comes with its own transportation and sufficient still and video equipment to produce print, radio and television products for internal audiences. The PAD typically supports brigade-sized task force operations. PADs are positioned in the active Army and U.S. Army Reserve.

## **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 news media relations, public information, internal information, community relations, public affairs, and visual 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 news media, the general public, the internal audiences of the Department of Defense and other applicable forums limited only by national security constraints as authorized by Executive Order 12958 and valid statutory mandates or exemptions. The ASD(PA) reports directly to the SecDef and DepSecDef and acts as the sole spokesperson and the release authority for DoD information and audiovisual materials to news media representatives. As a practical matter, the ASD(PA), or his or her designated representative, conducts regular news media conferences in the Pentagon with the Pentagon Press Corps on Tuesdays and Thursdays.

## **22-24. Joint Information Bureau (JIB)**

A JIB is a facility 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. 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. 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.

## **22-25. Combined Information Bureau (CIB)**

A CIB is similar to the JIB in organization and functions except it is operated in support of multinational operations. It can also be called an Allied Press Information Center. 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.

## **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 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 National Media Pool**

The DoD National Media Pool is 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. Approximately 16 media representatives from various national news organizations comprise the pool. Supported commanders are responsible for providing operational support to the DoD National Media Pool. At a minimum, the pool members require: daily, comprehensive and unclassified operational news briefings; access to ongoing combat operations; reasonable access to key personnel; an escort – usually a lieutenant colonel or colonel – to coordinate pool support and access; transportation and itinerary planning and coordination. As soon as open access to the operational area can be allowed, the DoD National Media Pool should be disbanded.

### **22-28. Joint combat camera**

Joint combat camera provides 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 are available 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 team support the entire spectrum of an operation, it is essential that public affairs imagery requirements be identified and prioritized throughout the planning cycle.

## **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 worldwide from anywhere in a satellite footprint.

### **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 "sound bites" 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 now 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, and 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.

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. The GIE environment and continually evolving information technologies make it imperative that information and messages be consistent at all levels.

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 National Military Strategy 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 Secretary of Defense for 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 5400.4, *Provision of Information to Congress*.
- f. DOD Directive 5400.7, *DOD Freedom of Information Act Program*.
- g. DOD Directive 5410.18, *Public Affairs Community Relations Policy*.
- h. DOD Directive 8910.1, *Management and Control of Information Requirements*.
- i. DOD Instruction 5405.3, *Development of Proposed Public Affairs Guidance (PPAG)*.

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