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Army Public Affairs Handbook

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Submit recommended changes to

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When used in this publication, “he,” “him,” “his,” and “men” represent both the masculine and feminine genders unless otherwise stated.

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General Order No. 3

HEADQUARTERS
DEPARTMENT OF THE
ARMY

WASHINGTON, DC, *9 July 2002*

**ASSIGNMENT OF FUNCTIONS AND RESPONSIBILITIES WITHIN
HEADQUARTERS, DEPARTMENT OF THE ARMY**

1. **Authority and purpose.** The Secretary of the Army, pursuant to title 10, United States Code, section 3013 (10 U.S.C. 3013), as amended, is the senior official of the Department of the Army (DA) and responsible for and has authority to conduct all affairs of the DA. The Chief of Staff, Army is the senior military official of the DA, presides over the Army Staff as enumerated in 10 USC 3033, serves as member of the Joint Chiefs of Staff, and performs other responsibilities as specified by the Secretary of the Army. This general order assigns functions and responsibilities to the Principal Officials of Headquarters, Department of the Army (HQDA), pursuant to the authority contained in title 10, U.S.C., and other applicable statutes.

2. **Executive Office of HQDA.** The Executive Office of HQDA (EOH) is headed by the Secretary of the Army and includes the Chief of Staff, Under Secretary of the Army, and the Vice Chief of Staff, Army. These officials provide executive leadership of the Army and HQDA. The Assistant Secretaries of the Army report to the Secretary and respond to other members of the EOH, as authorized by the Secretary. The EOH does not possess any authority, or perform any duties or responsibilities, independent of the authorities, duties, and responsibilities vested by law in the individual officials constituting the EOH. Succession to the position of Secretary of the Army is pursuant to authority contained in 10 U.S.C. 3017.

16. **Chief of Public Affairs.** 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. Among the responsibilities of the CPA are—

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- a.* Approving all DA-level (Active and Reserve Components) communications strategies, themes, and message development for internal and external audiences.
- b.* 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.
- c.* Providing training for preparation of senior Army officials for interviews by reporters.
- d.* Managing the Army's Public Information Security Review Program.
- e.* 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 World Wide Web).
- f.* Conducting PA operations and PA aspects of Joint and Army information operations in war, stability operations, support operations, and homeland defense.
- g.* 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, static displays, Army Field Band participation and Army participation in nationally televised sporting events, exhibits, and displays both nationally and internationally.
- h.* 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.
- i.* Developing and directing the execution of public affairs policy and financial programs and budgets, to include management of public affairs management decision packages (MDEPs).
- j.* Providing staff oversight for commemorations and similar events of historical significance where the Army is designated executive agent by DoD.

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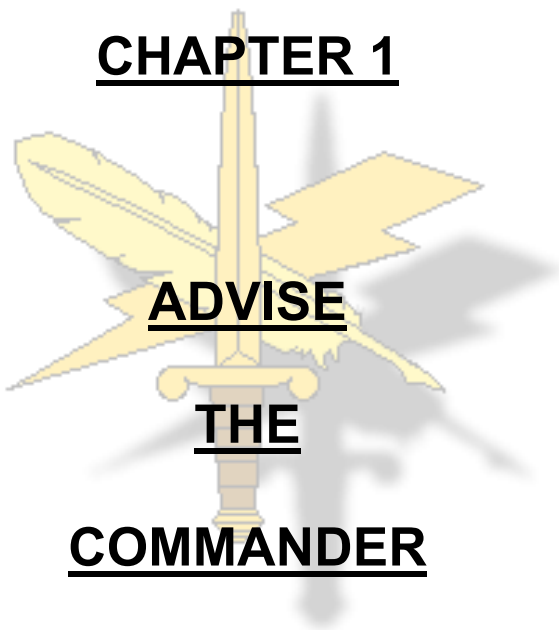
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CHAPTER 1

ADVISE

THE

COMMANDER



Advise the Commander

Effective Public Affairs professionals strive to educate their commanders on the capabilities and limitations of PA. Keep in mind these core functions when presenting yourself to the commander – to be an effective PAO you must not focus exclusively on any one function:

PA Core Functions

- Advise and counsel the commander
- Conduct public affairs planning
- Execute information strategies
- Facilitate media operations
- Conduct public affairs training
- Enhance community relations

Selling PA to your commander often involves answering tough (but legitimate) questions that most non-PA personnel have when it comes to the media:

Why should your unit talk to media?

- You have an obligation to be accountable.
- You have an opportunity to get your message out.
- It's DoD policy: Maximum disclosure with minimum delay.

Who is your audience?

When you talk to reporters, you are actually talking through the reporters to:

- Family and friends
- Other Soldiers & potential recruits
- Audiences throughout the world
- Political members and opinion leader
- Shadow Audiences

Why “Go Ugly Early”?

Decisions about when to release information internally depend, in large part, on the situation. However, commands should understand that there can be negative consequences of holding onto information. Below are some suggestions on why to release information as early as possible:

- 1.** The American public, Congress and the media are entitled to “timely and accurate” information about the military, per the DoD Principles of Information (*See Appendix*).
- 2.** Early release of information sets the pace and tone for resolution of a problem.
- 3.** If you wait, the story will often leak anyway. If it does, you jeopardize trust and credibility.
- 4.** You can better control the accuracy of the information if you are the first to present it.
- 5.** There is more likely to be time for meaningful public involvement in decision-making if the information is released promptly.
- 6.** Prompt release of information about one situation may prevent similar situations elsewhere.
- 7.** Less work is required to release information early than to respond to inquiries, attacks, misinformation, etc., which might result from a delayed response.
- 8.** You are apt to earn public trust if you release information promptly.
- 9.** If you wait, publics may feel angry and resentful about not learning of the information earlier.
- 10.** People are more likely to overestimate the risk if you hold onto information.

Public Affairs and Information Operations

PA and IO (now Information Engagement) must work together. Neither can be subordinate to the other, nor be successful without the other.

Participation in IO (IE) integrates PA into operations planning at all levels and across the full spectrum of operations. The PA representative to the IO (IE) battlestaff —

- represents PA concerns in IO (IE)
- identifies, assesses, and advises the commander on information and issues with PA implications
- reviews strategic and operational information with PA implications such as events, missions and propaganda
- coordinates with CA and PSYOP representatives to ensure consistency of messages and OPSEC without compromising PA credibility
- facilitates the availability of battlefield information for PA purposes (such as releasable visual imagery) used to inform the public of Army capabilities and accomplishments
- PA remains separate from IO (IE); PA rep participates in IEWG
- Related activities not subordinate to IO (IE)

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

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

IO (IE) planning and operations are beneficial in peacetime, conflict and war. The composition of the cell will depend upon the circumstances. In peacetime, the cell may include the G-5, PAO, Staff

Judge Advocate, and chaplain. During stability and support operations or war, the cell may include intelligence, signal, fire support, PA, CA, EW, OPSEC, PSYOP and logistics.

Figures 1 and 2 show how synchronized efforts between an IEWG can be used during synchronized operations.

Army IO Tasks	IO Capabilities	Staff Responsibility	Functional Coordinating Cell	Intended Effects	Integrating Process
Military Deception	Military Deception	G-5	Plans	Exploit, Deceive	Operations Process
Information Engagement	PSYOP Combat Camera Defense Support to Public Diplomacy	PSYOPS G-7	Information Engagement	Influence and Inform	
	Public Affairs	PAO		Inform	
Command and Control Warfare	Electronic Attack Computer Network Attack Electronic Warfare Support	G-2 G-3	Fire Support	Search, Intercept, Identify, Locate, Deceive, Disrupt, Deny, Degrade, Destroy	
	Computer Network Exploitation				
	Physical Attack	G-3		Deceive, Disrupt, Deny, Degrade, Destroy	
Information Protection	Information Assurance Computer Network Defense Electronic Protect	G-6	C4QPS	Detect, Protect, Defend	
Operations Security	Operations Security Physical Security	G-3	Protection	Secure, Deny	
	Counterintelligence	G-2		Protect	

Figure 1

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

Figure 2

IO (IE) Planning Considerations

PA principles that support IO (IE) are as follows:

- Truth is paramount.
- If news (information) is out, it is out.
- Deploy PA assets early.
- Practice security at the source.
- Speaking with one voice.

BLOGGING Guidance and proposed DoD Policy

Throughout American history our service members have been the most credible, influential and authentic spokespersons for the U.S. military way of life. Their diaries, letters and handwritten journals have provided some of the clearest accounts and most authentic historic documentation of America's battles and warfare. But, the age of handwritten, diaries, journals and letters is all but gone. They are being replaced by instantaneous worldwide communication. Rather than diminishing the personal record of events and military life, this new form of interaction has greatly advanced the service member's ability to communicate.

Internet home pages, message boards, Web Logs (BLOGS), Web-based Video Diaries (VLOGS) and other Internet video products, standard email, wireless text messaging and other evolving forms of electronic media have become increasingly popular as a convenient means for service members to communicate in real and near-real time with families, friends and the general public - nationally and internationally.

The most prolific form of such media currently is the Web Log or "BLOG", which is a frequently updated, simple web site highlighted by personal commentary, editorial comments, and regularly links to supporting web sites. Often a personal journal, BLOG consists of dated entries in chronological order, and invites and/or permits comments from readers.

BLOGS and other emerging forms of communication are proliferating the Internet at unprecedented, even alarming rates. Though generally created for personal use, they are often used by advocacy groups or people with recognized or self-proclaimed expertise in a particular subject. Consequently, they have become sources of information for the traditional news media as well as the public at large.

Military and civilian personnel, especially when deployed overseas or in situations where usual civilian communication

channels are limited, are using BLOGS to communicate with family and friends. But, Web logs, or BLOGS, and other personal diaries, including video products are open to review by anyone with World Wide Web access. Uninformed users often think of these mediums as tools for conversation amongst peers, but, because of the public nature of BLOGS, they are open to unlimited view and dissemination.

BLOGS and OPSEC

With the increased speed and capability of these digitized and wireless communications comes increased personal and military unit responsibility. As easily as service members can text message, e-mail, or post information to a web log (BLOG), Web-based Video Diary (VLOGS) or other evolving forms of electronic media or video invention, our adversaries can retrieve and monitor these sources. Information harvested here has the potential to make our adversaries much more lethal.

All Department of Defense (DOD) personnel must understand that whether classified or unclassified the information to which they have access including their very life style is valuable to our adversaries.

Before posting or transmitting information ask yourself if you are about transmit information that could be helpful to the enemy. Be responsible when describing daily activities, experiences, locations, or places. Comply explicitly with the protection and operational security policies of the Department of Defense.

BLOG Guidance

Government provided information and communication systems are for official use and authorized purposes only. Authorized purposes may include limited personal use when permitted by commanders/commanding officers and supervisors for morale and welfare purposes, but, whether accessed at home or at work, OPSEC training and education apply to electronic communication just as it does to personnel conversations, correspondence, and telephone conversation. DOD policies against communicating with unauthorized personnel apply just as strictly to electronic communication such as BLOGS.

Always assume the entire world, adversaries included, is reading or intercepting your material – email, BLOG, or personal web page, text message, or video transmission.

The American military is a values-based organization; DOD employees including service members, civilians and contractors represent that organization. Before writing or posting anything, consider whether or not the information appropriately represents and conveys American values.

All information (including personal information) placed on or sent over DOD computer systems may be monitored. E-mail, personal user files and directories, and any use of the Internet or records created by Internet use or other government supplied electronic devices are subject to monitoring, inspection, and audit by command or agency management or its representatives at any time, with or without notice. The use of DOD computer systems legally implies that the user consents to monitoring and understands that the command or agency has the right to inspect and audit all information, including e-mail communications and records created by Internet use

Any official DOD information (any communication or representation of knowledge such as facts, data, or opinions in any medium or form) intended for public release that pertains to military matters, national security issues, or subjects of significant concern to the Department of Defense shall be reviewed for clearance by appropriate security review and Public Affairs Officers prior to release per DOD Directive 5230.9 (para 4.2)

Personal websites and web logs or BLOGS produced in a personal capacity and not in connection with official duties or with government supplied equipment restricted from such use, require no advance clearance. However, it is the personal responsibility of service members and DOD employed civilians to ensure that any such electronic communication does not contain un-releasable information as defined in DOD OPSEC training and guidance.

Personnel should also consider adding a disclaimer to personal websites to preclude readers from assuming unofficial sites represent an Official DOD position. Also be aware that the reasonable restrictions on free speech (for example, no political commentary

while in uniform) extend to similar restrictions on electronic communications identified by rank or photos in uniform. Personal websites should not contain product endorsements or inflammatory comments. Personnel who have questions regarding prohibited release must seek guidance from their Public Affairs staff.

Additionally, personnel must be sure that no laws or regulations are violated (5230.9 para 4.8.1), that ethical standards are maintained as described by DOD Directive 5500.7 and DOD 5500.7-R

Preparation activities, as explained earlier, are not to be done during normal duty hours or with the use of DOD facilities, property, or personnel except as authorized (see DOD Directive 5230.9 (para 4.8.4.)) The author is prohibited from using official DOD information generally not available to the public and which would not be released under DOD 5400.7-R.

The following is a summary of some of the types of information that must not be displayed on any public accessible web site including personal BLOGS or other electronic media operated by individual service members or DOD civilian or contract employees:

- Pre-decisional information, proprietary information, business sensitive information, information designated as For Official Use Only (FOUO).
- Information that is not based on personal experience or not in the scope of personal duties.
- Information protected by the Privacy Act of 1974 or the Health Insurance Portability and Accountability Act (HIPAA) of 1996.
- Information --- other than authorized press releases --- about casualties prior to official confirmation that next of kin have been notified and some competent authority authorizes publication of specific casualty information. Commanders are reminded that casualty information is to be tightly controlled and heavily scrutinized.
- Information --- other than authorized press releases --- regarding events or incidents currently under investigation.

- Information that is under copyright or trademark, without permission of the holder.
- Unit or other personnel lists/rosters, charts or directories, or the names, addresses and telephone numbers of unit members
- Any image, still or motion, of any military operation or activity unless that image is personal and has been cleared by the proper authority.

Finally, remember, once you post information, it cannot be “removed.” Ask yourself, “Is this how I want to be remembered?”

Leaders and Media Engagement

The following section can be used as a starting point for Media Engagement Training for leaders. You should always tailor this type of training to your specific unit and mission. See Chapter 5 of this handbook for additional interview TTP.

Leaders and the Media

The goals, strategy, progress, and scope of Army missions are of interest to not only American citizens and media, but also to others with a stake in the region. Leaders represent their units and the nation, as a leader you can expect that members of the press will have interest in your and what you do.

Preparing to Meet the Media

Preparatory activities will determine the success or failure of your media interview. By being prepared, you'll not only be more confident and comfortable, but you'll also be able to get your story across to the audience.

Prep suggestions

- ☑ Find out who the reporter is and why you were asked for the interview (what's their angle?).
- ☑ Establish ground rules and time limit for the interview.
- ☑ Anticipate the questions and think through the responses before answering.
- ☑ Make sure that you have the latest statistics about your unit (casualties, locations, etc.)
- ☑ Know the key points you want to make and use your PAO to help you develop them. You might want to type them on a card and put the card in a permanent place on your person. Before the interview, review them often.
- ☑ Don't try to memorize statements - you'll come across as stiff. Work from ideas and themes.
- ☑ Question your own position. Wargame the answers.
- ☑ Stay up on the news before your interview in case late-breaking news affects your command or your position.
- ☑ Before beginning the interview, collect your thoughts, remind yourself of the ground rules, and remember **there is no such thing as "off the record."**

- ☑ **Tell the truth.**

Physical presence during the interview

- ☑ In stand-up interviews, stand straight. Don't lean into the microphone and don't rock back and forth.
- ☑ Hands should be relaxed and at your sides at the beginning of interviews.
- ☑ If sitting, sit with the base of your spine back on the chair and lean slightly forward.
- ☑ Warmth, friendliness and sincerity are important to the interview. Key tools are smiles, gestures and pauses, at appropriate times. But don't smile at serious matters or out of discomfort.
- ☑ Concentrate on the interview – listen! Avoid looking around the area.
- ☑ Don't take the questioner's attitude, even on hostile questions.
- ☑ Keep your head up. The audience must see your eyes.
- ☑ Look at the interviewer when responding to questions. Don't look at the camera.
- ☑ Be yourself. Concentrate on HOW to get ideas across – not just words.

Additional Media Engagement Advice

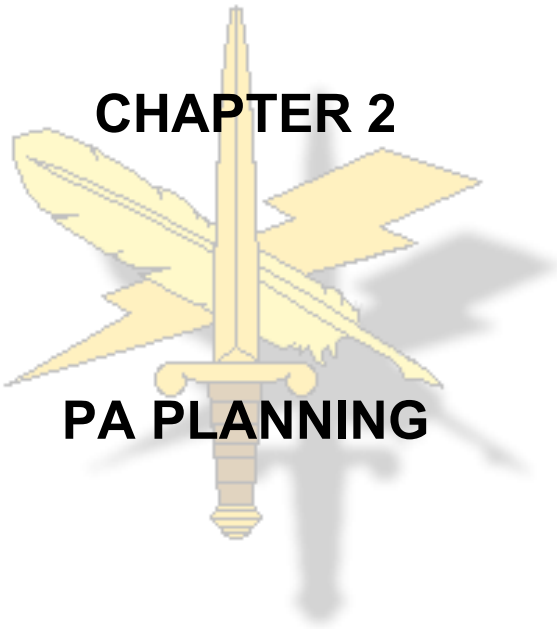
- ☑ You don't have to talk to the press if you don't feel comfortable, but remember that accurately explaining what your unit is doing helps tell your story.
- ☑ If the press individual doesn't have a PAO escort, ask to see his/her press credential card. If the individual does not have the proper credentials, refer them to PAO.
- ☑ Set the ground rules with the reporter. Tell him you can talk about what your unit does, and its mission, minus details that compromise OPSEC. Remind him not to ask you to speculate about the future or answer questions outside your area of responsibility. (Stay in your lane).
- ☑ Listen to each question carefully and collect your thoughts before answering. If the question violates the ground rules don't answer it and remind the reporter why you won't.

- ☑ Remain friendly, and keep your answers short, direct, and without Army jargon.
- ☑ Repeat questions for clarity. Both for you and the audience. It will help you settle your mind and stop from making quick, possible incorrect answers

Note: Additional interview TTP are located in Chapter 5

CHAPTER 2

PA PLANNING



**"A good plan today is better than a perfect plan tomorrow."
Gen. George S. Patton**

Public Affairs, by participating in the planning process of the battlestaff, will proactively know when and where to position PA forces and equipment to capture operational successes and keep the publics informed. It will serve as the basis for the media embed program.

Battlestaff Integration

1. Role of PA in the battlestaff.

- a. The PAO is doctrinally a special staff officer to the commander, regardless of echelon (or rank, in the case of enlisted Soldiers assigned as PAOs in certain types of brigades). In addition to advising the commander on PA issues, the PAO should also be prepared to represent PA in numerous battlestaff working groups (IEWG, etc.)
- b. The PAO (or designated representative) will be required to participate in military decision making process (MDMP), garrison command and staff meetings, XO updates and battle/commander's update briefings (BUB / CUB).
- c. All members of the PA section should understand the overall PA mission and be able to participate in these activities and be able to brief the commander or appropriate staff officers with the appropriate products.
- d. Staff Coordination.
 - 1) PA, PSYOP, and CMO communicate information to influence audience understanding and perceptions of operations. They are coordinated to eliminate unnecessary duplication of effort, ensure unity of purpose, and ensure credibility is not undermined.
 - 2) PA works with the conventional operations functions as well to ensure that unity of purpose is met during the full spectrum of operations.
 - 3) The PA section must maintain a presence in the planning cell to ensure that PA is planned into all future operations.

- e. PA and civil-military operations (CMO) are activities related to IO. Both communicate information to critical audiences to influence their understanding and perception of military operations. Related activities are distinct from IO because they do not manipulate or distort information; their effectiveness stems from their credibility with the local populace and news media. Public affairs and CMO—prime sources of information—link the force, the local populace, and the news media. They also provide assessments of the impact of military operations on civilians, neutrals and others within the operational environment.
- f. PA chain of coordination: Operations in any given area of operations can have immediate strategic effects that can negatively impact the view of an overall operation (Abu Ghraib, rapes, mosque desecrations, etc.) it is paramount that the lowest level PA report anything these type of event to the next-higher PA echelon and so that it can continue up the PA chain of coordination to OSD-PA if necessary.

2. Role of PA in IO planning

- a. Information Operations is being renamed as “Information Engagement” (IE).
- b. The PAO should be incorporated into lethal and non-lethal targeting process meetings. The PAO’s role is to advise and plan PA support across all line of operations.
- c. PA principles that support IO are as follows:
 - Truth is paramount.
 - If news (information) is out, it is out.
 - Deploy PA assets early.
 - Practice security at the source.
 - Speak with one voice.

3. PA products in MDMP and staff briefings

- a. Staff Estimate
- b. BUB Slide
- c. Mission Analysis input
- d. COA Development and Decision Products
- e. OPORD/OPLAN PAO ANNEX

CCIR

The initial Commander's Critical Information Requirements (CCIRs) identify information needed by the commander to support battlefield visualization, and to make critical decisions, especially to determine or validate COAs.

CCIR is situation-dependent and specified by the commander for each operation. The commander decides what information is critical, based on experience, analysis, the mission, the higher commander's intent, and input from the staff.

The key question for CCIR is, "What does the commander need to know in a specific situation to make a particular decision in a timely manner?"

Once the command's CCIR are approved, the PAO can pre-plan PA actions for each CCIR.

CCIR must continuously be reviewed during the planning process and adjusted as situations change.

Each staff member has to determine if he has sufficient information to make informed recommendations for CCIR.

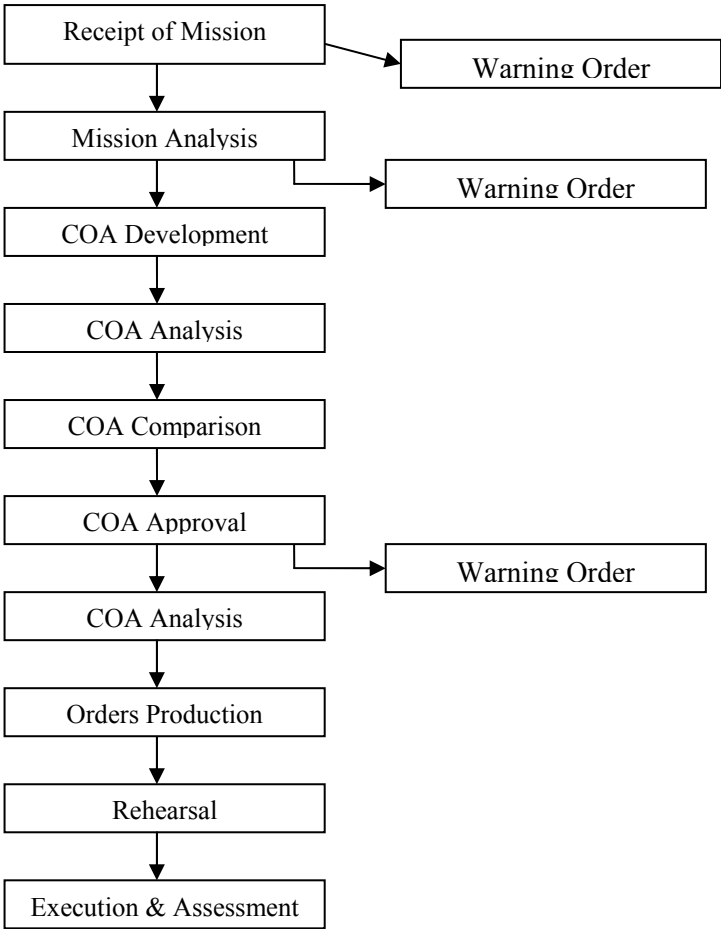
For the PAO, key questions include: What are the PA centers of gravity and decisive points? Do they shift as the operation progresses? Do you have enough information to determine this critical information? If you do not, you will need to form a collection plan so you can get it.

The initial CCIR comes out of the IPB; it may be modified after the wargaming takes place. The PA IPB should assess what actions may have an effect, positive or negative, on the unit's ability to accomplish the mission.

Some effects PAOs may consider are the media action and the public's or target audience's response or reaction to the operation.

Based on the initial IPB and CCIR, the staff identifies gaps in the intelligence available and determines an initial reconnaissance and surveillance plan to acquire information based on available reconnaissance assets. This annex sets reconnaissance in motion.

Military Decision Making Process



There are seven steps

1. Receipt of mission
2. Mission analysis
3. Course of action development
4. Course of action analysis
5. Course of action comparison
6. Course of action approval
7. Orders production

1. Receipt of Mission

Once you receive the mission from higher headquarters you should perform the following:

- Initial Assessment
- Update Staff Estimates
- Prepare for Mission Analysis

Once completed, a warning order and the commander's initial guidance should be put out.

2. Mission Analysis

After compiling estimates from your staff, the facts of the mission and assumptions based on the facts you can:

- Analyze Higher Msn/Intent
- Identify Specified / Implied Tasks /Essential Tasks
- Review Task Org / Assets
- Determine Restrictions / Constraints
- Assess Risk
- Identify Critical Facts / Assumptions

Once completed you should be able to generate:

- A restated mission statement
- The Commander's intent/guidance
- A second warning order
- Products from the Staff
- The Battlefield framework
- Preliminary movement

The commander's intent is a clear, concise statement of what the force must do to succeed with respect to the enemy and the terrain, and the desired end state. It is comprised of 13 elements:

1. Specify COAs, friendly & enemy, and the priority for addressing them
2. The Commander's Critical Information Requirements (CCIR)
3. Reconnaissance guidance
4. Risk guidance
5. Deception guidance
6. Fire support guidance
7. Mobility & countermobility guidance
8. Security measures to be implemented
9. Additional specific priorities for CS and CSS
10. Other information the commander wants the staff to consider
11. The time plan
12. Type of order to issue
13. Type of rehearsal to conduct

The critical information for the commander:

- Supports the commander's battlefield visualization
- Identifies critical decisions
- Assists in determining or validating COAs
- Helps filter information available to the commander
- Focuses the efforts of subordinates and staff
- Assists in the allocation of resources
- Assists staff officers in making recommendations
- 10 or less items of information
- Directly affects the success or failure of the mission

3. Course of Action Development

Using the staff estimates, the commanders guidance, the mission statement and possible enemy courses of action you can:

- Analyze relative combat power
- Generate options
- Array initial forces
- Develop scheme of maneuver
- Assign headquarters
- Prepare COA statements/sketches

Doing this will generate course of action statements and sketches.

4. Course of Action Analysis

Using possible enemy COAs, COA statements/sketches and the Staff COA you can conduct a War Game. When the session is over the results will help determine:

- Task organization
- The mission of subordinates
- Additional CCIR

4. Course of Action Comparison

When comparing select a method, decision criteria and assign values to the criteria

The comparison helps to assess risk and make recommendations. This should result in a decision matrix.

5. Course of Action Approval

Using the matrix select a COA to use, assess the risk and determine the type of order to be used.

This will help to issue:

- Refined commander's Intent
- Specified Type of Order
- Rehearsal
- High Pay-Off Target List
- Warning Order 3

6. Orders Production

Once the COA is approved and the type of orders is set:

- Translate into Plan / Order
- Incorporate Branches and Sequels
- Establish Control Measures
- Synchronize Plan / Order

Once this is completed an operations order can be published.

Troop Leading Procedures

Troop leading is the procedure leaders use to prepare their units to accomplish a tactical mission. In combat, rarely will leaders have enough time to go through each step in detail. Leaders must use the procedure as outlined, if only in abbreviated form, to ensure that nothing is left out of planning and preparation and that their soldiers understand the mission and prepare adequately. They continuously update their estimates throughout the preparation phase and adjust their plans as appropriate. PA leaders should adapt a “PA” application of TLP, examining the PA actions necessary during each of the steps of TLP.

Troop Leading Steps

- Step 1. Receive the Mission.
- Step 2. Issue a Warning Order.
- Step 3. Make a tentative Plan.
- Step 4. Initiate Movement.
- Step 5. Reconnoiter.
- Step 6. Complete the Plan.
- Step 7. Issue the Order.
- Step 8. Supervise.

Step 1. **Receive the Mission.** The mission must contain the five Ws - Who, What, Where, When, and Why. The “What” is the single task (i.e. destroy, seize, or block) and the “Why” is the purpose - the reason for the operation. The leader may receive the mission in a written or oral warning order, an operation order, a fragmentary order or in digital format. Upon receiving the mission he immediately begins to analyze it using the factors of METT-T:

- What is the MISSION?
 - What is known about the ENEMY?
 - How will TERRAIN and WEATHER affect the operation?
 - What TROOPS are available?
 - How much TIME is available?
1. The leader should use no more than one third of the available time for his own planning and for issuing his operation order.

The remaining two thirds is for subordinates to plan and prepare for the operation.

2. In scheduling preparation activities, leaders should use backward planning. He must allow enough time for the completion of each task.

Step 2. Issue a Warning Order. The leader provides initial instruction in a warning order. The warning order contains enough information to begin preparation as soon as possible. At a minimum it should contain an updated situation, a current Mission Statement, time and place of the OPORD, the earliest time of move, and a time hack. The warning order has no specific format. One technique is to use the five paragraph operation order format. The leader issues the warning order with all the information he has available at the time.

Step 3: Make a Tentative Plan: A leader uses the military decision making process to build his plan. The leader updates the estimate continuously and refines his plan accordingly. He uses this plan as the start point for coordination, reconnaissance task organization (if required), and movement instructions. He works through this problem solving sequence in as much detail as time available allows. As the basis of his estimate, the leader considers the factors of METT-T. Key to the plans success is a clearly defined purpose tied to one tactical task.

Step 4. Initiate Necessary Movement. The unit may need to begin movement while the leader is still planning or reconnoitering forward. In PA terms, examples could be coordinating air movement through G3, or even having PA Soldiers determine convoy means and routes as the PAO finalizes the number of media being supported. This step could occur at any time during the troop-leading procedure. This implies as little as having the Platoon Sergeant move the platoon to an area where the preparation phase can begin. The time created is used for the completion of the decision making process.

Step 5. Conduct Reconnaissance. The leader makes a map reconnaissance and if time allows, he makes a personal reconnaissance to verify his terrain analysis, adjust his plan, confirm the usability of routes, and times any critical movements. The leader

must consider the risk inherent in conducting reconnaissance forward of friendly lines. PA leader reconnaissance may involve tactical aspects, but will likely involve non-tactical informational aspects, such as researching the audience demographics of an embedded reporter or determining projected attendance of a media conference.

Step 6. Complete the Plan. This is the heart of the Troop Leading Procedures as it is the plan that drives unit execution. Simple concepts like Task and Purpose, Commander's Intent, and Scheme of Maneuver are combined and delivered to the platoon in an oral presentation backed up with a written product when time permits. The leader completes his plan based on the reconnaissance and any changes in the situation. He should review his mission, as he received it from his commander, to ensure that his plan meets the requirement of the mission and stays within the framework of the commander's intent. It is crucial that the plan be shared with ALL members of a PA staff, particularly in a smaller element such as a BCT, so that any staff member can give credible info on PA ops to both the media and battlestaff.

Step 7. Issue the Complete Order. Key to orders issuance are the following:

1. Participation of the Platoon - the more members the better.
2. Graphics - either posted to a map or a terrain board that allows for a visualization of the terrain, enemy and self.
3. Objective blow up that allows for a detailed discussion of Actions on the Objective. To aid subordinates in understanding the concept of the mission, leaders should issue the order within sight of the objective or on the terrain to be defended. A terrain model or sketch is always helpful. Leaders must ensure that subordinates understand the mission, the commander's intent two levels up, the concept of the operation, and their assigned task and purpose. Leaders may require subordinates to repeat all or part of the order or demonstrate on the model or sketch their understanding of the operation.

At the end of the OPORD a rehearsal must be conducted. In PA terms, this may involve a terrain walk of a media conference site, or a rundown of a timeline and assigned duties for an operation (designated escorts, photographers, videographer locations, etc.) As a minimum a brief-back that covers Task and Purpose, Commander's Intent and Critical Events should be covered.

Step 8. **Supervise and Refine.** This includes such things as Pre-Combat Inspections (PCI), Pre-Combat Checks, Intel Updates, and Assembly Area Procedures. As most PA operations cover live events, full rehearsals are seldom possible. PA forces must focus on maintaining communications and flexibility throughout the execution of any plan. Any of these can necessitate a modification of the plan. The leader supervises the unit's preparation for combat by conducting rehearsal and inspections.

1. Rehearsals. Once the order has been issued, the unit can rehearse mission-specific tasks. The leader uses rehearsals to:
 - Practice essential tasks (improves performance).
 - Reveal weaknesses or problems in the plan.
 - Coordinate the actions of subordinate elements.
 - Improved soldier understanding of the concept of the operation (foster confidence in soldier).
2. Inspections. Leader should conduct initial inspections shortly after receipt of the warning order. The leaders spot-check throughout the unit's preparation for combat.

Combat Camera Support

The mission of COMCAM is to provide the White House, the Department of Defense, the Chairman of the Joint Chiefs of Staff, the Military Departments (MILDEPS), and the Unified Combatant Commands with a directed imagery capability in support of operational and planning requirements during worldwide crises, contingencies, exercises, and wartime operations.

COMCAM is a capability consisting of military personnel and equipment to acquire and use still and motion imagery in support of military operations. COMCAM capabilities span from aerial photography and ground operations to underwater photography.

COMCAM imagery provides a timely, accurate, "you-are-there" perspective that aids key leaders in their decision making process.

COMCAM is often the "first responder" in obtaining visual images of United States military operations. Once these images are cleared for release, COMCAM provides the images to PA personnel in concert with sending them to the Joint Combat Camera Center (JCCC). This ensures immediate release of unclassified, cleared images to the public and contributes to achieving information superiority.

COMCAM imagery provides tangible situational awareness information for use by military commanders and a valuable visual record of still and motion imagery used as historical evidence of military operations.

As a PAO, you may be responsible for requesting COMCAM as well as serving as a clearing authority for COMCAM imagery. You will assist your commander in determining what imagery is required to accomplish the mission.

Since deployed COMCAM teams support the entire spectrum of operations, it is essential that PA imagery requirements be identified, planned, coordinated and prioritized throughout the planning cycle.

Obtaining COMCAM assets involves the following determining available assets, requesting assets, tasking of assets, and executing the mission. The first step in the process of obtaining COMCAM assets is to determine imagery required and available assets.

Prior to sending a request for tasking message, you contact the desired COMCAM unit to discuss the type of support needed and the time frame. This helps determine the availability of a particular COMCAM unit during the time frame you desire its support. If that unit is not available, a different COMCAM unit may be able to support your mission. Next, you forward a formal message requesting COMCAM assets through operations channels to the Joint Staff J3 for COMCAM team deployments with change of OPCON (CHOP) to the requesting command. Exercise support requests not requesting CHOP can be forwarded to the supporting Unified Commander or the supporting service HQ. Once a request for COMCAM coverage is approved, a COMCAM team will be assigned and task-organized for specific deployments and missions.

A copy of the Joint Staff COMCAM tasking message will then be sent to you. Once the tasking requirement has been fulfilled, the mission has been executed, and the imagery is available, a designated representative, usually the PAO, working under the authority of the on-scene commander, typically will accomplish a security review. The goal of the security review is to protect classified material and prevent inadvertent disclosure. COMCAM imagery can be specifically identified as "not releasable" at any level in the review process, to prevent inadvertent release of unclassified, but sensitive, imagery to the public. Keep in mind that COMCAM's primary mission is to support the imagery requirements of the DoD and CJCS senior leadership.

Public release procedures must be spelled out in the applicable OPLAN, OPORD or supporting COMCAM annexes, and coordinated with the Joint force PA.

For sensitive or classified imagery, the Unified Commanders will retain release authority for all COMCAM products until the operation is terminated.

As the PAO, you will frequently be the command's point of contact to coordinate COMCAM capabilities. This means you may be responsible for clearing COMCAM products for release, assisting with transmission of COMCAM products, and coordinating for COMCAM services and visual information requests.

The COMCAM section receives operational tasking from the joint force operations directorate of a joint staff (J3).

The Joint Combat Camera Center (JCCC) serves as the DoD's central reception and distribution point for Joint-interest imagery.

The JCCC has a primary mission of distributing operational imagery to the Joint Staff for the daily Joint Chiefs' briefing. In addition, unclassified imagery that has been cleared for public release by the appropriate PA authority is provided to the Office of the Assistant Secretary of Defense (Public Affairs) and other authorized customers for potential release to internal and external audiences.

JCCC manages the Defense Imagery Server (DIS). The DIS contains vast amounts of still images and previews of motion imagery. Imagery on the server is accessible to a worldwide customer base of registered users. The database offers both high-resolution files suitable for printing and low-resolution files suitable for electronic distribution.

As a PAO, you should establish your own Defense Imagery Server account to increase imagery available to you. The process is easy, and registration is available on their website, <http://dodimagery.afis.osd.mil>.

Public Affairs Sync Matrix
PA plan by phases of an operation

Phase I Movement to Theater	Phase II Movement to Battle area	Phase III Shaping Operations/ Deep Ops	Phase IV Defense	Phase V Offense	Phase VI Conflict Termination / Peace Enforcement / Redeployment
<p>Public Affairs Approach: Active <i>(Public Affairs Approach depends upon Public Affairs Guidance generated at DOD/DA).</i></p> <p>Intent: Tell the story of the unit's deployment to a worldwide audience.</p> <p>PAD: Training in preparation for deployment. Deploying with advanced party. MPAD: Not yet attached. Will deploy after D-H30.</p> <p>PAD Mission: The PAD normally augments a division, separate brigade and armored cavalry regiments and deploys in support of combined, unified or joint operations. The PAD commander assumes responsibilities as the PAD or deputy PAO, and the PAD PA</p>	<p>Public Affairs Approach: Passive initially, but once in place take an active approach. <i>THINK OPSEC!!!</i></p> <p>Intent: Tell the story of our unit is prepared to fight to a worldwide audience.</p> <p>PAD:</p> <ul style="list-style-type: none"> Manage the media on site. Facilitate the media, make communications equipment and space available for the media to file their stories. Work closely with G-6 to ensure the Media Operations Center has Internet, external email and telephone capabilities (NIPRIET & STEP). MPAD: An MPAD can be broken out in one, two or three teams. MPAD Hq's locates at Division Media Ops Center outside DMAIN 	<p>Public Affairs Approach: Passive, until shaping ops/deep ops are complete and talking about it does not violate OPSEC or current/future ops. Then, actively tell the deep ops story.</p> <p>Intent: Tell the story of deep operations to a worldwide audience.</p> <p>PAD:</p> <ul style="list-style-type: none"> Manage the media on site. Facilitate the media, make communications equipment and space available for the media to file their stories. MPAD: MPAD Hq's locates at Division Media Ops Center outside DMAIN perimeter. Team One locates with DTAC (whomever commands the deep attack). Team Two locates with Aviation Brigade. Team Three locates 	<p>Public Affairs Approach: Passive, until light is engaged. Then, actively tell the story of offensive operations.</p> <p>Intent: Tell the story of the defense to a worldwide audience.</p> <p>PAD:</p> <ul style="list-style-type: none"> Manage the media on site. Facilitate the media, make communications equipment and space available for the media to file their stories. MPAD: MPAD Hq's locates at Division Media Ops Center outside DMAIN perimeter. Team One locates with artillery. Team Two locates with main effort Brigade. Team Three locates with Engineers. 	<p>Public Affairs Approach: Passive, until light is engaged. Then, actively tell the story of offensive operations.</p> <p>Intent: Tell the story of the offense to a worldwide audience.</p> <p>PAD:</p> <ul style="list-style-type: none"> Manage the media on site. Facilitate the media, make communications equipment and space available for the media to file their stories. MPAD: MPAD Hq's locates at Division Media Ops Center outside DMAIN perimeter. Team One locates with engineers. Team Two locates with main effort Brigade. Team Three locates with cavalry. 	<p>Public Affairs Approach: Active. Tell the story of winning the war, the transition to peace enforcement and redeployment.</p> <p>Intent: Tell the story of our successes and redeployment to a worldwide audience.</p> <p>PAD:</p> <ul style="list-style-type: none"> Manage the media on site. Facilitate the media, make communications equipment and space available for the media to file their stories. MPAD: MPAD Hq's collocates with Division Media Ops Center outside DMAIN perimeter. Collocate teams with redeploying units. Publish a daily

Public Affairs Estimate

A PA Estimate assesses a specific mission from a public affairs perspective.

I. It does that in the following ways:

- A. The PA estimate looks at emerging trends in media coverage. That covers everything from current events to internal and external communications issues. It requires you to conduct an analysis of any news media and public environments that will affect or be affected by the mission. Based on those observations, PA leaders make recommendations on how to best employ PA assets. Some things you'll want to closely examine are:
 - 1. The overall Global Information Environment (as it relates to the mission)
 - 2. Emerging trends in press coverage
 - 3. Current events
 - 4. Any internal or external communications issues
- B. The estimate provides this information to the commander prior to an operation or mission. This helps a commander to take a proactive approach to the operation.

II. The estimate has four main paragraphs:

- A. First, there's the **mission**. In the first paragraph of the estimate, you will restate the overall mission, but from a PA perspective.
- B. Next, comes **situation and considerations**. This paragraph describes the operation's strategic and operational media environment and identifies the critical factors that may affect the command's mission. At a minimum, this paragraph must include:
 - 1. An assessment of the information environment
 - 2. An assessment of the expected media presence
 - 3. An assessment of expected media capabilities

4. An overview of current media content (coverage)
 5. An overview of current public opinion (both in the theater and back home)
 6. An assessment of information channel availability
 7. An assessment of information needs
 8. An overview of the personnel situation
 9. An overview of the current public affairs situation
 10. Assumptions
- C. After outlining all that, the third paragraph covers **Analysis and Comparison of Courses of Action**. This is where you will outline the advantages and disadvantages of the COAs listed in the previous paragraph. Your comparison should focus on media facilitation effectiveness, media support and information strategies.
- D. Finally, you'll make your **conclusions**. The final paragraph of the PA estimate should, at a minimum:
1. Indicate the abilities of the command and other supporting staffs to assist PA.
 2. Recommend the best COA for PA operations
 3. List potential PA problem areas for the commander to consider along with ways to minimize them.
- E. Additional supporting documents should be provided and annotated on a list at the end of the PA Estimate. Include talking points, themes, command messages and Public Affairs Guidance with proposed questions and answers for engaging the media.
- III. Before drafting the PA Estimate, you'll have to conduct what is known as a PA Assessment, sometimes referred to as Analysis Research. This serves as the foundation from which the PA estimate is written. There are six factors to consider when putting this assessment together.
- A. **Media Presence**. Determine the number and types of media in the theater of operations. Anticipate how many will be there once the operation starts. Examine types of media, including print and

broadcast outlets, foreign media in theater, level of visibility and, media style and characteristics.

- B. **Media Capabilities.** Assess the media's ability to gather information and file stories, including technological capabilities, live transmission and electronic filing. Analyze the media's logistical support, billeting, transportation and movement capabilities.
- C. **Information Needs.** Identify information requirements and expectations of the key audiences. Also. Look at adversary's audiences and what information they'll be interested in pertaining to the operation.
- D. **Media Content Analysis.** Examine what the media is reporting and who specifically is doing the reports. Then, assess the amount and nature of coverage for credibility, fairness and balance.
- E. **Public Opinion.** Look at prevailing national and international attitudes of audiences, including commanders, military members and external publics. The analysis at a minimum should include:
 - 1. American public
 - 2. Civilian Political Leaders
 - 3. Coalition and Allied Forces
 - 4. Coalitions and Allied Publics
 - 5. International Audiences
 - 6. Internal Command audience
 - 7. Home Station Support
- F. **Information Infrastructure.** Examine the spectrum of how information can enter and exit the theater of operations, including telecommunications, satellite capabilities and the Internet. Discuss military member's', coalition forces' and local nationals abilities for transmitting information, including cellular phones, personal computers and the mail system.

- IV. After collecting the information for the PA Assessment, organize the information into paragraph two of the PA Estimate. Again, the format for the PA Estimate is outlined in FM 3-61.1, Appendix C, and also in the Appendices of this handbook.

- V. After drafting the PA Estimate, the PA NCO must staff and check with other agencies on accuracy and completeness. Several staffs should review the estimate. These include:
- A. **Operations (G3):** The three shop is in charge of putting the commander's operation together. Not coordinating your plans with ops almost ensures trouble for you later in the operation.
 - B. **Intelligence (G2):** It is good to run any potential plan by the intelligence section. The can review all plans for operational security.
 - C. **Signal (G6):** Signal not only provides you with you battlefield comms, they also are in charge of the bandwidth for an operation. That means if your plan calls for establishing a website, you'll have to coordinate that with the six.
 - D. **PSYOPS:** As a member of the Information Operations team, you'll want to make sure you coordinate any plan with PSYOPs to ensure synchronization of the message. You're not supporting PSYOPs, but you do need to be aware of what they are doing.
 - E. **Civil Affairs:** The same thing applies for Civil Affairs. During an operation, particularly overseas, you'll be working closely with civil affairs. Make sure you're on the same sheet of music with them before the op starts.
 - F. **All other appropriate organizations:** Different operations involve different organizations. You want to make sure that you keep organizations involved in the operation fully informed of your plan.

Public Affairs Annex

The PA annex to an operations plan provides the immediate and essential information needed for the organizations/units they support to accomplish their mission

The PA annex to an operations plan will vary from theater to theater, unit to unit and plan to plan. It must be written to take into account local requirements and limitations. Having said that, there are some key elements you'll have to include in your annex, regardless of the operation it is being written to support.

At a minimum, your annex must address the following:

- A. It must cover who has release authority for information. Consider who has authority to release information and when.
- B. It must address how Soldiers and commanders should handle OPSEC violations. The best place to ensure operations security violations don't occur is at the source of the information during the newsgathering process. If a piece of information is too sensitive to be made public, don't allow the media access to it in the first place. Coordinate frequently with G3/G2 to ensure PA has the latest guidance throughout an operation. Check for OPSEC violations when a violation is identified, a potential violation is suspected, or when media request usage of military facilities to send products to their news organization. Check for OPSEC violations only! The slant and tone of a product is the purview of the individual news organization. If violations are found, ask the media representative to remove the sensitive information. If he refuses, transmit the story or release over secure channels to OSD (PA) for handling. If violations are found after a story has been published or broadcast, report the problem to the accrediting command.
- C. It should address the security review procedures for all material being produced in the theater. These procedures will normally not be invoked except when release of the information would endanger personnel,

mission success or national security. They are only invoked at the highest level of command. Security Review would include blanket checks of ALL media products, military and civilian, for OPSEC violations prior to release. However, it's important to differentiate between security review and checking specific products, on a case-by-case basis, for OPSEC violations.

- D. Coordination and support requirements between PA activities at higher- and lower-level headquarters. Consider what support will be expected of your activity by higher HQ, and the support your unit will be required to provide subordinate units, including those without organic PA assets
- E. PAO, News Media Center or Joint Information Bureau requirements and operations. Provide for vehicles, POL point. Ensure equipment is picked up at the airfield, railhead or other delivery point. Choose a site. If manpower is short for setting up tents and equipment, arrange a mutual support agreement with another staff section with the same problem. Provide for a source of electrical power. Coordinate with transportation and logistics officials to ensure PA needs are recognized in their annexes.

Coordination imperatives.

- F. It's imperative to coordinate the draft annex through affected staffs and sections for comment and/or revision. This ensures other annexes *support, but don't conflict*, with your annex. Forward a staffing copy or courtesy copy to your next higher PA HQ and ensure each subordinate PA unit gets a copy too.
- G. Failure to properly staff a PA annex negates all the hard work you put into the process. Unless PA requirements are included, via proper staffing, in the annexes of other staff sections and affected units, you can't expect your requirements to be supported.

- H. If the PA annex is properly coordinated, it will not only identify the public affairs force requirements for the operation, but more importantly, it will provide the commander (as well as the rest of the staff) a visual picture of how public affairs will be a combat multiplier for the operation as outlined in the plan.
- II. **Applying METT-T.** To function as part of a deployed or deployable organization, you must think and state requirements in terms that the rest of the organization can understand. Moreover, PA must fit the operational PA requirements into the operational planning procedure of the organization about to deploy. Operators think in terms of mission, enemy, time, terrain, and troops, or METT-T. METT-T is used to envision how the operation will occur, to identify potential risks or hazards, and to define troop and equipment requirements.
- A. Essentially, the information required for a METT-T analysis is provided by the PA estimate of the situation, which contains the selected course of action and detailed descriptions of PA actions to be performed. These requirements are then translated into the command's planning language and format, resulting in the PA Annex to the OPLAN or OPORD.
 - B. Within the joint planning process and according to JOPES, the PA annex is Annex F. For Army planning, the PA annex was Annex V. But now in accordance with FM 5-0, Army Planning and Orders Process, the PA annex is called Annex R. At corps and below, commanders can tailor their plans to fit specific needs or preferences, so the PA annex may fall in another location among the annexes. Regardless of where it is located, the PA Annex is used to provide information about the conduct and execution of public affairs operations in support of the basic PLAN.
 - C. The PA annex outlines the situation, identifies the specific PA mission and explains the concept of the operation. It also provides detailed information and guidance PA personnel need to conduct successful

PA operations at the operator level. A sample PA Annex format is included in FM 3-61.1 at appendix D, and also in the Appendices of this handbook.

CRISIS COMMUNICATIONS

Definition of a crisis: An event that creates or threatens to create a firestorm of harshly negative media coverage that could damage the reputation or future viability of an organization.

Definition of an issue: An external or internal factor – usually lasting over a mid- to long-range time frame – that could represent a serious obstacle to achieving an organization's objectives and cause damage to its reputation if not managed well.

12 Crisis management principles

Goal: Establish the command's credibility in dealing responsibly and with compassion during a crisis.

1. Start early to anticipate the possible crises within your command: When deployed, use the commanders CCIR as your starting point to anticipate potential crises. If you accept that "it can happen here", you'll develop a detailed internal plan of what you will do about it. Externally, you'll build a "bank account" of goodwill with your key audiences and with the media. Work with key audiences and third-party allies by building ongoing relationships (such as office-post neighbors, elected officials, business leaders and community emergency response crews). Educate them on potential issues that may affect them prior to the crisis.

2. Know a crisis when you see one, especially those that can be identified from a distance. A sudden emergency that affects your organization is obviously a crisis. But so is an "issue" as it comes to a boil. It is a good idea to identify potential crises and to have a system for that helps you track their status.

3. Be part of the internal response task force:

Ensure a Crisis Action team is operational with good communication between all sections involved. Have SOPs on hand to speed any actions to be taken.

4. **Get and give the facts:** Gather information only from highly reliable sources. Coordinate with the necessary offices and provide as many facts as possible, as early as possible, as long as necessary. Don't deal in conjecture or unconfirmed reports. Base decisions only on facts.

5. **Know your target audiences:** The expression "know your customer" applies in a crisis and there are many key communications stakeholders who will want to be informed about the crisis as quickly and as fully as possible. Identify these groups and individuals well before the crisis, and know how to reach them.

6. **Work with media and have them work with you:** Remember:

- Media inquiries and coverage can cause the incident to become a crisis quickly.
- Sometimes, the media become the crisis.
- Develop no more than 3-5 key, clear messages. These messages must reflect responsibility.
- Help yourself by preparing documents – such as master message points or talking points, questions and answers, and draft fill-in-the-blank releases.
- Identify the central spokesperson and support him or her with an information-gathering team or person.

7. **Appearance and tone do matter:** Information needs of your audience change as a crisis unfolds as to what types of information releases are required. Depending on the situation, examples of statements of public concerns may include:

- Sympathy - Empathy; Care – Concern
- Doing everything we can for survivors
- Investigating to determine the cause
- Want to avoid any other/further damage
- Want to assure our audiences we're doing everything possible to help the survivors and prevent a reoccurrence
- This is what we're doing to avoid this in the future... (specific examples to re-establish credibility)
- Establish hot lines for concerned citizens
- Making information available or posting it on a web site

8. Identify the central spokesperson: Everyone will want to hear from the boss. A crisis requires a spokesperson that is obviously at, or near the levels of power. Ideally, the commander who is responsible for the organization's handling of a crisis, will also be articulate and will have had media training for pressure situations. But be sure that whoever speaks for the organization is totally informed of the commander's intent.

9. Mind the emotions/intellect pendulum as a crisis unfolds:

There is a time for "cold, scientific facts" and there are circumstances where they'll just not be heard. Generally, issues can be discussed between groups of professionals. But in public hearings, or in demonstrations, facts often give way to emotions. If you can address a crisis early, as it begins to develop, you'll have a greater opportunity to win with intellectual arguments – and a greater number of alternatives for action.

10. Command the information: Stay ahead of the story by maintaining follow-on press releases, statements, making responders or support network officials available for escorted media interviews. Be perceived as having nothing to hide without speculating on causes or specifics that may be part of an administrative, criminal or safety investigation.

Understand the media's goals.

Stay tight organizationally, but stay loose tactically. Sometimes a crisis will unfold in ways that can't be predicted. Flexibility is essential and options should be continuously re-examined.

11. Develop third-party allies and alliances:

An outside agency's favorable perception carries much support with all audiences. Develop these relationships with elected officials, emergency response planning councils, assistance agencies like the local Red Cross, civilian law enforcement and chambers of commerce well before the crisis situations.

12. Constantly evaluate your messages and their feedback:

- Keep the communications lines open after the crisis. Good communications never really ends. Internally, review what the crisis has taught you about the effectiveness of your crisis communications plan. Externally, you may have to replenish your goodwill "bank account". Opinion research can tell you how well you've weathered a crisis and point the way for your communications between the crisis.
- Watch the situation on an hourly or daily basis.
- Maintain contact with your allies and other audiences.
- Use clippings, surveys, personal and public meetings, or focus groups to gauge their information needs and perceptions.

POSSIBLE CRISES TO ANTICIPATE

The following list of likely situations will help form the plan:

- Aircraft accident
- Fire
- Labor dispute
- Whistle blowing
- Class action suit
- Environmental damage
- Sexual harassment
- Mismanagement
- Discrimination
- Natural disaster/catastrophe
- Computer tampering
- Damaging rumor
- Equipment sabotage
- Employee death or serious injury
- Security leak
- Special interest group attack
- Bombings
- Land mine explosion
- Government investigation
- Hostage situation
- Kidnappings
- Major weapons theft
- Mass demonstrations
- Hijackings
- Mail bombs
- Poisonings
- Political assassination
- Events involving former soldiers

PA should wargame the situations and insert scenario-specific instructions.

Identify the possible internal and external agencies involved. The external list could include other governmental organizations such as FEMA, FBI, EPA, or local and regional contacts from the police, hospitals, county officials, etc.

1. ACCIDENTS AND INCIDENTS

a. Serious accidents or incidents attract considerable media attention or may be of significant interest to internal and external audiences. They include, but are not limited to, death or serious injury, potential environmental damage or hazardous-material release (for example, oil and fuel spills), hostage situations and terrorist events, and accidents between military and civilian vehicles or involving aircraft or heavy military equipment. PAOs must decide whether or not an accident or incident is serious.

b. An initial news release should be made within 2 hours after an accident or incident occurs to ease concerns of effected families and personnel and maintain command credibility.

2. RELEASE AUTHORITY

a. The first PAO in the chain of command is the release authority on accidents and incidents and the PAO is responsible for meeting the two-hour release standard.

NOTE: If a Soldier involved in an accident or incident is deployed to another location for training or other duty and his or her home-unit PAO cannot be contacted quickly enough to meet the two-hour deadline for initial release, the nearest PAO has authority to make the initial release. The home-unit PAO will handle follow-up releases.

b. Lower-echelon PAOs should inform their higher headquarters PAO and OCPA as soon as possible after an accident or incident. This requirement, however, should not delay an initial release.

c. Accidents or incidents involving non-unit personnel will be reported through the appropriate chain of command IAW command policies and SOPs.

d. During high-visibility or politically charged operations and events, release authority will be IAW approved PAG.

e. If the incident involved local national personnel, host nation media may already be covering the story. This will create an immediate need to inform the Army's internal audience and to confirm the obvious.

f. Coordination with civilian officials is sometimes necessary following an accident. One of the most common occurrences is that of an off-post POV accident involving the fatality of a Soldier. Local officials normally have SOPs about media releases and can sometimes be persuaded to agree to common procedures for releasing information about Soldiers. Be aware, however, that local and regional media develop personal relationships with officials in police departments, fire departments, and coroners' offices. Such relationships can result in print or electronic articles which begin with the phrase, "According to sources in the ..." This can result in premature release of information or release of incomplete information. Counter this possibility by stressing to casualty assistance personnel which cases may result in rapid dissemination of information.

3. INITIAL RELEASES

a. Initial releases need only provide very basic information. PAOs should not delay an initial release to wait for more information. Below is an example of an initial release involving a death.

GRAFENWÖHR, Germany (date) – A
U.S. Soldier assigned to the 1st
Infantry Division was killed early
Friday, May 13, 2005, at the Joint
Multinational Training Center. The
Soldier's name is being withheld
pending notification of next of kin. U.S.
and German authorities are
investigating the incident.

b. The release should identify the releasing PAO and provide a POC by name, e-mail, telephone number, and fax number.

NOTE: During combat operations, DoD is responsible for releasing all names of Soldiers KIA. PAs also need to safeguard the unintended release of KIA names through unit FRGs. G1/S1 can confirm NOK notification, and DoD can confirm release with a press release.

4. CLASSIFIED OR SENSITIVE ELEMENTS

Security is paramount when dealing with incidents involving classified or sensitive information. Security at the source must be followed.

5. MESSAGE MANAGEMENT

a. Keep command messages, such as Army values and concern for Soldiers, civilians and families prominent when responding to accidents or incidents.

b. Initial releases typically state that the cause of injury or death is under investigation. In cases of injury or death, a message of concern from the command for the victims and their families is appropriate (generally in a follow up release) after NOK notification.

c. Other possible key messages in releases following an accident or incident are as follows:

(1) We must train as we fight, and realistic training can be dangerous.

(2) We do our best to ensure the safety of our Soldiers as they train and operate in an intense, potentially dangerous environment.

(3) Criminal activity has no place in the Army, and we will actively pursue and prosecute those who engage in such activity.

(4) We are a highly trained, highly capable force.

(5) Our Soldiers, civilians, and families are very important to us and we always seek to do the right thing for them.

(6) We will ensure everyone affected is treated with dignity and respect throughout the entire process. We will keep our Soldiers, family members, civilian employees, local national employees, and host nation governments informed during every step of the process.

d. As more information becomes available, follow-up releases often offer opportunities to reinforce previous messages and to incorporate additional messages.

6. COORDINATION

a. Planning and coordinating initial releases before a crisis can decrease delays and inaccuracies.

b. PAOs should be a part of the command crisis action team (CAT) and on the list of staff officers to be notified immediately when a serious accident or incident occurs in their area of responsibility. PAOs must also be informed when the victim's NOK have been notified.

c. Elaborate coordination requirements can greatly hinder rapid reaction to a crisis. Such requirements also violate the DoD principle of "maximum disclosure, minimum delay." Commanders must trust and allow their PAOs to make an initial release, based on coordinated formats, without command approval or coordination.

d. The PAO must ensure all information in the release is correct. Never speculate, pass on rumors, or speak "off the record."

e. The releasing PAO should notify the PAO at the next higher headquarters as soon as possible. Throughout the period following an accident or incident, PAOs must keep higher headquarters PAOs informed. This coordination ensures all officials "speak with one voice" and present the same information and command messages.

f. Events that attract national or international attention, are politically sensitive, or are embarrassing to the command require notification of both the CPA and IMA PAO as soon as possible.

g. PAOs should consolidate notes, telephone numbers, and e-mail messages about the event for future media queries.

NOTE: When an accident or incident involves high-profile personnel, such as general officers or visiting dignitaries, the first PAO to be informed must coordinate as quickly as possible (within one hour) with its higher headquarters PAO and OCPA.

7. FOLLOW-UP RELEASES

a. Follow-up releases are made by the unit or organization responsible for the personnel or equipment involved in the accident or incident.

b. A follow-up release is required—

(1) When the PAO receives verification that the NOK have been notified and names of the dead or injured can be released.

- (2) Following death or significant change in the condition of injured personnel.
- (3) When more information becomes available that may be of interest to the media.
- (4) On release of investigative findings following an accident or incident.
- (5) When the media is reporting inaccurate information that needs correcting or clarification.

c. Follow-up releases often discuss types of injuries or respond to media questions on this subject. Always observe rules of propriety and coordinate with medical authorities before discussing type, degree, and location of injuries.

d. If host nation media is involved, the U.S. Army PAO must ensure the messages are synchronized with the host nation.

e. Follow-up releases are also an ideal time to introduce additional command messages and for reinforcing the impression that the command is—

- (1) In control.
- (2) Concerned about its Soldiers, civilians, and families.
- (3) Taking steps to prevent the accident or incident from happening again.

f. PAOs must remember to notify and, as necessary, coordinate with higher headquarters PAOs when making follow-up releases.

8. THE CRISIS ACTION TEAM (CAT) AND SOPs

a. Planning for crises and developing public affairs SOPs to deal with them can greatly reduce confusion and delay in releasing information when accidents and incidents occur. Local emergency-response SOPs usually require a CAT be formed to handle serious accidents and incidents. The CAT should include or have representatives of the following:

- (1) Commander or executive officer.
- (2) Operations officer.
- (3) Chaplain.
- (4) PAO.
- (5) Staff judge advocate.
- (6) Provost marshal.

b. The CAT should be able to call on subject-matter experts from other offices (for example, logistics, directorate of public works) as necessary. Develop a list of SMEs for each crisis; give groundwork PA training for any possible event.

c. PAOs should use traditional PA planning while establishing an SOP for the CAT to follow when responding to an accident or incident. This PA planning should involve:

(1) Researching and identifying common accidents and incidents. PAOs should study their unit or organization history and identify types of accidents and incidents that have occurred in the last several years. Establishing SOPs for the most frequent types of accidents and incidents should be the first priority.

(2) Identifying problems that delayed releases or caused inaccurate or inappropriate information to be released.

(3) Develop a SOP to respond to common accidents and incidents. PAOs should coordinate it with other offices that share responsibility for responding to accidents and incidents. The SOP should include—

(a) Notification protocols. The SOP must require that local host-nation officials be informed before a release is made to the news media on sensitive issues (such as oil and fuel spills, environmental or historical damage).

(b) Responsibilities. Define who in public affairs will take responsibility for the following: media operations, manning the emergency operations center (is clearance needed?), liaising with the host nation, coordinating information from military and civilian hospitals, and producing command information products. Does the PAO have bilingual capability or will translators be required?

(c) A timeline with details of the events to occur in the first hour, second hour, third hour, and so on, after being notified of an accident or incident.

(d) Basic information (for example, names, telephone numbers) on key command personnel.

(e) Approved, coordinated, draft “fill-in-the-blank” releases.

(f) Target media, with telephone numbers, fax numbers, and e-mail addresses.

(g) Know, if possible, the stance each media outlet has on the military

(4) Testing the SOP. When an accident or incident occurs, PAOs must remember to use the SOP, as far as events permit. Mass-casualty exercises and other simulated events provide opportunities to test SOPs in realistic environments.

(5) Evaluating the SOP. PAOs should review and evaluate SOPs at least once a year using the after-action review process. The SOP should also be evaluated—

(a) After an accident or incident is simulated, or a real accident or incident occurs. How did the SOP work? What went well? How can the SOP or PAO responses be improved?

(b) When an organization or unit changes its mission, staffing, troop strength, or anything else of significance. In these cases, the PAO should review the SOP if the change will affect the type or likelihood of accidents and incidents. Update the SME and POC list as personnel change.

9. EMERGENCY RESPONSE TEAM (ERT)

a. Many organizations have formed an ERT to work with the CAT in handling a crisis. A PAO should be a member of the team and rehearse with the organization frequently. Installations with multiple commands and PAOs should consider supporting each other during training exercises to develop working relationships.

b. The ERT PAO's main responsibility is to provide advice, assistance, and guidance to the ERT commander. The ERT PAO will act as the ERT commander's personal PAO. The ERT PAO will also provide on-site assessments to the CAT PAO regarding the need for follow-on forces, and the formation of a media operations center or joint information bureau (JIB), and provide that information to the higher headquarters PAO. The ERT PAO will take and respond to media queries as appropriate

RELEASES ABOUT CRIMINAL ACTIVITY AND ARRESTS

A. Key Information. The following key information should be included in initial releases about criminal activity and arrests:

- (1) Type of illegal activity.
- (2) Names, grades, ages, and units of those involved (NOK notification requirements do not apply if there are no injuries or deaths; names of family members generally cannot be released).
- (3) Location and time of event or events.
- (4) Command response.

B. Key Messages. Releases about criminal activity and arrests should convey the following messages:

- (1) An investigation will be conducted.
- (2) The Army will not tolerate criminal behavior by Soldiers, civilians, or family members, and will actively pursue and prosecute those who engage in such activity.

C. Sample Releases.

Crime

WÜRZBURG, Germany (date) – Ten car radios were stolen and 20 automobiles were vandalized late Friday on Humbert-Humbert Kaserne in Würzburg. Military and German police are investigating the incidents.

Arrest

WÜRZBURG, Germany (date) – German police arrested and charged two U.S. family members and a German youth early Monday in Würzburg in conjunction with last Friday's theft and vandalization spree on Humbert-Humbert Kaserne. The arrests came after an intensive investigation by German and American authorities. "We worked hard with our German counterparts to solve this case," said Würzburg provost marshal Maj. I. M. Copp. "We will not tolerate this kind of behavior in our communities."

Names of the arrested youths were withheld because of age.

RELEASES ABOUT TRANSPORTATION ACCIDENTS

Transportation accidents, especially those involving vehicles carrying petroleum, oil, and lubricants (POL); ammunition; or other dangerous materials, require a rapid public affairs response even if no injuries or deaths result.

A. Key Information. The following key information should be included in initial releases about transportation accidents:

- (1) Number of dead and injured, if any, and the extent of injuries.
- (2) Units involved, if known.
- (3) Related damages, environmental spills, and other relevant information.
- (4) Location of accident.
- (4) Time of accident.
- (6) Command response.

B. Key Messages. Releases about transportation accidents should convey the following messages:

- (1) An investigation will be conducted.
- (2) The command is concerned about Soldiers, families, and communities involved.
- (3) The command is concerned about the environment.
- (4) There was a rapid command response, spill containment, and prevention of damage to the environment.

RELEASES CONCERNING TERRORIST, HOSTAGE, OR NATURAL DISASTERS OCCURRING ON OR OFF THE INSTALLATION (OCONUS)

A. Key Information.

(1) First responders (firefighters, hazardous material (HAZMAT), ambulance, *police*) are almost exclusively host nation employees. The local fire chief or *police* is the spokesperson at the scene.

(2) Establishing a liaison with host nation or consequence-management personnel in advance will greatly assist the U.S. Army's PAO. During consequence-management exercises, public affairs maximum participation is crucial to form relationships with host nation spokespersons.

(3) During a crisis, the host nation spokesperson may give directions to the local populace such as "stay in your homes" or "avoid these roads or areas". The nearest PAO must ensure the American population is also notified. The PAO should coordinate with AFN to broadcast the information to the American audience. PAOs whose units are located in communities that have closed-circuit television channels should also use that tool to get the information to the American audience.

(4) Installation or on-scene commanders may be asked to participate in a joint press conference. Ensure that the commander understands he or she is a guest and must follow the host nation lead. The commander is expected to comment on the welfare of American Soldiers, civilians, and family members and on specific information that applies only to the American population. The U.S. commander is not the lead in HAZMAT, first response, or natural disaster cleanup.

B. Key Messages. Releases about terrorist, hostage, or natural disasters may include the following:

(1) The safety of our personnel is our number one priority.

(2) We are working hand-in-hand with our host nation government to mitigate the situation.

(3) Comply with the requests of the host nation first responders. These brave men and women have been incredible.

C. Sample Release.

NOTE: To be used only as a guideline in the preparation of a release. If at all possible, coordinate with higher headquarters before release.

(CITY), Germany (date) – A U.S. *(military)* vehicle carrying hazardous material crashed *(or other circumstances)* approximately *(location)* at *(time)* today. The public is warned to stay out of the area, which is under surveillance by guards, in the interest of public safety and to aid operations at the accident scene.

A *(host nation/U.S.)* HAZMAT team from *(city)* is *(en route to, has arrived at)* the scene of the accident. We have no details on civilian or military casualties or property damage.

GUIDELINES FOR ACCIDENTS AND INCIDENTS

PA personnel must be thoroughly familiar with the accident guidelines in AR 360-1. Accidents and incidents occur in wartime and in peacetime. An SOP must be in place for proper response to accidents and incidents when they occur. Prompt, voluntary release of information—even about embarrassing events—is a policy that promotes trust, enhances credibility, and limits the negative effect of such accidents and incidents.

NOTE: Public affairs personnel will not use the term “casualty” in news releases or when speaking to media representatives. This term is often misunderstood by media to mean “dead.” Instead, the following may be used:

- (1) Dead.
- (2) Very seriously wounded, injured, or ill.
- (3) Seriously wounded, injured, or ill.
- (4) Slightly wounded, injured, or ill.
- (5) Missing.

For each of the above categories, the cause must be indicated with propriety. Do not sensationalize death, injury, or illness. Hospitals cannot share information with the media on the specifics about sudden, violent, or accidental deaths, or deaths from natural causes without the permission of the decedent's next of kin (NOK) or other legal representative according to the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

The following information may be released without consent after the NOK have been notified:

(1) Biographical data (name, grade, date of admission to or release from a hospital (unless patient's NOK has asked that it not be released) date and time of death, age, sex, branch of service, post, and unit (unless classified)). Use caution if the unit is very small. If a unit is small, the casualty's identification could be determined based on the unit size and other information in the news release.

(2) Personal data (hometown, awards and decorations, marital status, and military occupational specialty or duties). The street address of the victim or patient and the address of the NOK are protected by the Privacy Act and may not be released.

(3) According to the Guidelines for Releasing Information on the Conditions of Patients under the HIPAA, as long as a patient has not requested that information be withheld, PAOs may release the patient's one-word condition and location to individuals who inquire about the patient by name without obtaining prior patient authorization. The one-word conditions and their definitions are as follows:

- (a) **Undetermined:** Patient is awaiting a physician, an assessment, or both.
- (b) **Good:** Vital signs are stable and within normal limits. Patient is conscious and comfortable. Indicators are favorable.
- (c) **Fair:** Vital signs are stable and within normal limits. Patient is conscious, but may be uncomfortable. Indicators are favorable.
- (d) **Serious:** Vital signs may be unstable and not within normal limits. Patient is acutely ill. Indicators are questionable.
- (e) **Critical:** Vital signs are unstable and not within normal limits. Patient may be unconscious. Indicators are unfavorable.

-) Describing the bodily location of the injury (for example, arm, leg, head) received in vehicle accidents, helicopter crashes, or combat is acceptable if the patient gives the PAO permission to release the information. In all other cases, adhere to the one-word condition as defined below.

-) Names of dead or injured personnel are always withheld until 24 hours after the NOK are notified. The PAO will coordinate with the command personnel-actions section (casualty operations) to determine when NOK have been notified.

-) If the identification of one or more victims whose NOK were notified would identify other victims whose NOK have not yet been reached, identification is withheld until all NOK are notified.

-) If Soldiers are killed in civilian jurisdictions, PAOs will ask for the cooperation of civilian police, medical personnel, and commercial carriers to withhold the names of the Army victims until the NOK have been notified.

-) When military accidents involve members of more than one branch of service, release of information concerning victims or equipment belonging to another branch of service will be coordinated with the nearest PAO of that service.

-) When a foreign national (other than a locally hired employee) is an accident casualty while on an Army installation in Europe, the U.S.

Army will not release the employee's name without host nation coordination. Normally, the host nation will release all information regarding its citizens. If a local national employee is injured or killed on the installation, the PAO will gather all information regarding the accident or incident and give it to the host nation authorities for release.

-) The public is entitled to all unclassified information concerning an accident if such release is not prohibited by ARs 50-5, 50-6, 360-1, 380-86, and other AR 50-series regulations concerning the nuclear, biological, and chemical surety programs.

CRISIS PREPAREDNESS QUESTIONS

One method to conduct an inventory of possible crisis or issue scenarios for your command is a self-survey (modified from The Institute for Crisis Management): Grade on a Scale of 1-10 With 1 Being Non-Existent and 10 Being Excellent.

1. What kind of management notification system do we have in place if a crisis occurs during non-business hours?
 - a. How long would it take to reach everyone in key leadership positions if we had a crisis at 3 p.m. on a Saturday?
2. What is our command emergency response plan like?
 - a. When was it last updated?
 - b. Has it ever been used or tested to see if it works?
 - c. How well does it tie in with the response plans of our other facilities?
3. What internal problems or other vulnerabilities do we have that could be damaging to our command if they went "public?"
 - a. What would be the public reaction if one of them was disclosed by a disgruntled employee, or in a lawsuit, government investigation or investigative news report?
 - b. How would we explain or justify the situation so it would have minimum operational and reputation impact on our command?
 - c. What is being done to minimize the chances of that problem occurring?
4. Who would be our spokesperson(s) in a crisis situation?
 - a. Who would be the alternate if they were not available or not appropriate for that kind of crisis situation?

- b. How good would they be in handling tough questions from reporters?
 - c. How much confidence do we have that they will be credible and convincing in a confrontation with reporters, neighbors, customers?
 - d. How would disclosures be handled at one of our facilities if they had a crisis? Who would be the designated spokesperson?
5. How much information would we give out if we had a crisis? (Remember to review the Privacy Act and Freedom of Information Act requirements.)
- a. Who would decide what to say?
 - b. What would be the approval process? How long would it take?
6. How would we contact our leadership and employees so they would hear from us before learning about it from the media?
- a. How about our communities, contractors and other key audiences?
 - b. How would we do it, and how long would that take?
7. What crisis situations have similar organizations had in the past year that went "public?" How well would we have handled those crises?
- a. How much management time has it taken? How much has it cost them so far in expenses?
 - b. What are the prospects for lawsuits or investigations? How long will it be before they get the problem behind them?
 - c. How would we have done if it had happened to us instead of them?
 - d. What can be learned from their experiences?
 - e. Have we made any changes in the way we do business as a result of what happened to them?

Target Publics and Stakeholders

Target Audience Analysis: It is useful to develop a list of key audiences and issues "stakeholders" -- individuals with a vested interest -- whom you periodically will keep informed and updated about military activities. These community-based lists should be prepared locally and kept up to date. Understanding your target publics and key stakeholders will help to develop a more comprehensive crisis communications plan, assess their needs, and evaluate these relationships of trust. This type of assessment also will help communicators to develop outreach initiatives and determine the community's information needs.

It is very important, especially in a crisis situation to prioritize your segmented publics. This makes the job of communicating more manageable and makes the best use of limited time. You establish a tool, technique or procedure to reach every segment of the audience. Likely audiences may include the following:

Internal audiences

- Employees
- On post
- Tenant units
- Union officials
- Family members
- Retirees
- Contractors

Community

- Nearby neighbors
- Community advisory panels
- Other key community leaders
- Institutions (schools, hospitals)

Emergency Responders

- Local emergency responders
- Police, fire, first aid
- Local Emergency Planning Committee members
- Local medical personnel
- State police
- Federal/state/county hazardous materials and accident teams

Elected officials and other levels of government

- Local officials
- Mayor
- City Manager
- City Council
- Environmental, Planning and Zoning Commissioners

County

- County commissioners
- Other

State

- Legislators/regulators
- Governor
- Chief aides
- State environmental agency
- Other appropriate state agencies

Federal

- Congressional representatives
- Administrative assistants of Congressional Representatives and Senators
- Environmental Protection Agency
- FEMA
- Others in charge of disaster relief

Media

- Editor and publisher of newspaper
- Reporter or stringer
- Station manager/news director of TV and radio stations
- Trade publications

Business Organizations

- Chamber of Commerce
- National/County Alliance of Business
- Business Roundtable
- Professional/trade organizations

Public Interest and Environmental Groups

- Community activists
- Public Interest Research Groups
- Environmental Organizations (Greenpeace, Sierra Club, etc.)

Civic/Service Organizations

- Red Cross

- Rotary
- Local chapters of Kiwanis, Lions, League of Women Voters, etc.
- Religious-based social service agencies
- Little League, soccer associations

Philanthropy

- United Way
- Black United Way
- Community Foundations

MAKING SOLDIERS AND EMPLOYEES OUR CREDENTIALS

During a crisis, the media will take sudden and complete interest in your story. But, public affairs officers cannot be everywhere and cannot escort every media outlet that wishes to create an "exclusive" or unique story. During times of crises, such as deployments or tragedies, the media will often look to conduct "man on the street" interviews.

One of the best ways to preclude misinformation and misperceptions is to keep soldiers, employees, retirees, family members and contract employees informed early about incidents that may effect them and their community. Many posts use town hall meetings, pre-recorded phone hot lines, commissary bag fliers, cable TV and radio announcements, and other command information media. While face-to-face communication is most effective, time may not always permit this. The main point is to inform the internal audiences early and whenever possible, prior to informing the news media and general public. Why? Because, soldiers, employees, family members and other internal audiences are your best messengers.

Soldiers as Messengers

- Building internal relationships will help you build external relationships. Here are some simple suggestions:
- Encourage your internal audiences -- soldiers, civilian employees, retirees, family members and others -- to participate in communication efforts and to act as advocates by informing them early in the information sharing process.
- Capitalize on the trust and credibility our internal audiences have with their friends, family and the American public. For example, as their friends and neighbors learn about the crisis, they will naturally ask soldiers and employees for more information.
- Encourage soldiers, retirees and employees to be your command's spokespersons at meetings and at organizations with which they are affiliated or other outreach efforts.

Provide these employees with the appropriate tools to be effective -- such as key messages, information and training.

- Establish an easy feedback mechanism so that employees can report on questions they have been asked or rumors they have heard as well as so that they can provide suggestions to improve the communications initiatives.
- If properly motivated, these internal messengers will provide invaluable assistance to tell and support key messages in the community -- both formally and informally

Ways To Communicate Quickly With Internal Audiences

- Use E-mail for alerts, calls to action and important developments.
- Arrange a town hall meeting to allow the commander personally to communicate the importance of an issue to the unit and its members.
- Post information about a crisis or important issue on appropriate bulletin boards.
- Use phone, fax trees, and computer bulletin boards to communicate with family support groups, on-post associations and major contractors.
- Use your command information Internet page.

SAMPLE CRISIS COMMUNICATIONS PLAN

SUBJECT: Fort XXXX Crisis Communications Plan

1. **Purpose.** To establish a Crisis Communications Plan for Fort Bones that provides an initial communication, IAW designated communication priorities, within one hour of plan implementation.

2. **Applicability.** Personnel performing crisis communications duties for the Public Affairs Office, Fort Bones, New Mexico.

3. **Coordination and Responsibilities.**

a. PAO. As the crisis communications manager, the PAO is responsible for formulating communications policy and objectives relating to the particular crisis; provides expertise and assistance required to carry out command communications policy; determines if it is necessary to notify the Department of the Army Public Affairs according to applicable Army Regulations and Policy; ensures timely preparation, coordination, review and implementation of crises annexes; marshals Crisis Communication team/resources; coordinates for SJA support; ensures coordination and timely release and dissemination of crisis communications to the affected communities and media; coordinates crisis communication functions with senior staff at the scene of the incident, when and if required. Implements the Crisis Communication Team alert roster. The PAO coordinates this plan with the Garrison Commander.

b. Assistant PAO. As deputy crisis communications manager assumes duties assigned by PAO; reviews crisis communication plan annexes; mans EOC when implemented, to coordinate crisis communication functions.

c. NCOIC. Performs duties as deputy PAO; assumes duties as assigned by PAO or Assistant PAO; analyzes installation mission, location and infrastructure to identify likely crises; coordinates and prepares crisis communication plan annexes; plans and establishes MOC, when and if implemented, to coordinate crisis communication

functions; prepares Crisis Communication Team alert roster with shift rotations to ensure site manning as required.

d. Staff Judge Advocate. SJA staffer provides legal guidance and reviews statements prior to release.

4. Procedures.

a. This crisis communications plan will be implemented upon notification by the Garrison Commander or other authorized person that a crisis exists.

(1) The garrison commander is the designated crisis team manager for crises occurring within the garrison.

(2) Exceptions: The garrison commander may designate a commander or commandant of a tenant unit (e.g. MEDDAC, Army, TRADOC or DoD school) as CTM for a localized crisis pertaining solely to breaches of order, discipline or regulation by their assigned personnel (staff, faculty or student body). The Garrison commander has designated the Deputy Garrison Commander and Director of Public Works to manage environmental crises occurring on Fort Bones.

b. The point-of-contact list at Annex A will contain names and phone numbers of –

(1) Garrison commander and senior staff (G-staff, special staff, directors, tenant unit commanders and commandants;

(2) Local and regional broadcast and print media, wire services news desks; stance on military should be included

(3) Mayors and public safety officials of adjacent communities;

(4) Senior headquarters' and DA PAOs will be maintained as an appendix to this plan. The roster will be reviewed and updated semi-annually.

c. Refer to the appropriate annex for crisis-specific guidance. Crisis communications management fact/information sheets designed to provide guidance for each type of situation identified as a

smoldering crisis are at annexes B through F to this plan.

d. Only the PAO or PAO's designee(s) may authorize release of information.

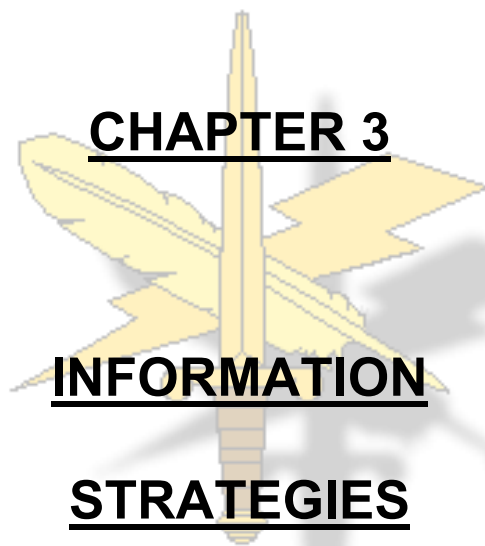
e. Members of the Crisis Communications Team will log their activities to facilitate after action review for evaluation of crisis communications procedures.

5. **Files.** (UNCLAS) Electronic files will be used for coordination. Paper files will be maintained in the current files area of the PAO.

6. **References.**

a. Memorandum, HQ Fort Bones, WBONES-CDR, 1 NOV 06,
SUBJECT: Fort Bones Crisis Management Plan

b. AR 360-1, Army Public Affairs Program



CHAPTER 3

INFORMATION

STRATEGIES

Media Monitoring

FUNCTIONS

Request funding for translators prior to deployment. There are US companies who provide translators as well as hiring locals.

Monitor print, web and broadcast news to report the influence media has on local populace as well as international community.

Collection and assessment of local and international media perceptions and attitudes related to news published concerning US and coalition militaries.

Assessing effect of selected media products.

Monitoring the scope of distribution worldwide of published news.

REPORTING PROCEDURES

Topics for immediate reporting include: positive or negative news concerning US or Coalition forces and footage of Coalition soldiers being attacked.

Main topics are individual topics that should be searched for daily. Each topic requires a different means of reporting depending on the topic.

Hot Topics are individual topics that need immediate attention. These topics will require immediate searching capabilities and reporting procedures.

Media Analysis

A media content analysis will provide an evaluation of the quantity and the nature of that coverage, and reveal intended as well as unintended messages. An analysis of the media provides feedback to the PA and IO sections for the production of future themes and messages. The analysis covers the US, international and host nation media. Media analysis is more than simply collecting and summarizing news stories.

A typical media analysis can answer the following questions:

- How do the media frame public discussion of an issue (by repeating various story elements, using common metaphors, quoting similar people, etc.)?

- Who are the main spokespeople on a particular topic, and how are they being quoted? Are they mainly advocates, policymakers, academic experts, etc.?
- How often are various spokespeople quoted and in what context?
- What themes and messages are being covered, and what themes and messages are being ignored?
- Which outlets are covering or ignoring an issue or organization that they should be covering?
- Is there a time of year when an issue or organization is more likely to be covered than others?
- Is a topic or organization the top news, and if not, where in the paper or broadcast is that topic or organization covered?
- Which reporters are writing on this issue/organization?
- Was the information published positive, neutral or negative?
- How long did the planned themes and messages penetrate the media outlets?

Sample media analysis:

PURPOSE: To provide an indication of media penetration with analysis.

COMMAND MESSAGES:

We are working with the Iraqi government to allow them to reestablish control of their borders.

Action is being taken at the request of the citizens of Tal Afar, Tribal leaders, local government and National Assembly members.

The plan in place to assist refugees and capture insurgents trying to flee has been successful.

Iraqi Security Forces have provided the majority of the forces for this operation.

The operation has been extremely successful.

Tal Afar is part of a larger campaign.

PENETRATION:

- The two tunnel complexes were "clearly designed for terrorists to escape from Sarai," said Maj. Gen. Rick Lynch, the senior American military spokesman in Iraq. "They had seen this coming over the last four months." (NY Times, Kansas City Star)
- He said troops had captured some insurgents who had used the tunnels but were caught at checkpoints, some wearing wigs and dressed as women. "The rats know we're closing in on them," he said. (NY Times)
- "Tal Afar is just one piece of an overarching operation. We are not going to tolerate a safe haven anywhere in Iraq," (USA Today, Kansas City Star)
- Maj Gen Lynch said intelligence reports suggested some 20 per cent of insurgents in Tal Afar were "foreign fighters". (ABC News Online)
- "We will continue to work away so we have covered every inch of Sarai, and then every inch of Tal Afar, until we've killed all the terrorists and foreign fighters there." (Washington Post)
- Also appeared on Al Jazerra TV as a news summary and on their program "Al-Sharia & Life" on 12 Sep, as well as Federal News Service, CNN.com and AFP (Agencee France-Presse)

RESPONSE: Iraqi insurgents, run out of their northern stronghold in Tal Afar for the second time in a year, counterattacked with an Internet propaganda offensive that put a bounty of about \$200,000 on the heads of top Iraqi leaders. (AP)

ANALYSIS: The press conference achieved good print media penetration with coverage in major media outlets including the NY Times, Washington Post, Kansas City Star, USA Today (Gannett), ABC News Online, CNN.com and AFP. Command messages were used. Coverage in these media (especially Gannett) assures further coverage in the

regional and smaller US print markets. Penetration in regional TV, as determined thru Critical Mention, was achieved on Al-Jazerra. However, within the U.S. only reference found was for the NBC affiliate WGAL in Harrisburg, PA. Coverage appeared neutrally factual.

Possible Search Engines

FBIS is a website of the Open Source Center. OSC provides foreign media reporting and analysis to policymakers, government institutions and strategic partners. It delivers targeted, timely and authoritative open source intelligence for analysis, operations and policymaking. www.fbis.gov

LexisNexis® provides authoritative legal, news, public records and business information; including tax and regulatory publications in online, print or CD-ROM formats.

www.nexis.com (Requires Contract)

INFOCENTRAL is a website designed as a "one-stop" source of information, updated daily, for the worldwide USG public diplomacy and public affairs communities, with an emphasis on timely material critical to crisis issues. INFOCENTRAL is a password-protected portal, providing quick, up-to-the-moment information and guidance. With only one ID and password, the busy spokesperson has access to used and contingency guidance in the PA Guidance Database:

www.infocentral.state.gov

Critical Mention

Factiva (requires contract) www.factiva.com

Google News

Yahoo News

www.newstrove.com

Audience and Key Stakeholders List

It is very important to prioritize your segmented publics. This makes the job of communicating more manageable and makes the best use of limited time. You establish a tool, technique or procedure to reach every segment of the audience. Likely audiences may include the following:

Internal audiences

- Employees
- On post
- Tenant units
- Union officials
- Family members
- Retirees
- Contractors

Community

- Nearby neighbors
- Community advisory panels
- Other key community leaders
- Institutions (schools, hospitals)

Emergency Responders

- Local emergency responders
- Police, fire, first aid
- Local Emergency Planning Committee members
- Local medical personnel
- Hazardous materials and accident teams

Elected officials and other levels of government and military interface

- Host nation/Coalition/bilateral partner counterparts
- Ministries of Information, Interior, Defense, State Department
- Local officials
- Mayor
- City Manager

- City Council
- Environmental, Planning and Zoning Commissioners

Media

- Editor and publisher of newspaper
- Reporter or stringer
- Station manager/news director of TV and radio stations
- Trade publications

Business Organizations

- Chamber of Commerce
- National/County Alliance of Business
- Business Roundtable
- Professional/trade organizations

Public Interest and Environmental Groups

- Community activists
- Public Interest Research Groups
- Environmental Organizations

Civic/Service Organizations

- Red Cross
- Rotary
- Local chapters of Kiwanis, Lions, League of Women Voters, etc.
- Religious-based social service agencies
- Little League, soccer associations

Assessing Markets for CI Products

1. PA must analyze all available media to succeed in telling the Army story. PA personnel should be ready to serve and take advantage of the following media, both locally and at state, national or international level:

- a. Newspapers
- b. Radio
- c. Television (including cable and community access)
- d. Wire services
- e. Magazines (general and special interest)
- f. Internet

2. In conducting market analysis, the following advantages and disadvantages of the various types of media in carrying the desired message must be considered:

a. **NEWSPAPERS** – Daily and weekly newspapers, both metropolitan and suburban, attract habitual readers who are often among the best-educated and most influential people in the community. Newspapers are able to cover stories in greater depth than the electronic media. They are more timely than magazines or books, but not as timely as radio or TV. However, newspapers are more permanent than radio or TV.

b. **RADIO** – Radio offers immediacy, variety, mobility and aural appeal. Radios are sometimes the only means of communications to the public during hostilities. Its major disadvantages are its lack of visual appeal, its lack of permanence and its lack of depth, most radio news stories being in the 20-30 second range.

c. **TELEVISION** – Television is the most potent mass communications medium, combining the impact of moving pictures with the sound and immediacy of radio. It is the medium of choice in America, with studies showing the average American watches as many as six hours of programming every day. Its disadvantages, like radio, are

its lack of permanence and its lack of depth. Don't overlook cable systems and community-access channels in your area.

d. NEWS SERVICES – News services – or "wire services" exist to provide the mass media with coverage local media could not afford. In effect, subscription to a news service (print, electronic or both) gives a subscriber correspondents wherever the news service has a bureau. News services can help get a story with national or international appeal to the widest possible audience.

e. MAGAZINES – Magazines can be grouped as news (Time, Newsweek), consumer (TV Guide, Better Homes and Gardens), special interest (Stereo Review, Soldier of Fortune) and internal (Soldiers, Armor). Few magazine editors want "handouts" except as possible leads for staff-written stories. Special interest magazines are the exception. Many eagerly seek high-quality stories and photos.

f. INTERNET – The Internet is a world reaching medium that is accessed on a moment to moment basis by all types of audiences. Many of the previous mediums have an outlet to the net providing possible permanence and history for stories and information. Developing a site or getting information on another site is beneficial to your mission

3. Reviewing available media, the PAO should compile a media listing. That listing should include the following information:

a. All local media and outside media that would likely use material from the U.S. Army.

b. Names of editors, news directors or station managers; addresses; phone numbers; deadlines; frequency of publication; type of audience served; and unique requirements or interests should be noted.

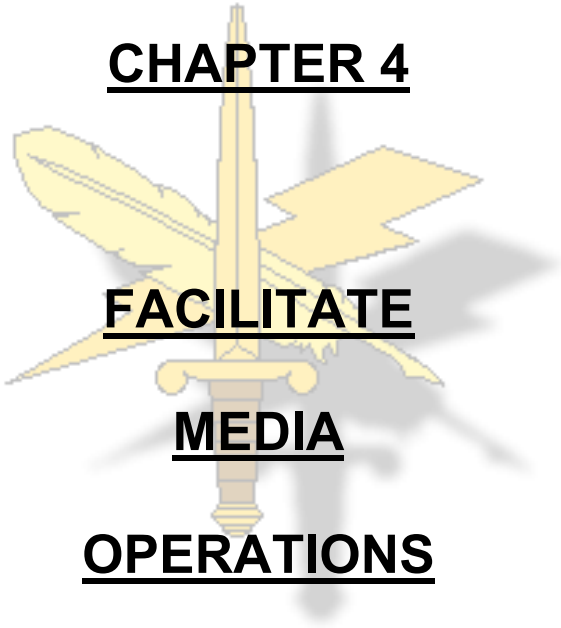
4. In many communities, media listings already exist and are available from state, city or community service organizations. The Gebbie Press All-In-One Directory, the Editor and Publisher International Yearbook, Broadcasting Annual and other directories can help locate outlets nationally and worldwide.
5. As part of marketing, press releases and media advisories will routinely be issued. These releases must be reviewed and approved by the PAO or his or her designee.
6. Additionally, marketing includes participation in the Hometown News Release Program IAW DA Pam 360-3 (Appendix 3).
7. Before sending a release to any media, ensure it is accurate, professionally prepared and of interest to the newspaper, magazine or radio-TV stations receiving it. Also ensure releases are tailored to suit the requirements, interests and formats of the recipients.

CHAPTER 4

FACILITATE

MEDIA

OPERATIONS



MILITARY SUPPORT TO MEDIA

1. Guidelines:

a. Support of the media includes informational kits containing advisories on the availability and location of housing and meals, readable maps and applicable policies. Transportation may be provided if civilian transportation is not available. All logistical support is constrained by mission requirements. A request cannot take away a unit's ability to perform its mission.

b. The PAO may establish a media operations center providing equipment, supplies and amenities for the news media to include: desks; chairs electrical hook-ups and backdrops; photo facilities; telephones; and two-way communications. PAOs are normally prohibited from providing expendable supplies such as paper, pens and pencils.

1. General Support. The military should provide these general services to the media:

- a. Media briefings and informational programs.
- b. Escorts and media identification badges.
- c. Meal and lodging coordination.
- d. Transportation arranged.
- e. Medical support.
- f. Security briefings and safety procedures.

3. Planning and Coordination. Representatives from support agencies from the gaining command are to be fully briefed in advance on requirements for housing, meals, transportation, medical and security in anticipation of media arrival. The following items will be considered:

- a. Transportation
 - 1. Vehicles / aircraft identified and clearly marked.
 - 2. Commercial transportation schedules available.
 - 3. Regularly scheduled military transportation and bus schedules available.

4. Drivers identified and briefed

- b. Lodging (brief billeting on requirements)
 - 1. Reserve quarters well in advance.
 - 2. Preparation made for unexpected arrivals.
 - a. Meals (List of available dining facilities and local restaurants)
 - b. Medical (Staff surgeon informed on scope of event)
 - c. Security
 - 1. Security officials fully briefed on scope of event and media interest
 - 2. Coordination with local law enforcement concerning jurisdiction questions

4. The PA section must compile a set of SOPs from the gaining command concerning that command's procedures for requesting transportation, facilities, billeting, power and communications support.

5. Requests for support which is not organic to the unit must be made IAW the SOPs of the gaining command.

Media Center Operations

Establishing a media operations center during an operation or crisis without prior planning is difficult. Plan ahead for adequate phone lines and basic amenities such as coffee, water, MREs, etc. Identify a convenient location in an area that will not unduly interfere with operations.

As news reporters arrive at media center, provide handouts, brief them on rules, location of rest rooms, etc. Provide lots of space/phones/outlets to file stories, plug in laptop computers, etc.

Don't forget cameramen camped outside.

Escorting the media. Provide the media with badges so they can be distinguished from other civilians in the area. Clearly identify "off-limits" areas and provide escorts as needed.

"Ground rules" for press members (e.g., where they are allowed to go, where photography is permitted or prohibited, "off-limits" areas, procedures for requesting interviews, including locations of "man on the street" interviews. These rules should be handed out to media as they arrive in the MOC.

Subject matter expert. Identify key individuals and provide media training to them and individuals likely to contact media in the event of a crisis.

Press kits. While there may not be time for a formal "press kit," at least plan to have on hand items that are of importance to the media, and have more general information available for them to pick up.

Among items you may wish to include: "Ground rules" for press members; and information on how to contact PA after duty hours.

Press Briefings. Conduct press briefings as necessary to consolidate and distribute information to the media. Be conscious of the fact that some members of the media will want "exclusive"

information. PAOs cannot become entangled in such efforts. Information releases are for the public.

"Brief the briefers" on a list of potential questions and give them any command messages which have been developed. Limit the briefing to no more than 30 minutes. The agenda should include an initial overview, expert-specific briefings, commander input (as necessary), and a brief period for questions and answers. Support the briefings by providing written material to the media with key information. (*See Media Training, Chapter 5*)

After Action Review

Create a narrative, chronologically structured AAR (but do not act as the operational historian --- that is a job for the unit historian, not the PAO.) The focus of the AAR is on issues related to PA activities.

Use the following items to construct the review and maintain the raw items in accordance with regulation:

- PA log. This log will capture the chronological list of actions by the PAO (to include all public affairs assets).
- Tapes from press conferences. Include audio and video tapes if possible.
- Press clippings from print sources and video taped broadcasts from television.

The document must contain problems encountered and lessons learned. Provide copy of observations to the APAC and CALL.

MEDIA BRIEFING SET-UP CHECKLIST

Briefing Subject	Briefing Date	Briefing Time
Speaker	Briefing Location	
Personnel Prep		
<input type="checkbox"/>	Speaker provided talking points and 5 good / 5 bad questions	
<input type="checkbox"/>	Speaker murder board conducted	
<input type="checkbox"/>	Facilitator selected and briefed	
<input type="checkbox"/>	Escorts selected and briefed	
<input type="checkbox"/>	Interpreters selected and briefed	
<input type="checkbox"/>	Rehearsal Conducted	
Site Prep		
<input type="checkbox"/>	Briefing area secure and separated from the BCT operations and TOC	
<input type="checkbox"/>	Briefing area separated from generators or other noise	
<input type="checkbox"/>	Briefing area large enough to accommodate anticipated audience with seating	
<input type="checkbox"/>	Adequate electrical power and outlets for video equipment	
<input type="checkbox"/>	Sufficient lighting and has it been checked/tested	
<input type="checkbox"/>	Suitable backdrop	
<input type="checkbox"/>	Are the following items on hand (as appropriate):	
<input type="checkbox"/>	Podium	<input type="checkbox"/>
<input type="checkbox"/>	Public address system	<input type="checkbox"/>
<input type="checkbox"/>	Projector screen	<input type="checkbox"/>
<input type="checkbox"/>	VHS player/recorder	<input type="checkbox"/>
<input type="checkbox"/>	Lighting system	<input type="checkbox"/>
<input type="checkbox"/>	Maps of area of operation	<input type="checkbox"/>
<input type="checkbox"/>	Pointer	<input type="checkbox"/>
<input type="checkbox"/>	Computer w/ CD/DVD	<input type="checkbox"/>
<input type="checkbox"/>	Proxima (projector)	<input type="checkbox"/>
<input type="checkbox"/>	Television monitor	<input type="checkbox"/>
<input type="checkbox"/>	Visual aids	<input type="checkbox"/>
<input type="checkbox"/>	News releases / press packets	<input type="checkbox"/>
<input type="checkbox"/>	Video camera or digital voice recorder to record briefing	
<input type="checkbox"/>	Event catered or refreshments provided (as per funding regulations)	

Sequence Plan	
	Plan to secure media reception area
	Plan to search media as they pass through security
	Plan to escort media into briefing area
	Ground rules established by facilitator
	SMEs introduced
	Questions monitored and ground rules enforced
	Plan to escort media to reception area when briefing complete
	AAR completed and forwarded to BCT PAO

MEDIA QUERY PROCEDURE

1. Media queries usually start with a phone call from a media representative who wants information. A query form will be used to record the query whether on the phone or in person. A response should be given to the media as quickly as possible. However, PA personnel should not commit to getting answers within a certain time frame.

2. The soldier receiving the query will follow the format and write down all the information to identify the caller and the person taking the call. Journalists and public affairs officers should answer questions making sure that the information being given is accurate and has been cleared for public release. All responses should be free of jargon and military terms should be explained.

3. Sometimes a response to a question cannot be released immediately.

a. Accidents. In the case of accidents, tell the reporter the accident is being investigated and names cannot be released until next of kin are notified.

b. Hospital Conditions. Patients' conditions are released from hospitals and may be categorized as treated and released, stable, serious and critical.

4. Before information is released, it must be approved by the PA Commander or the agency with release authority. Some information is protected from release by privacy concerns. When a particular query is taking an unusually long time to answer, make sure you contact the media representative and explain why it is taking longer.

5. Each query will be logged in the Query Log Book, assigned a control number, reviewed by the Chief Escort Officer and assigned to an action officer or NCO for completion.

6. When the action officer or NCO has completed the query, the response will be noted and forwarded to the Chief Escort Officer for review and release.

7. After review by the Chief Escort Officer, the query response will be released and logged out in the Query Log Book or returned for further work. When appropriate release authority is secured, a query response is released, the Media Query Form, together with the response, will be filed by control number.

Sample Media Query Form

MEDIA QUERY FORM

Control Number:_____

Deadline:_____

Taken by_____Time_____

Date_____

Caller's
Name_____Organization_____

Phone_____Fax_____

Address_____City_____State____

_____Zip_____

Question (use reporter's precise wording)

Response (attach copies of written releases)

Source of Information / Coordination

**Approved
by:**

Released

to _____ **Time/Date** _____

Release Method: In Person _____ Phone _____ News
Release _____ Other _____

Released by _____ **Release**
Number _____

Sample Media Query Log

[illegible]

MEDIA ESCORT OPERATIONS

(PLANNING AND CONDUCTING)

- I. Receive the mission from Public Affairs Officer: name and news organization of reporter(s); purpose and length of visit; draft itinerary; logistical support plan; ground rules.
- II. Assist the media in preparation to move: conduct TLP with media before movement; instructions in event of enemy contact.
- III. Move media to the unit: expedite movement; listen to reporters to pick up possible storylines or questions they may ask.
- IV. Brief the interviewee: away from the media initially; review ground rules; set time limit; all things are "on the record"; OPSEC concerns; don't speculate; stay in your lane; attempt to bridge to your message; anything the media talked about on the way.
- V. Monitor the interview: timekeeper; listen for OPSEC violations or inaccuracies; help reporter understand anything confusing; record any follow-on commitments of support by the interviewee.
- VI. Assist media in filing products as necessary.
- VII. After Action Review upon return: impression of interview; lines of questions; ground rules violations; attitudes of reporters; additional requests for information; logistical issues.

Media Registration Procedures

1. Registration is the recording of correspondent names, their agencies, telephone numbers, and other relevant data.
2. Accreditation is the process of verifying the legitimacy of news correspondents (both US and foreign) and of providing them with official credentials. The correspondent agrees to abide by ground rules in exchange for command provided support,

access to soldiers, and other privileges. Accreditation procedures will be implemented pursuant to directive from Office of the Assistant Secretary of Defense for Public Affairs (OASD (PA)) and the higher HQ to provide for physical security in the AO.

3. Typically the NMR will be accredited at the higher HQ. However, the unit will register all media for security and tracking purposes.
4. Registration procedure:
 - a. The NMR is required to fill out the registration form and accept the media ground rules form, waiver form and reimbursement form. Those forms will be attached to the registration form and filed in the media reception log.
 - b. Provide a copy of the documentation to the NMR
5. Badging Procedure. When the unit must badge an NMR, the following information will be included on the accreditation badge:
 - a. Photo
 - b. Name of person badged
 - c. Issue date and expiration date
 - d. Agency
 - e. Name of issuing authority
 - f. Control number
 - g. Signature block
 - h. Colors of badges can be varied based on function of the personnel being issued the badge and by the HQ issuing the badge. One example is:
 - 1) Green – Media for Training
 - 2) Red – Civilian Media
 - 3) Blue or Photo ID – Military or Department of the Army PA Personnel
 - i. After a badge is prepared, it should be issued and logged by control number.

Sample Media Registration Form

Registration Form

				PAO Control #	
				DTG In	
				DTG Out	
Name					
Nationality		SSN (US only)		Blood Type	
Passport #			News Agency		
E-mail Address					
Credential Information	Credential Number	Expiration	Ground Rules/Waiver filed?		
Medium (Check all that apply)					
	Newspaper		Radio		
	Magazine		Documentary		

	Television		Other _____

Agency Address (Local Bureau)	Agency Telephone

I understand that the press pass I am issued remains the property of the military and it will be surrendered at the direction of the PAO or her/his designated representative. Any abuse of the card will result in its immediate and permanent confiscation.

Signature: _____

Press Kit Checklist

- ☑ Schedule of events – do not forget contingency arrangements.
- ☑ Strip maps, key routes, sites.
- ☑ Maintain OPSEC. Use open source information when possible.
- ☑ Fact sheets – equipment, organizations.
- ☑ Biographies – key personalities or keynote speakers.
- ☑ Advance copies of keynote speeches.
- ☑ Press releases, media advisories, special events calendar.
- ☑ Photos and cutlines.
- ☑ Video releases.
- ☑ Related news articles.
- ☑ Frequently Asked Questions
- ☑ Army 101 information (i.e. command and organizational structure, rank structure, etc.)
- ☑ Remove Acronyms
- ☑ Local lodging and restaurants
- ☑ Points of Contact

Media Ground Rules

Media ground rules assist in protecting the security and the safety of the troops involved while allowing reporters the greatest permissible freedom and access in covering the story. Security at the source will be the policy. Media ground rules should always address what is and is not releasable.

The following categories of information are releasable:

- Arrival of major U.S. units when officially announced by a U.S. spokesperson. Mode of travel (sea or air) and date of departure from home station.
- Approximate friendly force strength figures, after review by host nation government.
- Approximate enemy casualty and POW figures for each action operation.
- Non-sensitive, unclassified information regarding U.S. air, ground and sea operations (past and present).
- Friendly force size in an action or operation will be announced using general terms such as multi-battalion or naval task force.
- Specific force/unit identification/designation may be released when it has become public knowledge and no longer warrants security protection.
- Identification and location of military targets and objectives previously under attack.
- Generic origin of air operations such as land or carrier based.
- Date/time/location of previous conventional military missions and actions as well as mission results.
- Types of ordnance expended will be released in general terms rather than specific amounts.
- Weather and climate conditions.
- Allied participation by type of operation (ships, aircraft, ground units, etc.)

The following categories of information are not releasable:

- Information about future military plans, activities or operations.
- Vulnerabilities or weaknesses on command, control, personnel or the operation.
- Friendly unit and command strengths, on-hand equipment or supplies; the presence, activities and methods of operation of specifically designated units or equipment.
- Information on friendly force security and deception measures and countermeasures, and intelligence collection activities.
- Specific information on friendly force current operations and movements, deployments and dispositions.
- Information on in-progress operations against hostile targets.
- Information on nuclear, biological or chemical weapons, equipment or training.

Media Embed Procedures

Embedded media is the preferred method of media coverage due to their immediate proximity to the Soldiers' achievements and accomplishments. Through embedding, we strive to inform the target audiences and discredit enemy propaganda by allowing the media access to actual events, allowing the media to report what they see from the firsthand perspective.

The intent of the embedded media program is to establish a relationship with the media, to provide the opportunity to see the unit in action, and to provide detailed background information from the unit's point of view to ensure factual and fair coverage of military operations. The news may not always be good, but we should ensure that it is reported truthfully and factually. To accomplish this we will strive to embed the reporter at the lowest level possible to witness Soldiers actions and unit operations.

Once a media representative is cleared by the higher headquarters for embedding, the PAO section will begin the reception procedures.

- ☑ Receive and accredit all media personnel IAW higher headquarters and combatant command policies. This accreditation will include completing the Media Ground Rules, Waiver Form, an Agreement to Reimburse, and a registration form. Provide NMR a copy of the accreditation documentation, compile file copies and log NMR into media reception log
- ☑ Provide an operational overview or background information to include a press packet or briefings from Staff SMEs as appropriate
- ☑ Ensure NMRs have proper field gear and protective gear prior to media hand-off to subordinate unit.
- ☑ Plan and coordinate commander interview/greeting (if possible) prior to media hand-off to subordinate units
- ☑ Develop/update the media assessment and/or IPB and disseminate to the respective units.

- ☑ Coordinate with the respective UPAR for media hand-over details. Hand-off procedures will be conducted as the tactical and logistics situation dictates (e.g. unit may be tasked to greet and transport media at the TOC or Media Operations Center).

Units will:

- ☑ Provide operational overview to NMR. Maintain appropriate OPSEC measures.
- ☑ Provide NMRs with appropriate safety briefing taking specific tactical situation into account.
- ☑ Provide escort to NMR down to company level.
- ☑ Enforce media ground rules and OPSEC. The burden of maintaining OPSEC is on the unit, not the NMR. If OPSEC is violated, explain to the NMR of the situation and that according to the ground rules, publication of the violation will not be allowed.
- ☑ Provide media SITREPs to BCT PAO daily.
- ☑ Provide media/escort AAR to BCT PAO within 24 hours of the conclusion of all media events.
- ☑ Provide escort to the lowest level (see ANNEX II-H).
- ☑ Stay in your lane. Your mission is a small piece of the overall context. Do not comment on national policy.

Units will **not**:

- ☑ Become personally involved with the NMR. Remain professional and mission-focused.
- ☑ Provide disparaging remarks or information.
- ☑ Under any circumstances, grant any interviews with detainees, allow photography or video taping of detainees, or allow photography or video taping of internment facilities. Approval for detainee interviews is usually corps or theater level.

NMRs will:

- ☑ Abide by the ground rules. When in doubt, the NMR is expected to ask for clarification.

- ☑ Submit (as per ground rule agreement) to security review of material. This review will address security only and not content.
- ☑ Remain properly dressed for the climate and terrain and living conditions with equipment to carry out their mission, and satisfy passport and visa requirements.
- ☑ Maintain and wear protective gear as per the respective commander's policy.
- ☑ Have sufficient funds to cover expenses, such as messing aboard ship, purchase of field rations, use of commercial long-distance telephones, and purchase of food and supplies on the economy.

Units still in CONUS will provide embedded media with sufficient individual protective equipment (Kevlar, flak vest, protective mask, MOPP suit). Division and Corps level units should deploy with sufficient equipment stocks to support up to 10 media representatives who link up in the theater of operations.

Embed termination

When media who have been embedded with deployed Army units indicate their intentions to end their stay with the unit, hosting commands will coordinate through the Army chain of command with disengagement actions to meet country clearance, credentialing and other requirements. Host units wishing to end embed relationships with journalist who wishes to remain will forward the commander's request through the PA chain prior to detaching the journalist. Detaching media must be debriefed on operational security considerations as they apply to ongoing and future operations about which they may have acquired information during the embed.

Embedded Media Packing List

	<u>FINANCIAL</u>	<u>COMMENTS</u>
	Cash for meals and incidentals	Dining facilities and mess facilities only accept cash
	Checkbook for MRE payment	Meals Ready-to-Eat. Army supply will only accept cash or check
<u>QTY</u>	<u>CLOTHING & EQUIPMENT</u>	<u>(Minimum requirements)</u>
1	Backpack (day and a half pack)	
1	Luggage tag	
1	Large garbage bag	line backpack to keep clothing dry
4	Underwear	Appropriate for season and region
4	Socks	wool blends best to keep feet dry
4	Under shirts	
2	Long sleeve shirts, cotton, button	protect skin from sun and insects
2	Cotton trousers (jeans or fatigue-type)	
1 pr	Hiking boots	
1 pr	Athletic shoes (cross trainers)	all terrain running shoes
1	Cap/hat	sun/rain protection
1 pr	Sunglasses	Wrap-around, poly-carb for eye protection
1 pr	Dust goggles	
1 pr	Extra pair of prescription glasses	
1	Hooded raincoat, Gore-tex material	
1 pr	Gloves	Protective / seasonal dependant
1	Fleece jacket liner	Appropriate for season and region
1	Sleeping bag	Appropriate for season and region
1	Sleeping mat or pad	
1	Mini-flashlight with batteries and red lens	
	Extra batteries	
1	Camelbak-type water container	
1	Face scarf	For dusty conditions
1	Kevlar helmet	
1	Flak vest (with protective armor plates)	U.S. Govt. loan is possible with prior coordination
1	Alarm clock, battery powered	
1	Electrical surge	

	suppressor	
1	Electrical power converter	Appropriate to Host Nation voltage and format
	Journalism equipment and supplies	
	<i>*All equipment and clothing should be neutral, subdued colors for tactical considerations.</i>	
QTY	HYGIENE ITEMS	
1	Razor	(as required)
1	Toothbrush	
1	Toothpaste	
1	Deodorant	
1	Sun screen	
1	Shampoo (sample size)	
1	Bar soap	
2	Bath towel, medium size	
2	Wash cloth	
1	Roll of toilet paper (ziplock bag)	
	Over the counter or prescription medicines	optional - 30 days worth
3	Laundry soap (individual portions)	
1	Foot powder	optional
1 pr	Shower shoes	

Sample Media Embed SOP

Subject: Media Embed Standing Operating Procedure (SOP) for Units Deploying or Mobilizing ISO OIF and OEF

1. References: A. SECDEF MSG, DTG 101900Z Feb 03, Public Affairs Guidance (PAG) on Embedding Media During Possible Future Operations/Deployments in the U.S. Central Command (CENTCOM) Area of Responsibility (AOR). B. SECDEF MSG, DTG 181800Z APR 03, Delegation of Authority for Media Embedding Program in the U.S. CENTCOM AOR. C. Paragraph 6.d., DOD PAG Distributed 5 Nov 03, Public Affairs Guidance for OIF and OEF 5 Rotation Deployments and Mobilizations. D. Department of Defense Foreign Clearance Guide, <http://www.fcg.pentagon.mil/fcg/iz.htm/>.

2. Purpose: This SOP standardizes media embed request processing to permit visibility by all levels of command and to streamline the process. All referenced forms and a sample request memo are posted to <http://freddie.forscom.army.mil/pao/Default.htm>.

3. Effective 19 JAN 04, all FORSCOM units receiving media embed requests for OIF or OEF rotations, will comply with the following procedures. These procedures apply only to FORSCOM units requesting embed of media while units are in CONUS. Units in theater will request new media embed approval from CJTF-7, JTF-180, ARCENT or CENTCOM as appropriate.

4. Guidelines for media embed requests:

4.A. Tasks to Subordinate Units.

4.A.1. Continental U.S. Armies (CONUSA), Corps, and Separate Units are approval authorities for embed requests.

4.A.2. Continental U.S. Armies (CONUSA), Corps, and Separate Units will provide approved media embed memo and theater/country clearance request to FORSCOM IAW 4.B.1.

4.A.3. Units subordinate to CONUSAs, Corps, and Separate Units will submit media embed requests IAW their higher headquarter

SOP and will be further submitted by the higher headquarters to FORSCOM IAW paragraph 4.A.1.

4.A.4. Additional instructions for National Guard and Reserve units: Units should submit embed requests to CONUSA as early as possible. FORSCOM will accept clearance requests and approved embed memo from CONUSAs for units not yet mobilized but officially on alert status IAW DoD policy. Prior to mobilization/federalization, this SOP does not relieve NG units from embed procedures/requirements that may be required by state TAG.

4.B. Submission requirements:

4.B.1. Submit approved embed memo and Theater/Country Clearance Requests via email or fax to dorothy.Young@forscom.army.mil, 404-464-5628.

4.B.1.1. Embed memorandum must contain: media organization; media type; media location; media rep contact information (name, phone number, email); requested embed unit; and, unit Public Affairs contact information.

4.B.1.2. Theater/Country Clearance: completed FORSCOM Form 31. Units are responsible to verify media meet all passport and visa requirements prior to embed. Requirements for international travel of U.S. citizens are found at <http://travel.state.gov/foreignentryreqs.html#k>.

4.B.2. Additional Administrative Requirements:

4.B.2.1. Units must maintain completed copies of the Hold Harmless Agreement and Media Ground Rules, <http://www.forscom.army.mil/pao/>.

4.B.2.2. Units are responsible to verify that media meet all inoculation requirements IAW unit SOP and Level 1 Antiterrorism/Force Protection (AT/FP) training and DoD Foreign Clearance Guide.

4.B.2.3. Media are responsible for procuring/using protective equipment, such as helmets and flak vests and for personal gear such as subdued clothing, sleeping bags, etc. Units are not responsible for providing this equipment. Unit will provide NBC gear and training for media. Media will not be allowed on military aircraft in AOR without helmets and flak vests.

4.B.2.3.2. Hosting units will produce Invitational Travel Orders (ITO) for media before receipt of Theater/Country clearance.

4. C. Instructions for FORSCOM Public Affairs Staff.

4. C.1. Tracking embeds. Action officer (AO) will log receipt of approved embed memo including but not limited to data such as journalist's name, org, and embedded unit.

4.C.2. AO will maintain data and provide weekly role-up to CFLCC, david.hylton@arcent.army.mil.

4.C.3. Processing of country clearance. All theater/country clearance requests will be tracked by AO and forwarded to Ms. Donna Brauner, FORSCOM G1, for further processing. AO will follow-up and provide clearance response ASAP to gaining unit.

5. FORSCOM POC for this SOP Ms. Dot Young, DSN 367-5607, cmcl (404) 464-5607; email, dorothy.Young@forscom.army.mil. Submit all completed requests to Ms. Dot Young, DSN 367-5607, cmcl (404) 464-5607, fax (404) 464-5628; email, dorothy.Young@forscom.army.mil.

AIR MOVEMENT REQUESTS FOR MEDIA

PA can request aviation (rotary wing) support for PA missions.

- 1) Media must complete a hold-harmless agreement, signed by their supervisor, accepting risk. If they don't have this on file or completed before the flight they can not board the aircraft. The form may not be handed it to the pilot as they get on the aircraft. It must be annotated on the AMR that the media (civilian) has completed the Hold-Harmless Agreement. There are no exceptions.
- 2) Unit completes Air Mission Request form with as much information as possible. Critical info includes:
 - (1) Unit POC / Contact Information
 - (2) DTG of operation (or date window including times needed)
 - (3) Mission specifics (grid, cargo, PAX, LZs, PZs, etc.)
 - (4) Type and number of aircraft requested
- 3) Unit then submits the AMR to the G3 Aviation Cell (Division) or the brigade aviation element (BCT) for approval or disapproval.
- 4) If approved, mission is executed
 - a) If the AVN unit has something come up, they will contact the BAE or DIV with as much lead time as they can for cancellation or changes.

SAMPLE INVITATIONAL TRAVEL ORDERS

(Office Symbol)
(Date)

MEMORANDUM FOR RECORD

SUBJECT: INVITATIONAL TRAVEL ORDERS (ITO) FOR PUBLIC AFFAIRS TRAVEL

1. **(Insert Name Here)**, the bearer of this letter, is an accredited member of the news media, is employed by the **(Company Name)** and is currently covering various US military units and military operations in theater. Pursuant to DoD 4515.13R Air Transportation Eligibility, Chapter 3, Public Affairs Travel, transportation shall be furnished at DoD expense when said travel is in the interest of improving the public's understanding of DoD operations. Pursuant to SECDEF Msg DTG 090040ZMAR03, Public Affairs Guidance of Operations in Iraq, accredited members of the news media are authorized to fly on Department of Defense owned, operated, or controlled aircraft while in the performance of, or return from the performance of their news media duties covering Operation Iraqi Freedom and or Operation Enduring Freedom.

2. The above referenced SECDEF Message authorizes blanket approval for media travel on any DoD owned, operated or controlled passenger-carrying aircraft based in, or transiting through the Area of Operations (AOR) supporting current CENTCOM operations, including Operation Iraqi Freedom and Operation Enduring Freedom. Travel is authorized on a no cost, space-available basis; no additional costs to the government to provide assistance IAW DoD 5410.15, paragraph 3.4.

3. In accordance with DoD 4515.13R, Chapter 3, JFTR Vol. 1, Appendix E, Part 1, this travel is authorized within or outside the United States during the period of the conflict. The office of the Assistant Secretary of Defense for Public Affairs (OASD-PA) is the primary agency for media travel on DoD owned, operated or

controlled aircraft. The OASD-PA news desk telephone number is 703-697-5131 or DSN 312-227-5131.

This memorandum expires **(Assigned a date here).**
(Signed by the first GO in the chain-of-command).

INVITATIONAL TRAVEL AUTHORIZATIONS

References:

- a. Appendix E, Volume 2, Joint Travel Regulations,
[http://141.116.74.201/regs/archives/2006/JTR/JTR-CHG-485\(03-01-06\).pdf](http://141.116.74.201/regs/archives/2006/JTR/JTR-CHG-485(03-01-06).pdf) - or -
[https://secureapp2.hqda.pentagon.mil/perdiem/jtr\(aa-au\).pdf](https://secureapp2.hqda.pentagon.mil/perdiem/jtr(aa-au).pdf)
- b. PMO-GDE-TMD-100305-4.0 DTS Business Rules Guide,
http://www.dtstravelcenter.dod.mil/Docs/DTS_Business_Rules_1_00305_V4.pdf
- c. DoD Financial Management Regulation (DoDFMR), chapters 5 (DoD financial management policies) and 8 (Processing Travel Claims, **<http://www.dod.mil/comptroller/fmr/09/>**

1. Background. This section on invitational travel is included because public affairs organizations may have a requirement to obtain authorized travel for an individual when the person is acting in a capacity that is related directly to, or in connection with, official DOD activities. Travel by non-DoD personnel including military family members, to perform official duty for the Army will require an invitational travel authorization or ITA (formerly, invitational travel order- ITO). Examples include: to participate in a public affairs event as a trainer, demonstrator, lecturer, or as an honoree in connection with a DoD operation or program. An ITA is not authorized merely to attend a meeting or conference. An ITA may be initiated via DTS, the automated Defense Travel System, or manually.

2. Funding. If the travel cannot be funded, invitational travel will not be authorized so it's a good idea to check with your resource manager early in the planning stage.

3. After reviewing reference a. and determining that (1) the event and the potential invitee qualify for invitational travel, (2) that the travel can be resourced and (3) the potential invitee has committed to participate, you must obtain personal and financial information needed to request an ITA and to assist in completing the Travel Voucher, DD Form 1351-2.

4. You may prepare an ITA worksheet for use as an enclosure or obtain the invitee's personal and financial information over the phone, by mail or email. Provide an explanation or cover letter that describes the scope of their participation and emphasizes that they should not obligate themselves financially or make any travel arrangements until they receive the ITA authorization.

a. Personal Information. This is needed to prepare the ITA and to ensure you can exchange information and assist with travel coordination and reimbursement (to complete the Travel Voucher, DD Form 1351-2).

1. Last Name, First Name (MI)
2. Social Security Number
3. Gender
4. Residence Address: (street, city, state/country, zip code)
5. Residence and Business Phone Numbers
6. Email address
7. Emergency Contact: (name, relationship and phone number)
8. If overseas travel- Passport number, Passport Issuing Country, Passport expiration date, Visa(s) issued or applied for (Yes/No) (Inform them that they are responsible for meeting passport and visa requirements.)

b. Financial Information (This is needed to facilitate reimbursement. Credit card information is needed if the sponsor will be making lodging or car rental reservations for the invitee.)

1. Bank Account Type (EFT/Banking): Bank Name, Account Number, Routing Number
 2. Credit Card Type: Account Number, Expiration Date
- c. Government POC Information (Sponsor completes this section before sending the worksheet to the invitee or provides information orally.)
1. POC's (Sponsor's) name,
 2. Sponsoring organization,
 3. POC's phone number, postal and email addresses.
5. Privacy Act Information and Instructions must be included with an ITA worksheet if one sent to the invitee for completion. If information is obtained via FONCON, you can explain how it will be used. It will be treated as sensitive information and destroyed upon notification that the traveler has been reimbursed.
- a. PRIVACY ACT STATEMENT: Authority, Title 5 U.S.C., S4103 & EO937.
 - b. The information contained in a completed worksheet is sensitive and is subject to the Privacy Act. The regulatory authority which authorizes the solicitation of this information is contained in Appendix E of the Department of Defense (DoD Joint Travel Regulations (JTR)). The requested information above is intended to be used by Defense Travel Administrators (DTAs) in planning and authorizing official TDY travel for DoD. Disclosure of this information is voluntary and no adverse action can be taken against individuals for refusing to provide this information. However, failure by an individual to provide required information (items 1-7) will result in the inability to process travel or reimbursement on behalf of that individual. All efforts will be made to ensure this information is protected.
 - c. DTA/sponsor should enter relevant information (items 11 - 13) prior to traveler.
 - d. Passport / Visa information (item 8) is optional.
 - e. EFT information (item 9) is optional unless the traveler

would like to be paid by EFT. This is only available if the traveler can provide a US bank with a valid American Bankers Association (ABA) routing number. If no EFT information is provided, reimbursement will be paid in US Dollars via paper check to the mailing address provided.

- f. If lodging and/or rental car reservations are needed, personal credit card information (item 10) must be provided. Otherwise, the traveler must obtain these reservations outside of DTS, with the understanding that their reimbursement is limited to the TDY location(s) per diem rates, unless otherwise specified.

6. Preparing/Obtaining the Invitational Travel Order

- a. For Defense Travel System-Processed transactions IAW DTS Business Rules Guide (reference b.). Invitational Travel Authorizations (ITAs) can be processed in DTS using the trip type of "E-INVITATIONAL". (If the individual traveling on an ITA is a dependent of a DoD uniformed member or civilian employee, the DTA will enter a profile with the mandatory information required.) The sponsor's organization will be used in the profile with a rank of "OTHER" and the traveler's name and SSN. If the traveler is not a dependent of a DoD sponsor the organization will be entered in the profile and "OTHER" will be used for the rank in the profile using the DTA's

- (1) At a minimum, you must complete the entries pertaining to Name, Address, Points of departure and arrival, Time of arrival, Purpose and Approximate number of days; your RM will provide specific guidance concerning other requirements. Follow local guidance regarding any requirements to provide an ITA justification memorandum.

- (b) Mode of travel is Commercial Air unless there is some compelling reason (tactical

situation/location, relative close proximity of HOR of the traveler, etc.). This is the call of the approving official. Transportation will obtain the commercial conveyance once the official determines how the travel is to be performed if not by POV (if by POV it should be cost-beneficial to the government vs. commercial transportation).

- (c) Per diem, lodging rates, etc are governed by the DoD Per Diem Committee's tables as periodically amended. Again, it's up to the approving official (or their staff) to look it up and make the decision.

The sample format below (see Reference A for the complete document) may be used as a guide to prepare an ITA. Use of the sample format is not mandatory. (Local procedures determine if you will submit a partial or entire form to the RM or complete only specified information on the first page with the RM completing the remainder.) In any case, the travel must be funded and the ITA must be completed and approved by the authorizing official before submission to the commercial travel office.

Extract- PART II: SAMPLE FORMAT INVITATIONAL TRAVEL AUTHORIZATION (Change 231/485 Appendix E Part 2 3/1/06 JFTR/JTR)

INVITATIONAL TRAVEL AUTHORIZATION

Name _____ TRAVEL AUTHORIZATION
NUMBER _____

Address _____

DATE APPROVED _____

You are invited to depart from

in sufficient time to arrive at _____ by

(Date)
for the purpose of

for approximately _____ days. Upon completion, you shall
return to the point of origin.

(2) CENTCOM ITA for DoD air travel, in-theater/extended
duration-

UNCLASSIFIED/FOUO

(Office Symbol)

(Date)

MEMORANDUM FOR RECORD
SUBJECT: INVITATIONAL TRAVEL ORDERS (ITO) FOR PUBLIC
AFFAIRS TRAVEL

1. **(Insert Name Here)**, the bearer of this letter, is an accredited member of the news media, is employed by the **(Company Name)** and is currently covering various US military units and military operations in theater. Pursuant to DoD 4515.13R Air Transportation Eligibility, Chapter 3, Public Affairs Travel, transportation shall be furnished at DoD expense when said travel is in the interest of improving the public's understanding of DoD operations. Pursuant to SECDEF Msg DTG 090040ZMAR03, Public Affairs Guidance of Operations in Iraq, accredited members of the news media are authorized to fly on Department of Defense owned, operated, or controlled aircraft while in the performance of, or return from the performance of their news media duties covering Operation Iraqi Freedom and or Operation Enduring Freedom.

2. The above referenced SECDEF Message authorizes blanket approval for media travel on any DoD owned, operated or

controlled passenger-carrying aircraft based in, or transiting through the Area of Operations (AOR) supporting current CENTCOM operations, including Operation Iraqi Freedom and Operation Enduring Freedom. Travel is authorized on a no cost, space-available basis; no additional costs to the government to provide assistance IAW DoD 5410.15, paragraph 3.4.

3. In accordance with DoD 4515.13R, Chapter 3, JFTR Vol. 1, Appendix E, Part 1, this travel is authorized within or outside the United States during the period of the conflict. The office of the Assistant Secretary of Defense for Public Affairs (OASD-PA) is the primary agency for media travel on DoD owned, operated or controlled aircraft. The OASD-PA news desk telephone number is 703-697-5131 or DSN 312-227-5131.

This memorandum expires **(Assigned a date here).**

(Signed by the first GO in the chain-of-command.)

UNCLASSIFIED/FOUO

4. Getting the traveler paid. Consult DODFMR Vol. 9 chapters 5 & 8 for assistance in preparing the travel voucher, DD Form 1351-2) via DTS or manually. The DFAS Indy Travel Customer assistance line is DSN 699-0300. They accept travel claims supported by appropriately approved/signed Invitational Travel Authorizations as constructed per the aforementioned template.

DFAS Indianapolis travel claims assistance phone numbers (DSN 699)

Units of the Active/Regular Army call (317) 510-5822

Units of the Army Reserve call (317) 510-4258

Units of the National Guard call (317) 510-5663

Sample Hold Harmless Agreement

Release, Indemnification, and Hold Harmless Agreement and Agreement not to Sue

1. The United States of America (the “Government”), acting by and through the Department of Defense, believes it to be mutually beneficial to both the Government and news media organizations (“media organizations”) to place selected news media organization employees (“media employees”) with selected military units (“military units”) for the purpose of providing news media coverage before, during, and after military operations. The placement of media employees with military units is referred to in this Agreement as “embedding” or the “embedding process” and will require media employees to live, travel, eat, sleep, and conduct all professional and personal activities with the military unit to which the media employees are “embedded.”

2. Definitions.

- a. The term “Government” means the United States Government, including its departments, subdivisions, agencies, instrumentalities, officers, employees (including military and civilian personnel), servants, contractors, volunteers, and agents.
- b. The term “media organization” means the “media employee’s” employer, a registered U.S. or foreign profit or not-for-profit organization, its successors, and assigns.
- c. The term “media employee” means an employee or agent of a “media organization”, his or her guardians, executors, administrators, heirs, and assigns.

3. Media organizations and media employees understand and agree that the embedding process will expose media employees to the same risks and hazards as those to which the military members of military units are exposed, including the extreme and unpredictable risks of war, combat operations, and combat support operations, as well as common and uncommon hazards of military

living. Media organizations and media employees fully understand and appreciate the following:

- a. The embedding process will expose media employees to all hazards of a military environment, including but not limited to the extreme and unpredictable hazards of war, combat operations, and combat support operations. The military environment is inherently dangerous and may result in death or personal injury of media employees or damage to personal property.
- b. The embedding process may include strenuous and inherently dangerous activities, including transportation in, and close proximity to, military tactical vehicles, aircraft, watercraft, and other Government (and Government contracted) vehicles and may involve substantial risk of serious injury or death as the result of the media employee's own actions or inaction, the actions or inactions of others including agents, contractors, officers, service members, and employees of the Government, the conditions of the Government facility and the natural environment, the known or unknown condition of any government-furnished equipment, and the inherent dangers of war, combat operations, and combat support operations.
- c. The embedding process requires media employees to be in overall good physical health and condition. Persons who are not in overall good physical health and condition should not participate in the embedding process. Media employees should consult their physicians prior to embedding to be certain they are qualified to do so. Persons with a history of heart or lung disease or conditions, or coronary disease, or other chronic or pervasive diseases or conditions may not participate. Likewise, those women currently pregnant may not participate. Anyone suffering from any injuries, conditions, ailments or pre-existing conditions that could be affected by the embedding process may not participate.
- d. As part of the embedding process, the Government will

make available anthrax and smallpox vaccinations to media employees, provided it is done at no cost to the Government (full reimbursement of all Government costs) and provided that the media employees sign an additional agreement regarding the risks involved. These vaccinations are voluntary and are not a prerequisite for participating in the embedding process. Media organizations and media employees agree, for those media employees choosing to receive the anthrax and smallpox vaccinations, that this Release, Indemnification, and Hold Harmless Agreement and Agreement Not to Sue specifically includes all risks and hazards associated with the smallpox and anthrax vaccinations, including any negative reactions, adverse effects, including the media employee's illness, infirmity, or death.

4. The media employee agrees to:

- a. Participate in the embedding process and to follow the direction and orders of the Government related to such participation. The media employee further agrees to follow Government regulations. The media employee acknowledges that failure to follow any direction, order, regulation, or ground rule may result in the termination of the media employee's participation in the embedding process.
- b. Voluntarily, willingly, and knowingly ASSUME ANY AND ALL RISKS, known and unknown, in any way associated with the embedding process, war, combat operations, and combat support operations.
- c. RELEASE, INDEMNIFY, AND HOLD HARMLESS the Government from and against any claims, demands, actions, liens, rights, subrogated or contribution interests, debts, liabilities, judgments, costs, and attorney's fees, arising out of, claimed on account of, or in any manner predicated upon the media employee's participation in the embedding process, including any loss or damage to property or the personal injury or death of any person which may occur as a result of the media employee's

participation in the embedding process, even where that loss, damage, personal injury, or death is caused or contributed to, in any manner, by the Government.

5. The media organization agrees to permit its media employees to participate in the embedding process. As a condition of being permitted to participate in the embedding process, the media organization agrees to RELEASE, INDEMNIFY, AND HOLD HARMLESS the Government from and against any claims, demands, actions, liens, rights, subrogated or contribution interests, debts, liabilities, judgments, costs, and attorney's fees arising out of, claimed on account of, or in any manner predicated upon the media employee's participation in the embedding process, including any loss or damage to property or the personal injury or death of any person, even where that loss, damage, personal injury, or death is caused or contributed to, in any manner, by the Government.

6. The media organization and media employee hereby covenant and agree they will never institute, prosecute or in any way aid in the institution or prosecution of any demand, claim or suit against the Government for any destruction, loss, or damage to the media organization's property or the media employee's property, or the personal injury or death of media employees which may occur as a result of the media employee's participation in the embedding process.

7. The media organization and media employee grant express, voluntary, and knowing consent to the rendering of all emergency medical or dental treatment that may, in the professional judgment of a Government medical or dental officer, become necessary while participating in the embedding process. Transportation to a definitive Government or commercial care facility may be required as an adjunct to authorized emergency medical or dental care. Persons receiving Government medical or dental care who are not otherwise eligible to receive such care shall be obligated to reimburse the Government.

8. The media organization and the media employee understand and agree that the Government may terminate the embedding process at *any time* and for *any reason*, as the Government determines appropriate in its sole discretion.

9. This Release, Indemnification, Hold Harmless Agreement and Agreement Not to Sue shall be interpreted according to federal law. It is to be construed as broadly and inclusively as is permitted by relevant federal law. If any portion of this document is held invalid, the balance shall continue in full force and effect.

<hr/> SIGNATURE	<hr/> DATE
------------------------	-------------------

<hr/> PRINTED NAME, AFFILIATE, & PHONE NUMBER
--

<hr/> WITNESS SIGNATURE	<hr/> DATE
--------------------------------	-------------------

<hr/> WITNESS PRINTED NAME, RANK & ORGANIZATION
--

<hr/> WITNESS SIGNATURE	<hr/> DATE
--------------------------------	-------------------

<hr/> WITNESS PRINTED NAME, RANK & ORGANIZATION
--

AGREEMENT TO REIMBURSE

1. I understand that covering combat and other military operations may require that I be provided certain items not locally available or convenient due to combat conditions. These items may include but are not limited to: meals, lodging, and air travel into and within the theater of operations.
2. Additionally, I may be issued certain items of military equipment such as protective mask, helmet, flak jacket or load bearing equipment for my personal use while in the area of operations.
3. I agree to reimburse the U.S. Government for any items it may provide me while I am in the area of operations, or for the cost of any equipment issued to me which may become lost or damaged.
4. I understand that my agreement to this statement is a condition of being credentialed to cover U.S. military operations and receiving assistance for that coverage.

Signature	Date
Printed name	Agency
Witness Signature	Date
Witness Printed Name	Rank Organization

Privacy Act Considerations

This checklist addresses personal information about Soldiers and any living persons that can or cannot be released under the provisions of the Privacy Act.

1. **AGE (date of birth):** Releasable. This information is public record.
2. **HOME OF RECORD/PRESENT ADDRESS:** In most cases, home of record can be released if no street address is given. There is no general rule for disclosure of this information. Widely different circumstances surround each incident, and judgment is made on a case-by-case basis. In most cases, the person's present geographical location may be provided (city, state), but not the street address. In each case, the desires of the actual person or next of kin should be considered.
3. **MARITAL STATUS/DEPENDENTS:** Releasable. This information is public record including names, ages and sex of dependants.
4. **AWARDS/DECORATIONS/CITATIONS:** Releasable.
5. **EDUCATION/SCHOOLING/SPECIALTY:** Releasable. Major area of study, school, year of graduation, degree and specialty designator are releasable.
6. **RACE:** In most cases, NOT releasable. However where the fact of an individual's race is relevant in providing essential facts to the press, it may be released (such as in a racially oriented protest or altercation).
7. **CHARACTER OF DISCHARGE:**
 - a. Administrative: NOT releasable, unless the individual provides his written consent.
 - b. Punitive: Releasable. This includes discharges resulting from courts-martial.

8. DUTY STATUS: Releasable.

9. PERSONNEL BOARDS:

- a. Results of promotion boards and augmentation boards are releasable.
- b. Results of administrative discharge boards and aviator flight boards are NOT releasable.

10. PHOTOGRAPHS IN THE CUSTODY OF THE DEPARTMENT OF DEFENSE: Releasable, unless they infringe on personal privacy. Photos of service member remains (flag draped coffins) are typically not releasable.

CHAPTER 5

CONDUCT

PA

TRAINING



Prepare a Spokesperson to Address the Media

Part of the PA mission is to provide media interaction training. Successful training ensures a spokesperson is prepared to address the media in a positive, correct and effective manner and can respond to questions while stating the command's position, understanding PA doctrine, and knowing release guidelines. When prepping a spokesperson, PA should:

- Determine if the spokesperson will address the media in a one-on-one interview dealing with one subject or in an open forum where reporters can ask about anything. Develop a draft script and prepare answers to anticipated questions for the briefer.
- If the topic of the interview involves an extremely complicated or highly technical subject, call on a subject matter expert to help you put the information in understandable terms. In most cases it is better to have the SME as the briefer. If that is not possible, ensure he is at the briefing and at the training session.
- Try to find out who the reporters are and how they handled previous military briefings.
- Establish enforceable procedures/ground rules on what will be covered and how much time will be allowed for questions.
- Determine uniform and protocol requirements.
- Prepare a draft script to familiarize the briefer with the format of a media briefing and the kinds of questions he will be asked based on the presentation and the current situation.
- Setup: Provide all the materials and equipment at the briefing site. Provide handouts/fact sheets to the media prior to delivering the opening statement.
- Visual aids: prepare handouts/fact sheets for the briefing. Add cues to the briefing text for visual aids. Ensure you have the proper equipment (video playback, projectors, chalkboards, flip charts, maps, etc.).

Develop Opening Statement (Gives the “5 W’s” and command messages)

- Introduction (greeting, purpose and procedures)
- Presentation of facts (summary lead, body)
- Conclusion (reinforce theme or message)
- Emphasize competence and caring in the event of tragedy

Develop Questions and Answers

- Anticipate likely questions:
 - 5 “Good” questions – what you want the public to know
 - 5 “Tough” questions – problem areas, issues for which you don’t have answers
- Prepare answers to anticipated questions not already covered in the opening statement of your script. Question the position. How will people understand the position?
- Submit answers for review by an approval authority (subject matter expert, higher headquarters, etc).
- Know the key points to be made and highlight them on the spokesperson’s notes/script.

Preparing a Command Spokesperson / SME Checklist

1) PRE-INTERVIEW

A. Spokesman / SME

- ☒ Explain PAO role in process
- ☒ Background on reporter, news organization
- ☒ Obtain and review PAG
- ☒ Review command messages, talking points (5x5x2)
- ☒ What image/themes do you want and NOT want to portray...what do you want them to take away from the interview?
- ☒ Develop sound bite synopsis
- ☒ Who is the target audience for your message?
- ☒ Attribution rules
- ☒ Ground rules
- ☒ SAPP restrictions
- ☒ Time limit

- ☑ Setting of interview
- ☑ SME appearance
- ☑ SME concerns (nervous, distrust media, etc)
- ☑ Give information on stance and style of reporter

B. Reporter

- ☑ Introduce self and explain role
- ☑ Inquire about special needs, requests
- ☑ Attribution category
- ☑ Ground rules
- ☑ SAPP
- ☑ Time limit
- ☑ Provide materials
- ☑ Begin command messages

2. INTERVIEW

- ☑ Introduce reporter and SME
- ☑ Restate ground rules, SAPP, time limit
- ☑ Establish comfortable, professional climate
- ☑ Get the interview started smoothly
- ☑ Clarify any misunderstandings during interview
- ☑ Repeat the question in your answer, plus add your message
- ☑ Do not repeat negative words or phrases
- ☑ Interrupt tactfully (gross violations SAPP only)
- ☑ Take notes or record interview to develop interview skills of SME
- ☑ Watch body language of both SME and reporter; will give clues to angle of story and comfort levels

3. POST INTERVIEW

A. Reporter

- ☑ Clarify any information needed by reporter
- ☑ Clarify any misinformation given by SME
- ☑ Confirm any of reporter's additional requirements
- ☑ Confirm publication/broadcast DTG
- ☑ Offer further assistance
- ☑ Re-emphasize command's position
- ☑ Identify who to contact – follow-up

B. SME

- ☒ Provide feedback on SME performance (good/bad)
- ☒ Forecast story/coverage based on interview
- ☒ Provide publishing or broadcast DTG

C. Provide higher command

- ☒ Initial impressions report
- ☒ Success in presenting command messages
- ☒ Main theme of interview
- ☒ Expected outcome

Interview Techniques

1) Blocking

- Deftly avoiding the question
- Never say “No comment” or refuse to answer with hostility
- Block only when there is good reason for doing so
- Try to explain briefly why you cannot answer, usually OPSEC
- Bridge to your message
- Stay in your lane!
- Only talk about things in your area of expertise and things of which you have direct knowledge
- “There’s a lot you can talk about without talking about what you can’t talk about!”

2) Bridging allows you to:

- Turn the discussion to your agenda
- “Asked about a problem? Talk about a solution.”
- Present your message and support it

When bridging: block or answer the question briefly, then use a transitional phrase as a bridge to your message. Common bridging phrases are “what I can tell you”, “what you should consider”, “what’s important to realize”, etc.

Blocking and Bridging Sample:

Q. “Do you think the U.S. should attack Iraq?”

A: “That’s a question for our nation’s leaders; what I will tell you is that soldiers here at Fort Carson are trained and ready to perform any mission they are called on to do.”

3) Interview “DO’S”

- ☒ Be polite but firm
- ☒ Discuss how you would like to be addressed
- ☒ Ask the reporters their names and try to break the ice
- ☒ Use the reporter’s first name instead of “Sir” or “Ma’am”

- ☑ Respond to hard questions with “bad news” as willingly as you do good news to establish credibility and a good relationship
- ☑ Take your time: formulate the answer in your mind before speaking
- ☑ Be brief & concise – 10-20 second responses are the rule of thumb
- ☑ Try to avoid using large words, military words, jargon, and acronyms – the audience for your interview is the American public
- ☑ Ignore the camera and talk to the interviewer
- ☑ Remain in control of the interview
- ☑ Reasoned (thought out) responses will help you stay in control even if the questions are silly or aggressive.
- ☑ Always think OPSEC.
- ☑ Stay in YOUR LANE – talk about matters over which you have direct responsibility or personal knowledge.
- ☑ If you don’t know, say so.
- ☑ Don’t make anything up or speculate.
- ☑ If you can’t talk about something, tell the media why
- ☑ Be careful of statements of absolute nature

4) Interview “DON’TS”

- ☑ Participate in an interview that will interfere with your mission
- ☑ Do not attempt to cover negative events with a cloak of security or secrecy.
- ☑ Refer requests for details about serious incidents to higher HQs
- ☑ Don’t offer “off the record” information
- ☑ Never lie – you represent the US Army and your unit
- ☑ Do not discuss exact numbers or troop strength (Use descriptions like “Light,” “Heavy” or “Moderate”)
- ☑ Do not discuss political or foreign policy matters – you don’t speak for the President or State Dept.
- ☑ Don’t give the enemy propaganda.
- ☑ Resist grumbling or thoughtlessly complaining.
- ☑ Don’t forget the enemy watches CNN.
- ☑ Don’t get trapped.

- ☑ If a reporter claims they have information from a higher HQ, refer them back to that HQ for clarification.
- ☑ Don't try to answer something OUTSIDE your lane!

5) Interview Presence (Physical Presentation)

Demonstrate Confidence

- ☑ Sound confident
- ☑ Be conversational and informal
- ☑ Vary your pace and be well-modulated
- ☑ Exhibit confidence; don't be nervous
- ☑ Speak clear and strong
- ☑ Look at the interviewer
- ☑ Be open and relaxed
- ☑ Be lively, but remember the emotion of the day
- ☑ Be interesting
- ☑ Be friendly

Focus

- ☑ Control your eyes: Look at the reporter in one-on-one. Look at the person talking in a group. Look at the camera in a remote.
- ☑ Use appropriate nonverbal reactions and facial expressions.
- ☑ Listen carefully and attentively.
- ☑ Take off sunglasses and headgear.

Clarity

- ☑ Keep it simple but don't talk down.
- ☑ Usually your audience knows little or nothing about the Army. Explain necessary points and make analogies.
- ☑ Avoid jargon, acronyms and bureaucratic/pretentious language.
- ☑ You're not briefing your boss; you're talking to the folks back home. Explain it like you would to "grandma"!
- ☑ No profanity!

Be mindful of your presentation

- ☒ Open – or closed off?
- ☒ Relaxed – or tense?
- ☒ Confident – or nervous?
- ☒ Lively – or stodgy?
- ☒ Interesting – or boring?
- ☒ Friendly – or hostile?
- ☒ Are you in uniform?

Interact with Media (Soldier training)

Requirement: Train non PA Soldiers to interact with news media in field, MOUT or garrison environments.

Guidance: Train Soldiers to perform the functions below:

- Determine whether he/she may participate in a media interview.
- Follow prior guidance put out by the chain of command.
- Soldiers have a right to express their personal opinion.
- Soldiers do not have to receive prior authorization to conduct a media interview *if they are acting in an unofficial capacity and not in uniform* – the public must not perceive them as “Army spokespersons.”

Know who they are talking to. Check ID and press credentials. If they produce identification and press credentials, continue with the interview. If not, refer the individual to your chain of command or public affairs representative.

Recognize their rights. Soldiers have the right to speak or not to speak to the media; they don't have to answer all the questions; they control the length of the interview.

Recognize their obligations. Maintain OPSEC; exercise good judgment and professionalism at all times; inform the chain of command of media's presence, departure, the general nature of the interview and any violation of operational security or ground rules.

Implement these guidelines when speaking with the media:

Think before you answer; never lie or intentionally mislead the media. Speak at your level; discuss only things that you have direct responsibility for or have personal knowledge about. Don't answer speculative (what if) questions. Avoid jargon, acronyms, slang and technical terms. Keep remarks brief and concise. Use "I" not "we" when stating your opinion. If you don't know the answer to a question or cannot discuss it for a particular reason (e.g. OPSEC,

personal privacy, etc.), say so. Avoid using "no comment." Assume everything you say may be printed or broadcast.

Unit Public Affairs Representatives

Unit Public Affairs Representatives or "stringers" are assigned through additional duty appointments to represent their units for PA functions. This is an effective way to increase PA capability across a command with limited resources. UPAR products are subject to normal editing and release procedures through PA.

PAOs are responsible for cultivating and training UPARs within their units, usually below the brigade level. All UPARs should be trained on the following:

- ☒ Basic news writing (Who, What, When, Where, Why and How)
- ☒ Basic photography
- ☒ Media facilitation (embedded media POC)
- ☒ Hometown News Service guidelines

Journalism and PA Army Correspondence Course distance learning materials are available from the Reimer Digital Library <http://www.adtdl.army.mil/> and from the Defense Information School, <http://www.dinfos.osd.mil> (choose Links, then select Skills Enhancements). A Stringer Handbook is also available in the Public Affairs Toolbox at the Army Public Affairs Center APAC Knowledge Center-Training on AKO.

Basic Photography Guidance for UPARs

1. **Rule of Thirds** The rule of thirds uses two horizontal and two vertical lines to divide the photograph into nine equal parts (imagine a Tic Tac Toe grid). The subject's eyes should be placed at or near one of the four intersections, and his hands at another (if the hands are featured). Leave space within the photo for the subject to move or look into.
2. **Move around for a variety of shots:**
 - ☑ **Long shot:** It is normally shot 10 to 20 feet from the subject. Called an “establishing shot,” it shows the subject in his environment.
 - ☑ **Medium shot:** Normally taken from seven to nine feet, it identifies the subject and the action taking place.
 - ☑ **Close-up:** Like the medium shot, it is used to identify the subject and action taking place, only from a closer position, about three to six feet.
 - ☑ **Extreme close-up:** Shows important aspects of the subject's job in detail. Shoot as close as possible to the subject.
 - ☑ **High and low angles:** The key to a successful picture page is varying the shooting angle. The difference of angles creates interest and can lend power and strength to the subject if a low angle is used, or can indicate subject inferiority if a high angle is used.
 - ☑ **Horizontal and vertical formats:** The different formats are essential when designing a layout; it adds variety.
3. **Take more photographs than needed.** Shots better than what you had thought of will crop up, or subject movement and technical miscalculation may ruin a planned shot.

4. **Record cutline information.** For every person in the picture, get the first and last name, rank, unit, location, date and what they are doing in the picture. The cutline info can be embedded in the “File Info” if you are using Photoshop, otherwise attach it in a word document or the email sending the photos.
5. **DoD Directive 5040.5** – Prohibits alteration of digital imagery, beyond what can normally be done in a darkroom. Do not digitally alter photographs that are being submitted to PAO in any way.
6. **Work with your local PAO to determine resolution and image size requirements.** Generally, a high quality or raw .JPG file (1-2MB overall size) will work. Photos should be small enough to email.

UPAR Media Facilitation Training

UPARs in recent operations have often been the primary POC for media embedded with their units. Therefore, PA should provide UPARs specific training in media facilitation. The following section should serve as a starting point.

Media Facilitation: Assistance to civilian and military news media representatives covering Army operations.

Objective: Support news media efforts by providing accurate, timely, balanced, credible coverage of the force and operation while minimizing the possibility that media will disrupt the operation.

UPAR Media Escort Responsibilities and Checklist

- ☑ You are **NOT** responsible for the physical safety of the media. Assist them as you would any other U.S. civilian in a combat environment. Instruct them and assist them in making combat-smart decisions.
- ☑ Ensure media does not violate standing force protection measures, such as **noise and light discipline**.
- ☑ Let leaders and soldiers do the talking.
- ☑ Trust soldiers to tell the unit story and the American public to listen.
- ☑ Soldiers have the right not to talk – but not talking can send the message that the unit has something to hide – especially if the leaders avoid talking to the media.
- ☑ Remember that media are influential members of the public.
- ☑ Media are not the enemy – they are just out for a story. Make sure to tell your story.
- ☑ Secure classified or sensitive information and/or equipment.
- ☑ If you accidentally say or show something classified, remain calm, explain the situation and ask the media for their cooperation. Report the incident immediately.
- ☑ Never detain or confiscate any material or equipment from bona fide media – it will make matters worse.
- ☑ Do not refuse to speak to the media just because they are unescorted.
- ☑ Be courteous
- ☑ MISSION FIRST

UPAR Media Escort in Crisis Situations

PA staffing and other situations such as remote locations can sometimes prohibit PA from being there during every crisis situation. Media escorts, however, can be UPARS or other representatives of affected units. Unit media escorts should be able to provide the following services for the media:

- ☑ Coordinate with PA/Command on messages and releasable OPSEC details.
- ☑ Brief the media - The escorts must know the general situation. They must also know the limits of their expertise.
- ☑ Protect the media - Do not needlessly put the media in harm's way. Media members, especially photographers, will often go to great lengths for a story, ignoring the risk.
- ☑ Protect classified material.
- ☑ Issue identification - Provide badges for escorts and media.
- ☑ Coordinate with MPs for site access (if applicable).
- ☑ Confirm and log entry and exit of media - maintain and keep on record a log of entries and exits.
- ☑ Know how to read a map and navigate to/from the crisis site.
- ☑ Have the tools you need to get the public affairs job done (communications, messages, PAG, background materials, etc.).
- ☑ Don't speculate on causes – "An investigation is underway" is a good enough answer in the early stages of any crisis.

UPAR Interview Checklist

1. Plan

- ☒ Determine Commander and PA intent for the interview.
- ☒ Ask PA what types of media to expect.
- ☒ Determine “news issues” in your area.
- ☒ Wargame possible questions and develop appropriate responses.
- ☒ Identify media support requirements.
- ☒ Develop itinerary with opportunities to support interview intent.
- ☒ Review interview TTPs with subject.

2. Greet media

- ☒ Be friendly and time-conscious.
- ☒ Coordinate itinerary with reporter.
- ☒ Explain rules, safety and security concerns.

3. Conduct the Interview

- ☒ Monitor the interviews for time limits, OPSEC violations, confusion and inaccuracies.
- ☒ Position interview to avoid OPSEC violation.

4. Report results

- ☒ Report lines of questions, attitudes of reporter, OPSEC violations, slant to the story, overall impression to PA and higher HQ.
- ☒ Share info with other units.

Family Members and Media Interviews

Military families often become the center of news media attention as reporters try to write local and national stories. Because of this potential attention, family members should know some important concepts when dealing with the press.

Service members and their families sometimes don't realize they can be the best (sometimes the only) sources of information for news stories about events of world and national interest. Their individual stories are often the best way to tell the military's story, good or bad.

News is an extremely competitive business, and reporters go to great lengths to "get the story" before their competitors do. Family members should keep the following guidelines in mind when interacting with media:

- ☑ You have the right to say **NO** to an interview request. Some reporters have coerced family members into submitting to an interview by emphasizing the public's "right to know" and "freedom of the press," but your right to privacy always takes precedence.
- ☑ News media do a job vital to democracy. It is **NOT** harassment if they call your home or stop you at the supermarket to ask for an interview. It **IS** harassment if they infringe on your privacy or persist after being told "no. "
- ☑ Your home is your property. No one, reporter or otherwise, has a "right" to enter your home or be on your property unless you grant them that privilege.
- ☑ If you do decide to talk with the news media, you should establish some ground rules before the interview. Prior understandings are for your protection, and responsible, professional reporters will work with you. Know with whom you are talking. Before answering questions, get the reporter's name, organization and phone number - especially if you are going to decline the request. Your caution will discourage the reporter from persisting.
- ☑ If you do consent to an interview, you may not want your full name to be used. You should always ensure that your address

is not used. Television pictures of your house are not a good idea.

- ☑ Explain to reporters that your wish to maintain privacy at your home will help protect your family from harassment by a wide range of people who could learn through press coverage where the family lives.
- ☑ When you agree to an interview, remember that you give away some of your privacy. Always keep in mind the family's best interest when dealing with the news media.
- ☑ Appearing on television or being written about in the newspaper could identify you as a target for unscrupulous salesmen, crank calls, a burglary, or a rape. Be especially cautious if your phone listing includes your spouse's rank and your address.
- ☑ Know who will hear you. Family members often have information that would be useful to an enemy.
- ☑ Know your limits. Talk only about what you know firsthand. It's okay to answer with "I don't know." Never make comments or answer questions that talk about what might happen or could have happened.
- ☑ Know what to keep to yourself. If your spouse calls or writes with news about casualties, where the unit is, or when it might deploy, keep such information to yourself. Deployments spawn rumors, and some of what you might hear could be wrong, sensitive, or subject to change.
- ☑ If you desire, contact your PAO for assistance. PAOs have a working relationship with the media and can provide advice that will help protect your privacy, yet allow the news media to report the story.

SAMPLE SOLDIER MEDIA CARD

CDO BCT Media Card

- You're a member of the military when doing an interview. You do not have to talk to the media if you do not want to. It's your right to say "no." Only speak about what you're comfortable with. Run it by your lawyer.
- Think before you speak. Consider your thoughts and use a mark, comment, or statement. Get that idea in your mind, and then answer the question regarding politics or politics. If you can't understand the question, ask for clarification.
- Maintain eye contact with the reporter, ignore the camera. Avoid jargon and acronyms. Your country is proud to give and merit to military your loyalty.
- You may discuss:
- Your past and hometown and job while deployed
 - Your past and current personal opinions on Code Name
 - Your past and current views on the mission in general (all) purposes and results.
 - You may discuss your personal experiences.
- You may not discuss:
- Ongoing operations, tactics or details of future deployments
 - And details of tactical use "we took some casualties." They were committed and made huge sacrifices and as a member that by continuing with our mission."
 - Do not discuss politics. You represent the Army. Remain in politics.
- Guideline - If you don't want your grandmother to know about it, it's probably not

Embedded Media Ground Rules

- [illegible]

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- [illegible]

Media Contact Report

Name	Credentia #	Agency
None		
Wha Kinetic No researcher assuming Whan - DCA		Where - Did a researcher New - Whetstunt
Kearmant information		

Rules for media encounters:

- [illegible]

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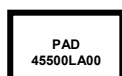


CHAPTER 6

PA ORGANIZATIONS

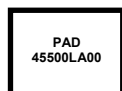
PA Augmentation

PORTS

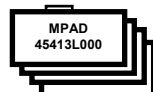


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Theater
Opening
Package

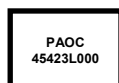
THEATER



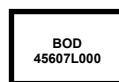
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3 per PAOC
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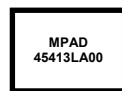


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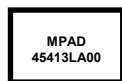


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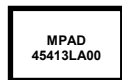
CORPS/DIVISION



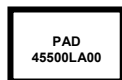
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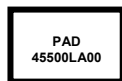
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1 per MEF

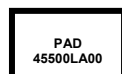


1 per CA BDE



.5 per MF SPT
BDE

BDE



.5 per BCT,
SBCT

BOD = Broadcast Ops Det
or Broadcast PA Det
MPAD = Mobile Pub Aff Det
PAD = Pub Aff Det
PAOC = Pub Aff Ops Ctr

Subject to change per FM 46-1 or Total Army Analysis

Unit Structure

BCT PAO



HMMWV



46A – MAJ
46Q – SSG
46R – SPC
46O – SPC

BCT PA Capabilities:

- Advises and counsels BCT commander, staff
- Develops PA annexes, plans, guidance
- Coordinates DOD Media Pool, embed REQs
- Supports live video links to DVIDS hub
- Responds to media, DA, DOD, NGO queries
- Reviews IO plans for PA implications
- Coordinates media, community relations, command info REQs/requests w/UEX PAO
- Conducts press briefings
- Conducts media training for SMEs
- Conducts security review of PA/VI products
- Exercises C2 of PA augmentation (PAD)
- Produces limited visual/print CI products unless augmented
- Requires Videophone (INMARSAT) for ad hoc, expeditious live interview/product link to DVIDS hub when DVIDS ku-band transmitter not available or appropriate.
- Family Support Group

MF SPT BDE PAO



HMMWV



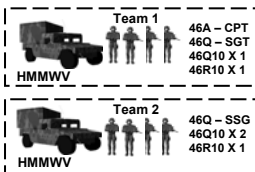
46Z – SFC
46Q – SGT

MF SPT BDE PA Capabilities:

- Advises and counsels SPT BDE commander, staff
- Develops PA annexes, plans, guidance
- Coordinates DOD Media Pool, embed REQs
- Responds to media, DA, DOD, NGO queries
- Reviews IO plans for PA implications
- Coordinates media, community relations, command info REQs / requests w/ Corps / DIV PAO
- Conducts press briefings
- Conducts media training for SMEs
- Conducts security review of PA/VI products
- Exercises C2 of PA augmentation (PAD)
- Produces limited print CI products unless augmented
- Requires DVIDS transmitter or Videophone for ad hoc, expeditious live interview/product link to DVIDS hub
- Family Support Group

PA Detachment (8 PAX)

(Can be task organized in 2 teams)



Team 1: Primary Augmentation for SPT/AVN/MF BDE

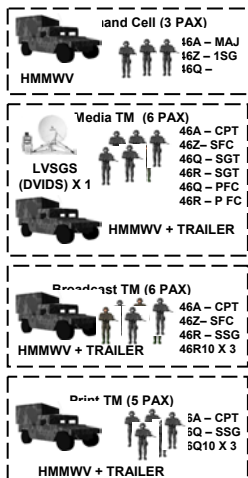
Team 2: Primary augmentation for BCT

Capabilities:

- Conduct PA planning & analysis for the task force/brigade commander.
- Develop information strategies & campaigns in support of operations.
- Support higher echelon PA requirements for information, media facilitation, planning & training.
- Be technologically capable to serve as a stand alone, forward deployed subordinate PA media operations center.
- Provide services & facilities for media representatives in support of national, multinational, unified or joint operations.
- Acquire digital video, digital photographic images, & audio voice recordings; process & protect PA information in support of the operation.
- Evaluate & conduct PA training programs for the JTF.
- Tactically communicate to PA units at echelons above brigade & all supported combat units in the operational area.
- Ground transport personnel, equipment & media to separate locations in & around the area of operations with organic vehicles.
- Support the Hometown News Release program.
- Personnel and equipment for photojournalistic coverage for use in command information and public information programs.
- Public affairs support to the G5/S5 in the development and implementation of civil affairs community relations programs, as required.
- Requires Videophone (INMARSAT) for ad hoc, expeditious live interview/product link to DVIDS hub when DVIDS ku-band transmitter not available.

Mobile PA Detachment (20 PAX)

(Can be task organized into 4 teams)

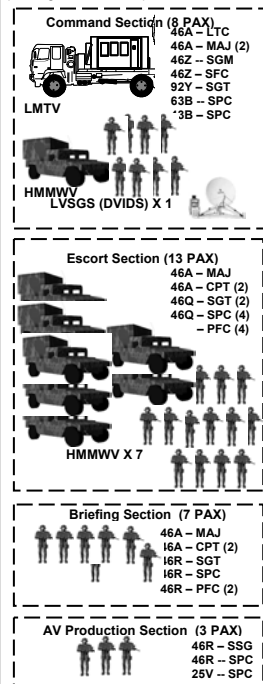


Capabilities:

- Conduct PA planning & analysis for the ARFOR or JTF commander.
- Develop information strategies & campaigns Support higher echelon PA requirements for information, media facilitation, planning & training.
- Be technologically capable to serve as the base force to support ARFOR media center operations.
- Provide services & facilities for media representatives in support of national, multinational, unified or joint operations.
- Coordinate the assignment of news media representative to a unit.
- Monitor the global & military information environments; provide analysis & review of external media messages.
- Evaluate & conduct PA training programs for JTF.
- Tactically communicate to PA units at echelons above brigade & all supported combat units in the operational area.
- Establish branch PA section at a subordinate unit.
- Support the Hometown News Release program.
- Acquire and process digital photographs, video images & audio
- Protect digital images, information products & information systems from compromise & intrusion
- Provide PA support to the G5/S5 for the development & implementation of civil affairs programs.
- Produce, distribute text, photo, video & audio info products to internal & external audiences.
- Manage news & information product distribution.
- Provide higher echelon PA elements with information products produced by the detachment.
- Ground transport personnel, equipment & media to separate locations in & around the area of operations with organic vehicles.
- Assistance in preparing commanders and staff personnel for interviews, press conferences and briefings.
- Requires Videophone (INMARSAT) for ad hoc, expeditious live interview/product link to DVIDS hub when DVIDS ku-band transmitter not available or appropriate

PA Operations Center (31 PAX)

(Task organized in 4 teams)



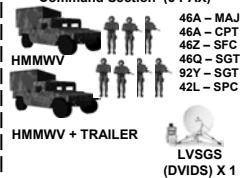
Capabilities:

- Conduct PA planning & analysis for the ARFOR or JTF commander, RCC.
- Develop information strategies & campaigns in support of operations.
- Support live video links to DVIDS hub
- Support the Hometown News Release program.
- Support higher echelon PA requirements for information, media facilitation, planning & training.
- Be technologically capable to serve as the base force to support ARFOR or Joint PA media center.
- Tactically communicate to PA units at echelons above brigade & all supported combat units in the operational area.
- Monitor international & national television news for analysis & review of external media messages.
- Process & transmit digital still & video images from fast-moving operational environments.
- Provide the ARFOR/ joint commander with "over the air" radio broadcast capability to disseminate internal information when augmented by a BOD.
- Ground transport personnel, equipment, media to separate locations in & around the area of operations.
- Personnel and equipment necessary for escort control and support for 100 accredited civilian news media personnel per day. When augmented by a mobile public affairs detachment (TOE 454131000), the number of personnel supported will increase by 100 for each detachment to a maximum of 400.
- Management of the DoD news media pool when it is dispatched to the press camp headquarters area.

Broadcast Operations Det. (27 PAX)

(Can be task organized in 2-3 teams)

Command Section (6 PAX)



Capabilities:

- Support higher echelon PA planning & information strategy requirements.
- Support live video links to DVIDS hub
- Operate a 24-hour-a-day internal information over-the-air radio broadcast service.
- Perform limited digital video & audio electronic news gathering in the theater of operations.
- Provide limited post production services for audio & video news feature material supplied in unedited format by other units.
- Perform field maintenance & repair above operator level to broadcast & electronic news gathering equipment organic to the unit.
- Provide the commander with potential alternate means of communications when tactical communications are not adequate or not available.

Broadcast TM (7 PAX)



Broadcast TM (7 PAX)



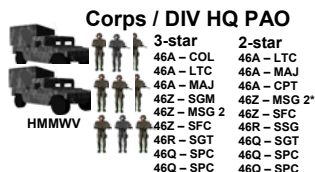
Maintenance SEC (7 PAX)





Army PA Capabilities:

- Advices the commander and Army staff on all PA
- Monitors PA input to IO
- Monitors and integrates PA operations in JOA
- Prepares and coordinates daily PA SITREP
- Directs and supervises PA sections assigned to HQs
- Allocates assigned PA assets throughout JOA
- Establishes and coordinates ARFOR, JTF, JFLCC, CPIC media center
- Coordinates with Combat Camera for VI products
- Supports COIC PA cell
- Plan for contingency operations, exercises, and theater PA force structure development, maintenance and readiness
- Defines PA requirements throughout JOA
- Develops strategic and operational communications strategies
- Coordinate press releases, PA guidance
- Plan and coordinate AFRTS deployment/command information requirements
- Conducts media planning/coordination, press briefings, provides media escort
- Prepares SME for media event, daily briefings
- Responds to media queries/requirements
- Monitors DoD media, media embed, media RQTS
- Coordinates and executes strategic and operational communications strategies
- Monitors internal/external information requirements, integrates AFRTS requirements



Corps / DIV PA Capabilities:

- 24-hour operations
- Advices commander/staff on PA issues
- Develops PA annexes, plans, guidance
- Plans JFLCC, ARFOR PA operations
- Supports live video links to DVIDS hub
- Plans, manages CI/ CR programs
- Plans, coordinates CI radio/TV requirements
- Conducts current PA ops
- Monitors Global Information Environment /Military Information Environment
- JFLCC, ARFOR PAO
- Establishes JFLCC, ARFOR Media CTR
- Coordinates media, CR, CI requirements /requests
- Monitors / coordinates PA operations of attached / subordinate units
- Command / control of Mobile PA Det
- Monitors support of higher HQ PA guidance, policies
- Monitors/coordinates media requirements
- Conducts press briefings, SME media TRNG
- Conducts security review of PA products
- Limited print/radio/TV production
- Additional MSG is NCOIC of IO Cell.



CHAPTER 7

PA Equipment

Understanding your MTOE

The **MTOE and TOE** determine major component authorizations for deployable PA units and sections -- generally 5+ year lifespan items only.

LIN (Line Item Number): Every piece of equipment on the TOE/MTOE has a LIN. This is how the equipment is identified in the Army supply system.

ERC Column: This is the 'importance' level of any given item. 'A' is highest, 'C' is lowest. All Public Affairs equipment is ERC A, which means it must be on hand before a PA unit can be reported as mission capable on a Unit Status Report. ERC C items can be turned in through the unit/installation PBO channels if not needed!

Camera and Editing Systems

The APAC Materiel Division tracks all ongoing equipment issues and provides frequent updates through the Materiel Tech Forum on AKO, located at www.us.army.mil/suite/page/136520

C85494, V03198, P02065 LINs: PA units and sections should substitute the APAC-specified equipment systems for obsolete LINs until new LIN development is complete. APAC determines all equipment components of these systems with input from the field. The following APAC-developed systems should be substituted for the following LINs:

<u>LIN/Nomenclature</u>	<u>Substitute</u>
C85494 Camera Set Still Picture KS-99	Electronic Still Photographic System
V03198 (Video Acquisition) System	Digital Video Acquisition
P02065 (Production Editing Subsystem)	Digital Video Editing System

Currently fielded software:

Photo: Adobe Creative Suite (InDesign, Photoshop, Illustrator), MS Office

Video: Avid Xpress Pro HD, MS Office.

Component Lists:

Systems components are subject to frequent revision, APAC Materiel keeps the most current list posted in the Files section on AKO at <https://www.us.army.mil/suite/folder/4344671>

Equipment Authorizations

Unit Type:	ESPS	DVAS	DVES
PAD:	3	2	1
MPAD:	6	5	3
DIV	3	1	1
HBCT/IBCT:	2	1	1
SUST/CAB/FIRES:	1	0	0
ACR	2	0	0

Equipment Procurement

All systems purchased through the DLA contract carry a **three year warranty** and service contract on all major end items and arrive as turnkey systems. Public Affairs photo and video systems must be paid for through unit funds: they are not currently centrally funded.

Acquisition process:

1. Determine authorized systems for your unit.
2. If necessary, use APAC authorization memos located at <https://www.us.army.mil/suite/folder/5004003> to justify substitution of proponent-specified systems.
3. Identify funding source and get purchase approval from unit resource manager (Modularity funds, GWOT funds, deployment funds or UFRs are current methods of funding).
4. Complete MIPR (DoD Form 248) to order and transfer funds to DLA. MIPRs should be emailed to Margaret.sutliff@dla.mil. This

equipment cannot be ordered through the standard logistics chain.

5. Conduct thorough inventory after receipt of equipment.

Digital Video & Imagery Distribution System

Mission

To create an accurate, reliable source for media organizations to access military service members and commanders deployed in support of Operations Iraqi and Enduring Freedom.

What is DVIDS?

The Digital Video and Imagery Distribution System is a network of portable satellite transmitters connected to a Distribution Hub in Atlanta, Ga. This system enables media organizations to request products, conduct broadcast-quality interviews, and to receive images, video footage and print stories from the DVIDS Distribution Hub, which allows access to service members deployed in Operations Iraqi and Enduring Freedom.

Benefits of DVIDS

- Enables media outlets to receive immediate, first-hand information from commanders and subject matter experts directly involved with fast-breaking events
- Provides requested products to media organizations in a timely manner via internet distribution and satellite broadcasts
- Allows embedded journalists to transmit broadcast quality video back to the U.S.
- Maintains a searchable archive of video, photo and print products for interested media or military organizations
- Links media organizations to various deployed military units free of charge
- Coordinates holiday greetings and special event programming from deployed Soldiers, Sailors, Airmen and Marines
- Allows smaller markets to routinely report on local units deployed to Operations Iraqi and Enduring Freedom

- 24 hour access to service members deployed in Iraq, Kuwait, Afghanistan and Qatar

Functions of the DVIDS Hub in Atlanta

Serves as the point of contact for arranging remote interviews with deployed commanders, soldiers and subject matter experts

- Sends out media advisories listing new content and services that are available
- Archives the military media products produced overseas on a server that supports video, image and text downloading
- Assists media outlets in connecting with deployed commanders
- Act as a “pipe” for journalists abroad to send stories back to the United States

3845 Pleasantdale Rd, Atlanta, Ga. 30340
 Phone: 678 – 421 – 6612 Fax: 678 – 421 – 6611
www.dvidshub.net

PA “Flyaway Package”

PA units and sections should be prepared to deploy on short notice. Maintaining a “flyaway package” of critical equipment is a key to being prepared for this type of crisis. As a minimum your kit should contain:

- Laptop computer with e-mail and Internet capability
- Printer
- Digital camera (with multiple memory cards)
- Cell phone (satellite phone if possible)
- Thumb drives and CD/DVDs
- Removable hard drive (loaded with boilerplate or sample press releases, talking points, slide briefs, draft questions and answers, ground rules, PA Annex, etc.)
- Network hub and cables
- Tables/chairs
- Cots
- Canned air or air compressor
- Keyboard vacuum cleaner (for cleaning cameras)

Night Vision Vendors

Star Tron: www.omnitechpartners.com. 724-295-2880 ext. 227

Electrophysics: www.electrophysics.com



CHAPTER 8

Battle Drills

Excerpt:

SOF MOBILITY **TACTICS, TECHNIQUES, &** **PROCEDURES (TTPs)**

USSOCOM JOINT COUNTER-AMBUSH ADVISORY TEAM

Baghdad, Iraq 2003/2004

PURPOSE

Provide Special Operations Forces (SOF) tactics, techniques and procedures (TTPs) for avoiding and/or countering enemy contact during mounted vehicle combat operations in urban and/or rural environments.

PRINCIPLES

- Planning
 - Who, what, when, where, why & how
- Security
 - Consider the 3-Dimensional Environment: depth, width, & elevation
 - Everyone's responsibility
- Reconnaissance
 - Use all available means to know your route(s)
- Control
 - Rehearsals, briefings and effective communications
- Common Sense

CHARACTERISTICS

- Aggressive Posture
- Situational Awareness
- Unpredictability
- Agility

Aggressiveness

- ***“Porcupine”*** muzzles outward posture
- Predatory presence: *“Go ahead...make my day”*

- Demonstrate a positive readiness and willingness to engage threats
- Potential use of vehicles as weapons
- Dominate your environment!!

Situational Awareness

- Advance parties/reconnaissance
- Navigation: know your route(s)
- Collective mission knowledge
- **Well-rehearsed** internal communication
- Communication to higher (Blue Force Tracker (BFT), etc)
- 360 degree security
- Scanning in 3-dimensions: depth, width, elevation
- Watching people, hands, and behavior

Unpredictability

- Adapting to an already elusive and adaptive enemy
- Vary routes, departure times, and vehicle intervals
- Think like the enemy... *"how would I attack me?"*
- Convoys should not be easily timed, observed, or approached
- Don't appear lost!

Agility

- Speed: Driving as fast as appropriate
- Maneuvering through or around motorists, pedestrians, etc.
- Compressing or expanding vehicle intervals
- Flexibility: Be prepared to rapidly change courses of action with **well-rehearsed** SOPs and battle drills

Combat Convoy Planning

CONVOY SEQUENCE OF EVENTS

- Initiate Troop-Leading Procedures (TLPs)
- Initial Coordination
- Gather route intelligence and reconnaissance data
- Delegation of preparatory tasks
- Conduct thorough convoy briefing
- Conduct convoy operation
- Conduct AAR
- Recover and prepare for follow-on mission

METT-TC

- **M**ission
- **E**nemy
- **T**ime
- **T**errain
- **T**roops Available
- **C**ivilians

Mission

- Clarity of **Task & Purpose** for both convoy and actions at the target destination
- Remember OPSEC and deception
- ROE & weapons status considerations
- Standing Risk Assessment
- Contingency Planning: 5 Point “GOTWA”
 - Going (where)
 - Others I am taking
 - Time of my/our return
 - What to do if I/we do not return at that time
 - Actions if I come in contact/if you are in contact
- Rehearsals!!!

Enemy

- Known and suspected ambush/IED locations along route
- Latest enemy tactics

- Latest lessons learned
- *Combined Explosive Exploitation Cell (CEXC)*
- <http://intel.socom.smil.mil/sjicc/frame.htm>

Time

- Post and adhere to a realistic timeline
- Missions can be time sensitive
- Use template plans (“On the shelf”)
- Utilize simple CONOPs and field FRAGOs
- With more time, use Power Point briefs showing the route on photo imagery

Terrain

- Use most recent imagery and maps
- Request daylight route over-flight (UAV or fixed/rotary-wing air recce)
- Urban, rural, or open highway travel
- Plan both primary and alternate outgoing and return routes
- Use recognizable checkpoints
- Troops Available

De-conflict with friendly elements along routes

- Coordinate with support assets: ECAS, Rotary-Wing, QRF, Armor Support and CASEVAC
- Assign personnel to duties early and ensure that they are capable of performing said duties
- Set up, line up, and inspect vehicles
- Have subordinates back-brief key portions of plan
- Consider: Fatigue, Night driving, Boredom, Personal Relief, “Cocoon” mentality (armored vehicles)

Civilians

- Consider effects of recent coalition offensive operations in area where route passes
- Cultural knowledge
 - Hand signals
 - Tribes
- Interpreters

- Curfew times
- Driver Behavior
- Curiosity

Vehicle Considerations

- Armor vs. no armor
- Turrets
- Tire selection
- Suspension
- Road-worthiness
- Manual or automatic transmission
- Seating
- 2x4 vs. 4x4
- Communications Equipment

Vehicle Characteristics

- Ability to accelerate
- Maneuverability
- Firepower
- High or low profile
- Reliability
- Level of ballistic protection

DUTIES AND RESPONSIBILITIES

Convoy Commander/OIC

- Overall responsibility for conduct of convoy
- Ultimate on-ground decision-maker
- Task organizes vehicle responsibilities
- Conducts convoy brief and AAR
- Generally travels in lead or second vehicle
- Monitors, supervises, and controls convoy
- Maintains communications with higher

Vehicle Commander

- Responsible for equipping, organizing and supervising required tactical activities of assigned vehicle. (Also known as the Track Commander or “TC”)
- Task organizes a fire team minimum per vehicle
- Maintains communications with convoy commander and other vehicle commanders
- Provides direction to driver
- Serves as alternate navigator
- Designates alternate driver
- Designates CSW sectors of fire

Driver

- Operates vehicle
- Takes direction from VC
- Responsible for fueling and maintaining vehicle
- Can be rotated
- Must be a skilled driver

Navigator

- Responsible for primary and alternate route selection
- Maintains awareness of location (map, GPS, etc)
- Communicates checkpoints, turns, danger areas, etc to vehicle commander

- Records changes to route post-operation to S-2
- Responsible for covering assigned sector with direct fire

CSW Operator

- Responsible for primary and alternate sectors of fire
- Targets greatest threat
- Can be rotated out

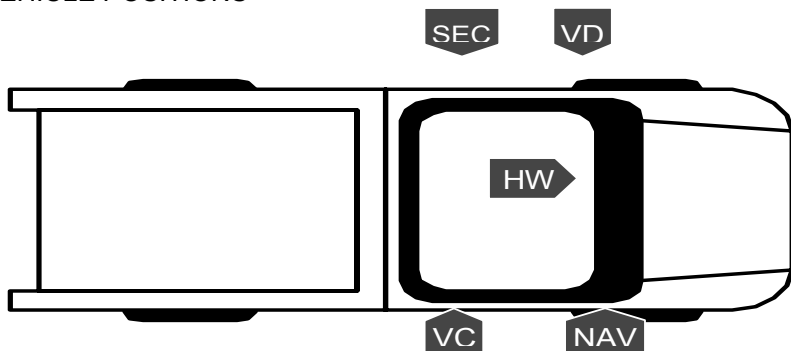
Security Personnel

- Observe for potential close threats
- Signal and direct civilian traffic as required by vehicle commander
- Can rotate as necessary into other positions (except for NAV or VC)
- Can serve as alternate drivers, navigators, CSW, or vehicle commanders (duress)

Convoy Tracker

- Responsible for tracking the location and disposition of the convoy at the point of origin
- Participates in convoy planning, briefings, and rehearsals
- Maintains and terminates communications with convoy

VEHICLE POSITIONS



MOUNTED BATTLE DRILLS

USSOCOM JOINT COUNTER-AMBUSH ADVISORY TEAM (JCAT)

Baghdad, Iraq 2003/2004

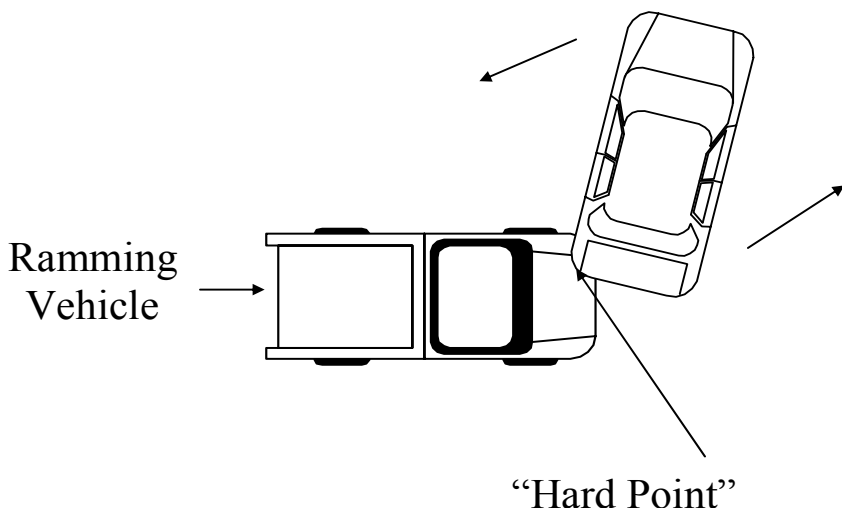
References

1. FM 31-28 special Forces Advanced Urban combat (SFAUC)
2. FM. 7-98 Operations In A Low-Intensity Conflict
3. ST-5 'F' PLATOON AAR 30AUG03
4. ST-5 'F' PLT POWER POINT BRIEF 30AUG03
5. U.S. Department of state (DoS) Bureau of Diplomatic Security (DS) Protective Security Operations Training Manual
6. US Army FM 55-30 Army Motor Transport Units and operations
7. FM 7-8 Infantry Rifle Platoon & Squad
8. FM t-7J Chap 3. Mounted Battle Drills
9. Federal bureau of Investigation (FBI) Hostage Rescue Team (HRT), Unconventional Law Enforcement Operations
10. USSOCOM JCAT AAR, JAN 2003/2004

DRIVING SKILLS

- "Drivers drive"
- Hands at the "10 & 2"
- Shuffle Steering (Do not cross arms)
- Breaking & Accelerating
- Understanding vehicle dynamics (4 points of contact)
- Always have an "out"
- See the rear wheels of the vehicle in front
- Ramming Techniques
- Dead Driver Drill
- Advanced Driving Skills

RAMMING



- Ramming vehicle approaches vehicle at a slow rate of speed (20-25 mph)
- At close contact, increase speed to 35-40 mph
- Make contact with obstacle while aiming for the wheel at the lighter end of the vehicle (rear is preferable)
- Maintain speed, push through, and clear vehicle.

DEAD DRIVER DRILL

- Stationary Vehicle
 - All vehicles in convoy provide suppressive fire
 - Shooter in left rear seat steps out of vehicle, removes driver, and transfers them to the back cargo area
 - Shooter then assumes driving position
- Moving Vehicle
 - Closest Shooter takes control of vehicle as best as possible (vehicle dependant)

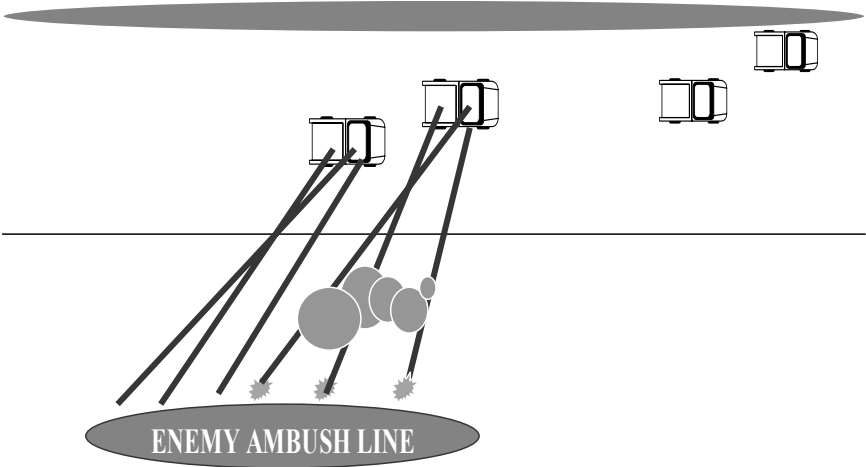
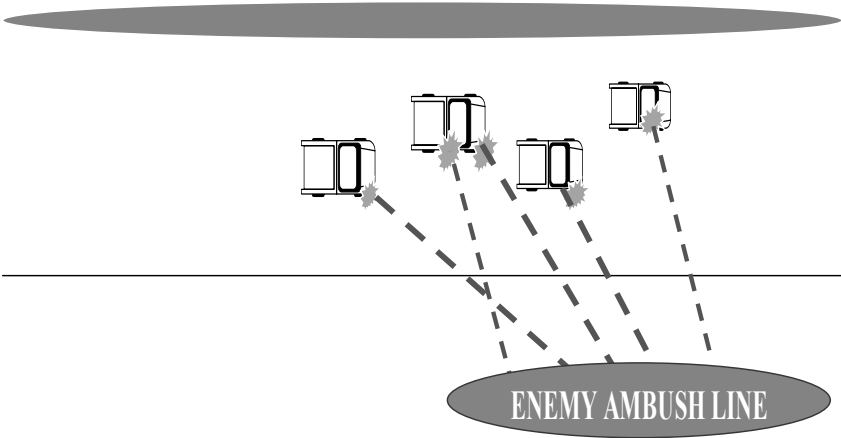
BATTLE DRILLS

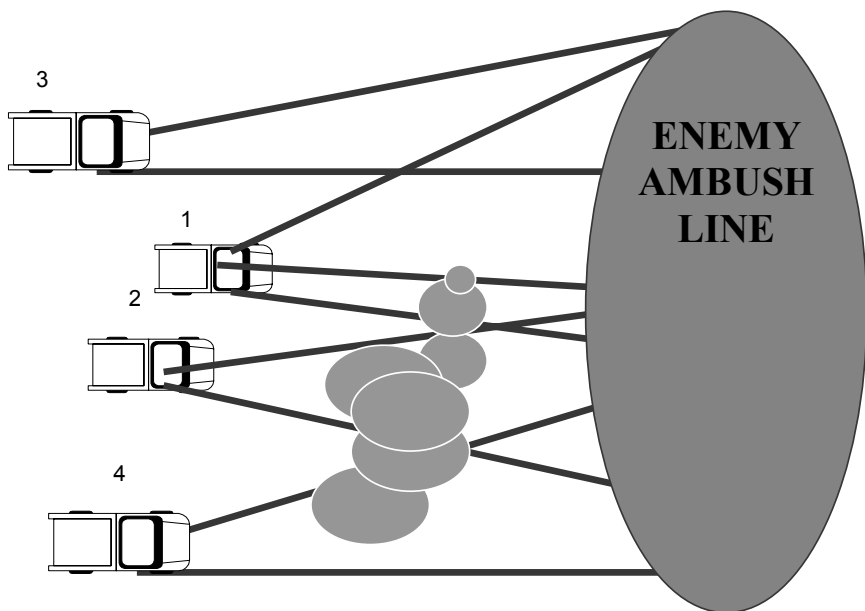
- React to contact near ambush (blocked/unblocked)
- React to contact far ambush (blocked/unblocked)
- React to sniper fire
- React to suspected ground IED
- React to IED detonation
- Roadblock
- Overpasses
- VBIED
- Large Crowd

NEAR AMBUSH

- Enemy is distinguishable: Faces, sights don't cover silhouette, hand grenade/rock throwing range
- Identify source of contact by calling out left/right/front/rear
- Return fire on the move (drive through kill zone)
- Elements obscure with smoke and throw fragmentation grenades
- Establish fire superiority if blocked ("Talking Machine Guns")
- Assault through/withdraw as applicable

REACT TO NEAR AMBUSH





Elements can assault through or withdraw to an out by bounds or peel

- Maintain SBF/overwatch throughout maneuver
- Move dismounted to evac vehicles if they are unrecoverable

FAR AMBUSH

- Beyond hand grenade range or terrain precludes maneuver
- Rolling fire
- Establish support by fire (SBF) for blocked elements
- Recover blocked elements upon suppression of enemy fire
- Report

SNIPER FIRE

- Single shooter with noticeable effect
- Move and pop smoke to obscure position
- Increase speed if possible
- Move out of kill zone

- Suppress if firing point is identifiable
- Continue/abort mission

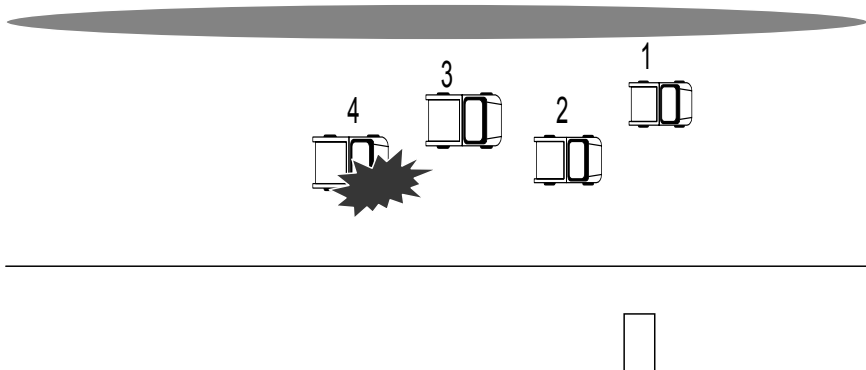
SUSPECTED IED

- Drive by, mark position, and report to higher immediately
- Stop and move back 300m/minimum (time/distance permitting)
- Hand off to nearest friendly unit to block traffic
- Change to oncoming lanes and continue/abort mission
- Beware of obvious IEDs that can channel the convoy into a “daisy-chained” IED ambush, etc.

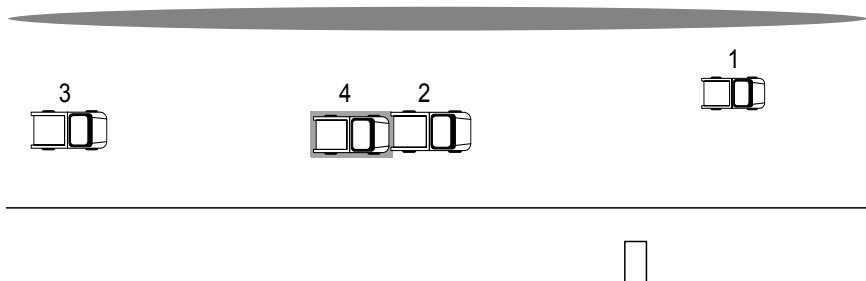
IED DETONATION

- Drive through kill zone if possible
- Push or tow damaged vehicle
- Observe for additional devices
- Mark position report to higher

IED DETONATION (Trail Vehicle)



IED DETONATION (Recovery & Push/Tow)



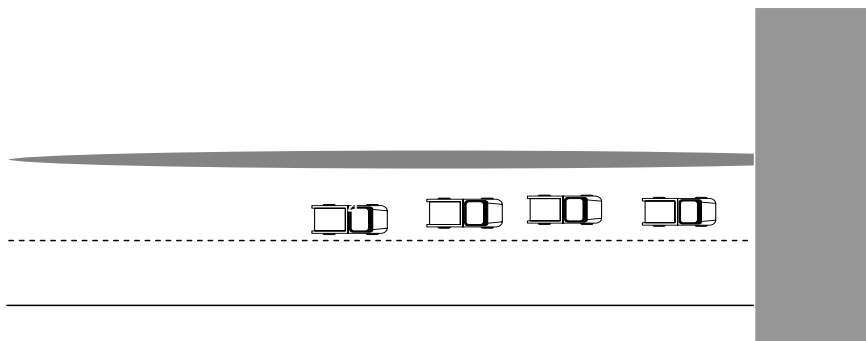
ROAD BLOCK

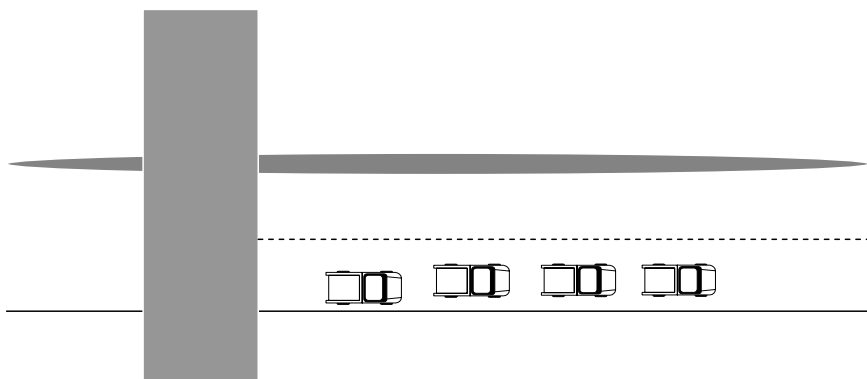
- Over-watch and change direction if possible
- Establish support-by-fire and ram to clear obstacle
- Evaluate/continue mission/RTB

OVERPASSES

- Accelerate
- Adjust interval
- Change lanes
- Observe throughout

OVERPASSES





SUSPECTED VBIED

- Mobile/Stationary
 - Avoid
 - Gain distance
 - Ascertain intent (attack convoy or moving to predetermined target location)
 - Mark position and report* to higher
 - Eliminate threat only if necessary

***Note: Use the SALUTE format. Specify direction of travel, make/model of car, description of diver/passengers, VBIED indicator/s**

LARGE CROWD

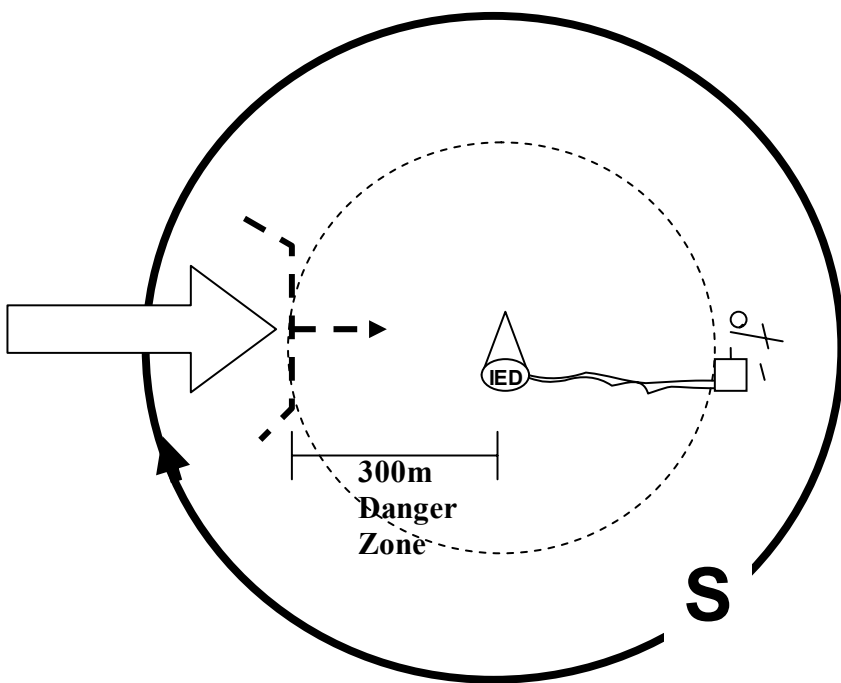
- Dismount
- Use vehicles as barricade
- Employ pyrotechnics and/or non-lethals
- Utilize combative strikes
- Maintain 360 degree security
- Move to an out and withdraw

IED Countermeasure Card

Improvised Explosive Devices (IED): Provide a stand-off capability to initiate an attack and quickly escape.

Your life depends on your ability to identify/recognize the threat or potential threat and take actions to safeguard your soldiers and follow-on forces.

The majority of IEDs are victim activated or command detonated.



IED Battle Drill: (ICASR):

STEP 1. Identify. Confirm and alert your unit to the presence of an IED or potential IED.

STEP 2. Clear. Evacuate the danger zone (minimum of 300 meters from IED).

STEP 3. Assess. Develop situation, ambush site, METT-T, size of security force, etc.

STEP 4. Secure. Maintain security and control movement in vicinity of IED until EOD or follow-on forces arrive and assume responsibility.

STEP 5. Report. Inform higher HQs, subordinates, and follow-on forces IAW IED/UXO Report.

NOTE: 300 meters is the minimum safe distance for up to 27 lbs of explosives with troops in the open.

NOTE: Drivers that can't stop quickly enough, < 100 meters from the IED, should speed up and move through the danger zone as quickly as possible.

NOTE: Drivers that can stop quick enough, > 100 meters from the IED, should immediately back away from the IED (minimum of 300 meters).

UXO/IED Report

LINE 1. DATE/TIME GROUP DISCOVERED

LINE 2. REPORTING UNIT & LOCATION

LINE 3. CONTACT METHOD: FREQ/CALL SIGN,
TEL #

LINE 4. TYPE OF MUNITION, IF IED DESCRIPTION OF IED &
METHOD OF INITIATION

LINE 5. NBC CONTAMINATION

LINE 6. RESOURCES THREATENED

LINE 6. IMPACT ON MISSION

LINE 7. SECURITY MEASURES TAKEN

LINE 8. RECOMMENDED PRIORITY

Countermeasure Drills

Unexploded IED Drill:

If you ID the device while on the move / passing by it:

1. Throw a smoke grenade offset the IED to let follow on drivers know to stop and establish a fighting box.
 2. Drivers that can't brake quickly enough to stop within 100 meters should speed up and move through the danger area / kill zone as quickly as possible.
 3. Drivers that can stop before entering the kill zone should immediately back away from the IED as much as possible (300 meters recommended).
 4. Start looking for potential secondary devices.
 5. Secure the site; be vigilant for ambush.
 6. Report the situation immediately.
 7. Block all traffic in the vicinity of the IED until cleared by EOD.
- For vehicles forward of the IED the leadership makes a decision to move to the forward rally point as established by SOP or consolidate at least 300 meters forward of the IED and establish a fighting box.

Detonated IED Drill:

After detonation which is covered by sustained effective direct fire, there may be a decision made to withdraw:

1. Establish suppressive fire (gun truck or designated team) and have the unit turn around and go to the rally point after conducting casualty evacuation.
2. If the convoy is split, ensure the lead of the convoy knows to proceed to their forward rally point.
3. Begin to comply with countermeasures as soon as the tactical situation allows.

Movement Order No. _____

References: **A.** _____
(Maps, tables and relevant documents)
 B. _____

TASK ORGANIZATION: (Internal organization for convoy – Manifest)

1. SITUATION:

a. Enemy Forces:

Weather. General forecast.
Light Data (EENT, % Illumination, MR, MS, BMNT)

1. Discuss Enemy.
 Identification of enemy (If known).

Composition / capabilities /
strength / equipment / location
(Hot Spots highlighted on map)

b. Friendly Forces:

Operational support provided by higher
headquarters.
Helicopter / Gunships
Quick Reaction Forces (QRFs)
MP Escorts / Rat Patrols

Fire Support elements

Element	Location	Frequency / Call Sign

c. **Attachments:** (From outside the organization)

2. **MISSION:** (WHO, WHAT, WHEN, WHERE, & WHY)

3. **EXECUTION:**

a. **Concept of Movement:** This paragraph describes, in general terms, the big picture from start to finish.

b. Tasks to subordinate units: Includes attached or OPCON elements.

c. Coordinating Instructions:

1. Order of March (Spacing of serials / location of support elements).

2. Routes. (Strip map displayed separately, includes SP, load points, checkpoints, rally points, refuel points, mandatory halts, RONS, traffic control points, etc.)

3. Additional movement issues. (Speed, intervals, lane, parking, accidents, etc.)

Uniform

Actions at danger/hazard areas (SOPs or battle drills to be rehearsed)

Rules of Engagement

4. SERVICE SUPPORT: This paragraph provides the critical logistical information required to sustain the convoy during the operation. Also included are combat service support, instructions and arrangements that support the operation.

a. Ration / Water Plan:

b. Ammunition (Individual / Combat Loads /
Tracer Mix)

c. Medical (Internal treatment / evacuation
procedures other than SOP and external procedures / support)

external) **d. Petrol, Oil and Lubricants** (Internal and

d. Remain Over Night (RON) Facilities:

5. COMMAND AND SIGNAL: This paragraph states where command and control nodes and key leader will be located during the operation.

a. Commander(s) / Positioning:

b. Communications:

c. Signals: (Primary / Alternate other than SOP)

d. Reports:

SAFETY / RISK MANAGEMENT (*Emphasize key risks / control measures*)

6. **REVIEW TIMELINE** (*Displayed separately*)

7. **GIVE TIME HACK**

8. **ASK FOR QUESTIONS**

CONVOY MANIFEST

DATE _____
Page ____ of ____

ORDER OF MARCH

CONVOY COMMANDER

[illegible]

CONVOY EXECUTION MATRIX

MISSION / CONVOY # _____

MISSION:

PHASE I:

DEPARTURE POINT: _____ **DESTINATION POINT:** _____

WEATHER / LIGHT DATA:

INTELLIGENCE:

COMMAND & CONTROL:

WHO	CALL SIGN	FREQUENCY	WHO	CALL SIGN	FREQUENCY
CONVOY CDR			FUEL POINT		
ASST CONVOY CDR			RECOVERY		
SERIAL 1 CDR			MEDEVAC		
SERIAL 2 CDR					
SERIAL 3 CDR					
HELI / GUNSHIP					
MP / SHERRIF					
QRF					
QRF					

TIMES SCHEDULE:

WHAT	WHERE	WHEN	UNIFORM	EQUIPMENT	
STAGE					
PCI					
FRAGO BREIF					
SP					
RP/LINK-UP POINT					

SAFETY / RISK MANAGEMENT UPDATE:

PHASE II:

DEPARTURE POINT: _____ **DESTINATION POINT:** _____

WEATHER / LIGHT DATA:

INTELLIGENCE:

COMMAND & CONTROL:

WHO	CALL SIGN	FREQUENCY	WHO	CALL SIGN	FREQUENCY
CONVOY CDR			FUEL POINT		
ASST CONVOY CDR			RECOVERY		
SERIAL 1 CDR			MEDEVAC		
SERIAL 2 CDR					
SERIAL 3 CDR					
HELI / GUNSHIP					
MP / SHERRIF					
QRF					
QRF					

TIMES SCHEDULE:

WHAT	WHERE	WHEN	UNIFORM	EQUIPMENT	
STAGE					
PCI					
FRAGO BREIF					
SP					
RP/LINK-UP POINT					

SAFETY / RISK MANAGEMENT UPDATE:

ACTIONS WHEN ENCOUNTERING MINES OR UXO MISSION

While conducting operations you may discover mines or UXO. The local population may identify them to you, or even bring them to you for disposal. Consider mines and UXO when conducting mission analysis and risk assessments. It is critical that leaders:

Safeguard soldiers and civilians

Alert higher so the proper disposal support is made available

ENCOUNTERING MINES OR UXO

Immediately act to reduce soldier risk. Minimize the number of soldiers in the immediate area. Those who must remain should seek cover of bunkers, fighting positions, or armored vehicles if possible.

Turned in UXOs should be placed in an approved dud pit. If there is no approved dud pit, have them placed in the farthest position from your soldiers in which they are still observable.

UXOs discovered during a mission should not be disturbed. Mark with engineer tape or any non-metallic marking device, and limit vehicle and pedestrian traffic near the UXO by establishing hasty checkpoints.

Treat mines discovered during a mission in the same manner as UXOs, but first evaluate immediate surrounding area for snipers, possible ambushes, booby traps, and other threats. Be particularly alert for:

- ☒ Out of place items.
- ☒ Freshly dug mounds of earth or depressions.
- ☒ Improvised marking systems:
- ☒ Rocks stacked in a pile.
- ☒ Areas contained with expedient barricades.
- ☒ Two sticks laid in an X.
- ☒ Tape tied to poles, sticks, and trees.
- ☒ Residue from mine crates.
- ☒ Minefield signs and barbed wire.
- ☒ Areas avoided by adult civilian populace.
- ☒ Blast craters.

If you discover mines or UXO:

- ☒ Determine where you are.
- ☒ Bypass the area by returning the way you came.

Report as completely as possible to higher using the UXO nine line spot reports. **Request guidance and permission from higher headquarters to continue mission.**

NINE LINE REPORT FORMAT

Line 1. Date-Time Group (DTG): DTG Item was discovered.

Line 2. Reporting Activity (unit identification code (UIC) and location (grid of UXO).

Line 3. Contact Method: Radio frequency, call sign, point of contact (POC), and telephone number.

Line 4. Type of Ordinance: Dropped, projected, placed, or thrown. If known, give the size of the hazard area and number of items. Without touching, disturbing, or approaching (tripwire) the item, include details about size, shape, color and condition (intact or leaking).

Line 5. NBC Contamination: If present, be as specific as possible.

Line 6. Resources Threatened: Report any threatened equipment, facilities, or other assets.

Line 7. Impact on Mission: Provide a short description of your current tactical situation and how the presence of the UXO affects your status.

Line 8. Protective Measures: Describe any measures taken to protect personnel and equipment.

Line 9. Recommended Priority: Recommend a priority for response by EOD technicians or engineers.

Immediate: Stops unit's maneuver and mission capability or threatens critical assets vital to the mission.

Indirect: Slows the unit's maneuver and mission capability or threatens critical assets important to the mission.

Minor: Reduces the unit's maneuver and mission capability or threatens non-critical assets of value.

No Threat: Has little or no effect on the unit's capabilities or assets.

PROBE FOR MINES

If necessary, probe for mines using the following procedures. Probe using non-metallic material. Only use metallic items as a last resort.

- ☑ Remove all jewelry and dog tags and put in pockets. Roll up sleeves.
- ☑ Hold the probe cradle in the hand, applying only enough pressure to control the probe. The probe should be able to slip through the hand if it hits something solid.
- ☑ Hold the probe at a 30° angle so that the probe will not hit or slide over the top of the mine and detonate it.
- ☑ Penetrate soil to a vertical depth of 3 inches.
- ☑ Probe every 1½ inches to a path 1-meter wide. Once finished, move 1½ inches forward and probe. Continue until probing is complete.
- ☑ Probe a 1-meter forward of position to ground gear. Once complete, ground all gear except for Kevlar helmet (buckled) and flak vest. If wearing jacket and/or gloves, remove them.
- ☑ Continue to probe forward. When a large enough area is probed, assume a prone position to continue probing the minefield.
- ☑ If a solid object is encountered: stop probing.
- ☑ Move enough dirt away from the object to identify the side of the object.
- ☑ Do not attempt to dig up the object.
- ☑ Once identified as a mine, use improvised marking system to mark.
- ☑ Continue probing to by-pass the mine. When selecting where to mark the mine and which way to go around it, be consistent. Do not mark to the left side one time and right side the next. Never mark on top of the mine.
- ☑ Stay aware of tripwires and booby traps.

CONDUCT SELF/UNIT EXTRACTION FROM MINEFIELD

As soon as you realize you are in a minefield, freeze. Turn off radios and cellular phones.

If you are in a vehicle and it strikes a mine:

- ☒ If there are no injuries, or injuries are minor and vehicle is not in danger of burning or exploding, stay in vehicle until help arrives.
- ☒ If you need to get out, go over the back of the vehicle and move through the tire/track marks of your vehicle to safety. Do this only under emergency situations.

If a vehicle in your convoy strikes a mine:

- ☒ All other vehicles in the convoy stop immediately.
- ☒ If personnel in the damaged vehicle need immediate help, move through the vehicle's footprint and climb over the rear of the vehicle.
- ☒ If personnel need to be evacuated from the vehicle and time is available, probe the footprint out to a 1-meter width prior to evacuation.
- ☒ Designate the route out of the minefield. If possible, exit by the route you entered on.
- ☒ Identify casualty (if there is one) as the start point. If there are no casualties, identify a specific point as the start point.
- ☒ Identify a safe area for CASEVAC.
- ☒ Mark route using handrail on right side of mines.
- ☒ Send initial report to higher.
- ☒ Probe extraction route.
- ☒ All personnel probe.
- ☒ Probe a space 1-meter forward.
- ☒ Ground gear.
- ☒ Bring gear to the route behind you and leave it just off the route.
- ☒ Personnel move to and evacuate casualty (if there is one).
- ☒ Minimum of 2 personnel to control casualty. Use no more than is necessary.
- ☒ Probe a 1-meter wide path to casualty.

- ☑ Probe a 1-meter zone around casualty.
- ☑ Conduct only enough first aid on casualty to keep him/her alive until they are evacuated to CASEVAC site.
- ☑ Move casualty down probed route to CASEVAC site.
- ☑ Personnel move out of minefield or into safe area.
- ☑ All personnel not involved in evacuating casualty probe out of minefield along route.
- ☑ Call MEDEVAC if necessary. If using radio or cellular phone, ensure radio is at least 150 meters from minefield before using.
- ☑ Maintain some personnel on-site (outside minefield) to assist, recover gear, etc.
- ☑ If a helicopter needs to conduct an emergency landing:
- ☑ Select a concrete or asphalt road if possible to land on.
- ☑ Be aware that the over-pressurization from rotor wash can detonate AP mines.
- ☑ Send formatted minefield report.

DETECT TRIPWIRE/BOOBY TRAPPED MINE

- ☑ Visually check for booby traps.
- ☑ Unusual markings near minefield.
- ☑ Wires.
- ☑ Trails running to mines (grass, leaves, rocks, etc.)
- ☑ Unusual placement or cant to mines.
- ☑ Trash near mines concealing other explosive devices.
- ☑ Blade of grass method.
- ☑ Holding a long blade of grass or other similar flexible material between fingertips, run grass up and down in front of you. Grass must clear the height of the tallest person or piece of equipment.
- ☑ Once complete, run the blade of grass back and forth to the width required to pass through the area (minimum 1 meter).
- ☑ If grass snags on object, stop and investigate.
- ☑ If tripwire is detected, mark and bypass.
- ☑ DO NOT mark on the tripwire.
- ☑ DO NOT climb over, underneath, or through the tripwire. Bypass and avoid the threat.

- ☑ Use hand
- ☑ Use the back of the hand. The back of the hand is more sensitive.
- ☑ Utilize the same sweeping motions as with blades of grass. BE CAREFUL not to pull wire.
- ☑ Use "fishing pole"
- ☑ Construct "fishing pole" using stick or weapon.
- ☑ Tie long string to one end. String should be long enough that the pole may be held six inches higher than the tallest person or piece of equipment and the string will drag just above the ground.
- ☑ Use plastic or wood to weight the string so it will hang straight.
- ☑ Walk forward with string in front. Weight should just skim the ground but not drag it. Ensure to clear a 1-meter wide path.
- ☑ If string snags or stops forward movement:
- ☑ Stop all forward movement.
- ☑ Investigate.
- ☑ Mark and bypass any tripwires.
- ☑ Use grappling hook
- ☑ Least preferred method because grappling hooks will detonate mines or explosives hooked to tripwires.
- ☑ Throw grappling hook and assume a prone position behind cover.
- ☑ Slowly pull hook back.
- ☑ Continue until path is clear.

ACTIONS ON CONTACT

GENERAL

Actions on contact are immediate actions drills your platoon will execute as required in the course of conducting their assigned mission. Key to Actions on Contact is the rapid execution of the drill and returning fire.

PLAN, PREPARE, AND REHEARSE

- ☒ Understand and implement ROE
- ☒ Conduct a map or area recon
- ☒ Identify possible threats and rehearse battle drills IAW mission requirements

REACT TO CONTACT

- ☒ When encountering enemy forces, units must execute actions on contact quickly, violently, and deliberately. Whether they remain undetected or are identified by the enemy, units first take measures to protect themselves, size up the enemy, and decide on a course of action.
- ☒ To properly execute actions on contact, sections and platoon must:
 - ☒ Remain focused on the objective
 - ☒ Report quickly and accurately
 - ☒ Maintain contact with the enemy
 - ☒ Retain freedom to maneuver
 - ☒ The four steps of action on contact are;
 - ☒ Deploy and Report (Four personnel, North, Out.)
 - ☒ Develop the Situation (Act, follow with SALT report)
 - ☒ Choose & recommend a course of action
 - ☒ Execute the Course of Action.

DIRECT FIRE

- ☒ Send contact report
- ☒ With an inferior force, neutralize immediately.
- ☒ With a superior or unknown force, return fire and move to cover.
- ☒ Send detailed report with recommendation to higher

INDIRECT FIRE

- ☑ Send contact report
- ☑ While moving mounted or dismounted. The unit should attempt to continue moving while seeking cover and concealment. The move should be at a minimum 500 meters.
- ☑ While at a fixed location such as a checkpoint: sit out the initial volley and then attempt to move out of the engagement area
- ☑ Send detailed report with recommendation to higher

SUICIDE ATTACK

Send contact report

Neutralize attacker if possible

Conduct ACE (Ammo, Casualties, equipment) report if suicide attack is not stopped

Establish CASEVAC point

Establish security and be alert for follow-on attacks

Do not attempt to render medical assistance to or move attacker.

Contain site for EOD and MP assistance.

Send detailed report with recommendation to higher

HAZARD CONTROL PROCESS

Identify hazards: Hazards are a potential source of danger, which may cause injury, damage or mission degradation. They may be encountered during training or other activities and include such obvious things as weather, terrain, weapons and equipment. Hazards can be also be less obvious, such as a stream that appears shallow, but is actually deep in some places. Record identified hazards on a Risk Assessment Management Program Countermeasure Worksheet.

Hazard Inventory –

EFFECT	FREQUENT	LIKELY	OCCASIONAL	REMO TE	UNLIKELY
CATA- STROPHIC	EXTREME	EXTREME	HIGH	HIGH	MODERA TE
CRITICAL	EXTREME	HIGH	HIGH	MODER ATE	LOW
MARGINAL	HIGH	MODERAT E	MODERATE	LOW	LOW
NEGLIGIBL E	MODERATE	LOW	LOW	LOW	LOW

Hazard Severity

CATASTROPHIC--Death or permanent total disability; system loss; major property damage.

CRITICAL--Permanent partial disability; temporary total disability (more than 3 months); major system damage; significant property damage.

MARGINAL--Minor injury; lost workday; compensable injury or illness; minor system damage; minor property damage.

NEGLIGIBLE--First aid or minor medical treatment; minor system impairment.

RANGE CARDS AND SECTOR SKETCHES

RANGE CARDS

The marginal information at the top of the card is listed as follows:

SQD, PLT CO. The squad, platoon, and company designations are listed. Units higher than company are not listed.

MAGNETIC NORTH - The range card is oriented with the terrain and the direction of magnetic north arrow is drawn.

The gunner's sector of fire is drawn in the sector sketch section. It is not drawn to scale, but the data referring to the targets must be accurate.

The weapon symbol is drawn in the center of the small circle.

Left and right limits are drawn from the position. A circled "L" and "R" are placed at the end of the appropriate limit lines.

The value of each circle is determined by using a terrain feature farthest from the position that is within the weapon's capability. The distance to the terrain is determined and rounded off to the next even hundredth, if necessary. The maximum number of circles that will divide evenly into the distance is determined and divided. The result is the value for each circle. The terrain feature is then drawn on the appropriate circle.

All TRPs and reference points are drawn in the sector. They are numbered consecutively and circled.

Dead space is drawn in the sector.

A maximum engagement line is drawn on range cards for anti-armor weapons.

The weapon reference point is numbered last. The location is given a six-digit grid coordinate. When there is no terrain feature to be designated, the location is shown as an eight-digit grid coordinate.

The data section is filled in as follows.

POSITION IDENTIFICATION.- The position is identified as primary alternate, or supplementary.

DATE. The date and time the range card was completed is entered.

WEAPON. The weapon block indicates the weapons used.

EACH CIRCLE EQUALS _____ METERS. Write in the distance in meters between circles.

NO. Starting with left and right limits TRPs and reference points are listed in numerical order.

DIRECTION/DEFLECTION. The direction is listed in degrees. The deflection is listed in mils.

ELEVATION. The elevation is listed in mils.

RANGE. The distance in meters from the position [to the left and right limits and TRPs and reference points.

AMMO. The type of ammunition used is listed.

DESCRIPTION. The name of the object is listed for example, farmhouse, wood line, and hilltop.

REMARKS. The weapon reference point data and any additional information are listed.

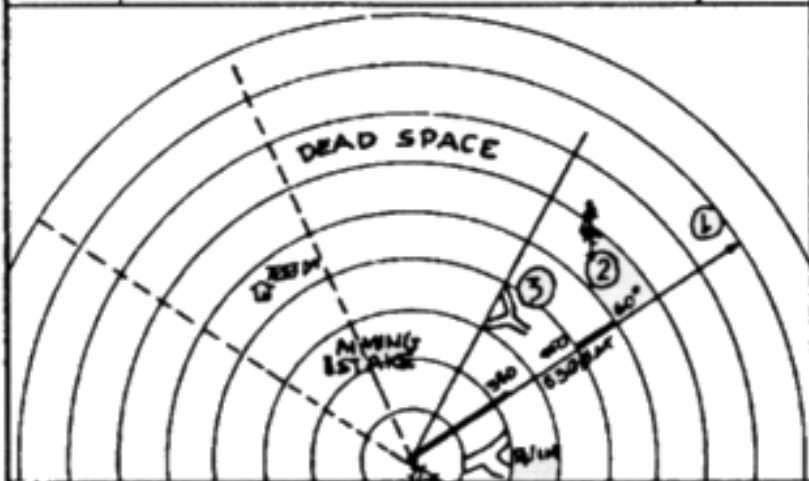
Reprints of this book are available from the publisher, John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10158.

27-1

co_b

May be used for all types of direct fire weapons.

MAGNETIC
NORTH



DATA SECTION

POLYMER IDENTIFICATION

DATE 10 JULY

WEAPON MG

EACH CIRCLE EQUALS 150
METERS

NO.	DIRECTION/ DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION
1	/	+50/3	600		FPL
2	R275	+50/45	900		LONE TREE
3	L150	0/28	525		TRAIL JUNCTION

附註：

① -4
③ TW15/L7

STANDARD RANGE CARD

For use of this form see FM 7-8. The proponent agency is TRADOC

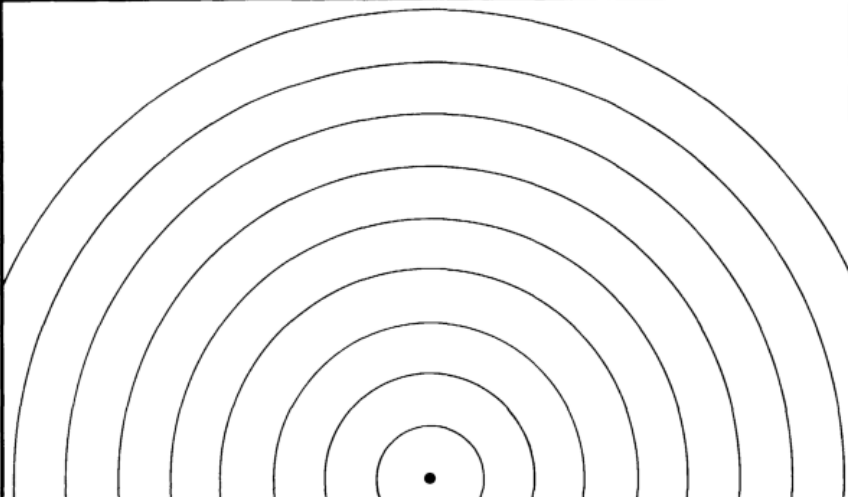
SQD _____

PLT _____

CO _____

May be used for all types of direct fire weapons.

MAGNETIC
NORTH



DATA SECTION

POSITION IDENTIFICATION

DATE

WEAPON

EACH CIRCLE EQUALS
METERS _____

NO.	DIRECTION/ DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION

REMARKS:

WEAPONS HANDLING

Basic Tenets:

Weapons ALWAYS on SAFE

Muzzle Awareness

Finger outside of trigger well

Every weapon is ALWAYS treated as loaded

Weapons Readiness

GREEN:

Weapon on Safe

Empty Magazine inserted in weapon

Bolt forward, ejection port cover closed

AMBER:

Weapon on Safe

Magazine with ammunition inserted in weapon

Bolt forward, **NO round in chamber**, ejection port cover closed.

RED:

Weapon on safe (unless directed otherwise or in imminent danger)

Magazine with ammunition inserted in weapon

Round chambered, ejection port cover closed.

Clearing the M16/A1, M16/A2, or M4 Rifle -

Point the weapon in a safe direction. Place the selector lever on safe.

Remove the magazine

Lock the bolt to the rear

Inspect the chamber and receiver areas for ammunition

With the selector switch on safe, allow the bolt to go forward.

**MEDEVAC Request
(CJTF-7 OIF Smart Card – 22 NOV 03)**

- | | |
|----------------|--|
| Line 1: | 6-digit UTM grid location of pick-up site. |
| Line 2: | Radio frequency, call sign and suffix of requesting personnel. |
| Line 3: | Number of patients by precedence: Urgent, Priority, and Routine. Urgent – loss of life or limb within 2 hours. Urgent – loss of life or limb with 4 hours. Routine – evacuation within 24 hours. |
| Line 4: | Special equipment required. As applicable, express either none, hoist, or stokes litter (basket). |
| Line 5: | # of patients by type. (Litter / Ambulatory). |
| Line 6: | Security of pick-up site. (What possible / known threat is in the area). |
| Line 7: | Method of marking pick-up site. (near / far recognition devices). |
| Line 8: | Patient nationality and status (Coalition Military, US Contractor, non-US Contractor, EPW) |
| Line 9: | NBC Contamination. |

Risk Management Worksheet

Example

PAGE 1 of 1

1. MSG/TASK :		2. DTG BEGIN:		3. DATE END:	
4. PREPARED BY: _____					
6. HAZARDS		7. CONTROLS		8. RISK LEVEL	
Sniper Fire	M	React to contact, never stop	L	Safety Brief, Rehearsal	Leader Supervision ALL
Unruly civilians/crowds in road	M	Know ROE, Do not stop, local security when stopped	M	Safety brief, Rehearsal	Leader supervision ALL
Vehicle accident	M	Vehicle internal speed limit Driver and TC alertness, crew rest	L	Safety brief	Leader Supervision ALL
Heat Injury/dehydration	M	3 DOS water O/H, force hydration, sun block	M	Soldier alertness	Leader Supervision ALL
Patricide/Accidental discharge	M	Situational awareness, fire control measures	L	Safety brief	ALL
Weapons malfunction	M	Keep weapons clean, review SPORTS	L	Priorities of work	ALL
Break in convoy	M	Safety Brief, adequate comms, route Rehearsal, strip maps for every vehicle	L	Safety brief, Rehearsal	Leader Supervision ALL
Civilian interference IED	M	Vehicle internal, Driver and TC alertness	M	Soldier Alertness	ALL
	H	Safety Brief, adequate comms, vehicle internal speed limit	M	Soldier Alertness, Safety Brief	ALL
9. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE): <div style="display: flex; justify-content: space-around; align-items: center;"> LOW MODERATE HIGH EXTREMELY HIGH </div>					
10. RISK DECISION AUTHORITY:				Commanding LTC, XX, Commanding	

PRE-COMBAT CHECKS / PRE-COMBAT INSPECTIONS

INDIVIDUAL CHECKLIST

- ___ Weapon * Weapon cleaned, function test and appropriate lubed?
- ___ Ammunition & Magazines: serviceable and ammunition loaded correctly
- ___ Kevlar *Chin strap serviceable
- ___ Body Armor with plates properly sized, installed and worn
- ___ Notebook and Writing Device
- ___ Issued Eye Protection Goggles *Clear lenses installed?
- ___ LBV w/ 2 canteens (topped off)
- ___ 2 First Aid Pouch w/dressing
- ___ Flashlight w/ extra batteries and bulb
- ___ I.D. Tags
- ___ Military ID card
- ___ Civilian / Military Drivers Licenses
- ___ Combat Lifesaver Kit and
- ___ IV Bags x Type _____ (Expiration Dates?)
- ___ NVGs with batteries
- ___ OVM Keys
- ___ Checkbook / Cash
- ___ Attended Convoy Brief
- ___ Attended Rehearsals

RUCK SACK / A-Bag (as needed for mission and what is the SOP for packing)

- ___ Sleeping Bag
- ___ 1 set ACU's
- ___ 2 T-shirts
- ___ 2 PR underwear
- ___ 2 PR socks (blk / grn)
- ___ 1 Towel
- ___ 1 Wash Cloth
- ___ 1 Sunscreen
- ___ Personal hygiene kit

- ___ JLIST Gear Complete
- ___ Wet weather gear
- ___ MREs - ___ each
- ___ Work Coveralls
- ___ Work Gloves
- ___ Goretex top/bottom (cold weather)
- ___ Polypro top/bottom (cold weather)
- ___ Cold Weather Gloves (cold weather)
- ___ Weapons Cleaning Kit w/ CLP or MILTECH

VEHICLE CHECKLIST

- ___ Completed 5988E (before PMCS)
- ___ Current Vehicle dispatch *Date expiration?
- ___ Fuel / Fluid levels topped off
- ___ Additional Package products
- ___ VS-17 panel
- ___ Extra Fuel Can topped of and secured
- ___ Class I basic load (___ MRE's / ___ Water)
- ___ Communication check of all systems on assigned freqs?
- ___ Inventory of all required signal devices
- ___ BII complete
- ___ Execution Matrix (Page 1 and 2)
- ___ Tow Bar, rope extraction/tow device per SOP
- ___ Cargo secured IAW guidance / TM *No cargo, required devices serviceable / on-hand?
- ___ Road Guard Belt
- ___ Flashlight w/ extra batteries and bulb
- ___ Map / Strip Maps/FBCB2 route entered
- ___ Warning triangles
- ___ Fire extinguisher
- ___ Emergency Call Signs and Frequencies posted near each radio
- ___ MEDEVAC Nine Line Format posted near each radio
- ___ Windows and Mirrors Cleaned
- ___ Turn Signals and Lights serviceable / functioning
- ___ Issued Pyrotechnics

LEADER CHECKLIST

- ___ Binoculars
- ___ Radio/comms/FBCB2 check (internal, cmd, FSO, A&L)
- ___ Convoy Order & Execution Matrix
- ___ Convoy Vehicle and Personnel manifest
- ___ Convoy duties assigned
- ___ Map with Current Graphics
- ___ Strip Map with Extra Copies
- ___ Sensitive Items / Personnel list
- ___ Combat Lifesaver w/ Aid Bag (Date?)
- ___ Current Situation Brief (Intel)
- ___ Risk Assessment signed by the commander
- ___ GPS (programmed with appropriate mission information / extra batteries)

LEADERS' CARD

NAME: _____ RANK: _____
SSN: _____ DOB: _____ AGE: _____
DUTY DISCRPTION: _____ PAR: _____
LIN: _____
DOR: _____ DMOS: _____
PMOS: _____ SMOS: _____ DEROS: _____
ETS: _____ BASD: _____ BPED: _____
CURRENT ADDRESS: _____

PHONE NUMBER:
(H) _____ (W) _____
CELL: _____
EMAIL: _____
DATE ARRIVED: _____ RELIGION: _____
PLACE OF BIRTH: _____
HEIGHT: _____ WEIGHT: _____ RACE: _____
EYE COLOR: _____ HAIR COLOR: _____
BLOOD TYPE: _____ PULHES: _____
ALLERGIES / TAGS: _____
RELIGION: _____
Line scores GT: _____ GM: _____ EL: _____ CL: _____ MM: _____ SC: _____
CO: _____
FA: _____ OF: _____ ST: _____

EDUCATION

H.S GRAD: _____ GED: _____
VOC. ED.: _____
COLLEGE: _____
OTHER: _____
MILITARY EDUCATION
BT: _____ AIT: _____
PLDC: _____ BNCOC: _____
ANCOC: _____ 1SG: _____ SGM: _____
OTHER:: _____

TESTING CTT COMPLETE:

APFT DATE: _____ PUSH-UPS: _____ SIT-UPS: _____ RUN: _____

WEAPONS QUAL.

TYPE: _____ DATE: _____

WEAPONS QUAL.

TYPE: _____ DATE: _____

COMBAT LIFE SAVER DATE: _____

OTHER MIL. QUAL.'S: _____

FAMILY INFORMATION

MARITAL STATUS: _____ SPOUSES

NAME: _____

DATE OF BIRTH: _____

ANNIVERSARY: _____

DEPENDENTS NAME, AGE AND RELATIONSHIP:

HOR: _____ PLACE OF

BIRTH: _____

EMERGENCY CONTACT INFO.

NAME: _____ RELATIONSHIP: _____

ADDRESS: _____

PHONE#(H): _____ (W): _____

NOTES: _____

EMPLOYER: _____ SUPERVISOR: _____

ADDRESS _____

PHONE# _____

ADDITIONAL INFO.

POV MAKE /MODEL: _____

POV YEAR: _____ COLOR: _____ INSPEC DATE:

INSUR CO.: _____ INSUR #: _____

SIZES: BDU PANTS: _____ BDU TOP: _____
UNDERWARE: _____
T-SHIRT: _____ SOCKS: _____ BDU CAP: _____
BOOTS: _____
PRO-MASK INSERTS: _____

CURRENT PHYSICAL INFO.

LAST _____
PHYSICAL: _____ PROFILES: _____
PULSES: _____ WT: _____ HT: _____
BF: _____
OVER 40 COMPLETE: _____

PAY INFO.

BONUSES: _____
STUDENT LOAN (Y/N): _____ GI _____
BILL: (Y/N) _____

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Appendices

Doctrinal Terms and References

DEFINITIONS:

Army Universal Task List (FM 7-15)

The AUTL is the comprehensive listing of Army tactical-level collective tasks. The AUTL complements the UJTL by providing tactical-level Army-specific tasks. The AUTL:

- Provides a common, doctrinal structure for collective tasks that support Army tactical missions and operations performed by Army units and staffs.
- Articulates what tasks the Army performs to accomplish missions, but does not describe how success occurs.
- Applies to all four types of military operations (offense, defense, stability, and support).
- Provides standard definitions and helps establish a common language and reference
- System for all tactical echelons (from company to corps) and tactical staff sections.
- Uses approved definitions or derived definitions from evolving doctrine.
- Addresses each Army tactical task (ART) in only one location.
- Lists ARTs subordinate to each of the seven Battlefield Operating Systems (BOS).
- Chapters 1-7 and the tasks that support execution of the Army's tactical missions.
- Chapter 8 provides a table with measures of performance that can be used to develop standards for each task in Chapters 1-7 and generic measures of performance for tasks in Chapter 8.
- At the upper levels, the AUTL provides a concise picture of the major activities of a force. At lower levels, it provides increased detail on what the force must do to accomplish its mission.

BTOE

The Base Table of Organization and Equipment (BTOE) is an organization design based on doctrine and equipment currently available. It is the lowest common denominator of modernization and identifies the mission essential wartime requirements for personnel and equipment based upon equipment common to all units of a given type organization.

Command & Control Warfare (C2W):

(DOD) The integrated use of operation security, military deception, psychological operations, electronic warfare, and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities, while protecting friendly command and control capabilities against such actions. Command and control warfare is an application of information operations in military operations. Also called C2W, which is both offensive and defensive:

- a. C2-attack. Prevent effective C2 of adversary forces by denying information to, influencing, degrading, or destroying the adversary C2 system.
- b. C2-protect. Maintain effective command and control of own forces by turning to friendly advantage or negating adversary efforts to deny information to, influence, degrade, or destroy the friendly C2 system. [JP 1-02]

Computer Network Attack

(Army & DOD) Operations to disrupt, deny, degrade, or destroy information resident in computers and computer networks, or the computers and networks themselves. Electronic attack (EA) can be used against a computer, but it is not computer network attack (CNA). CNA relies on the data stream to execute the attack while EA relies on the electromagnetic spectrum. An example of the two operations is the following: sending a code or instruction to a central processing unit that causes the computer to short out the power supply is CNA. Using an electromagnetic pulse device to destroy a computer's electronics and causing the same result is EA, which is also called CNA. See also computer network defense; electronic attack; offensive information operations. [JP 1-02]

DOD PRINCIPLES OF INFORMATION

The DoD Principles of Information are contained in DoD Directive 5122.5, Change 1. They chart the course for all DoD Public Affairs activities, and apply to the full continuum of day-to-day activities and operations. It is the commander's responsibility to ensure that all planning for military activities and operations efficiently and effectively achieve the goals set by these principles.

DOD PRINCIPLES OF INFORMATION

A. Timely and accurate information will be made available so that the public, Congress, and the news media may assess and understand the facts about national security, defense strategy, and on-going joint and unilateral operations.

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

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

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

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

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

5. The Department's obligation to provide the public with information on its major programs and operations may require detailed public affairs planning and coordination within the Department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda or publicity designed

to sway or direct public opinion will not be included in Department of Defense public affairs programs.

FOIA (Freedom of Information Act)

All Federal agencies are required under the Freedom of Information Act (FOIA), 5 U.S.C. 552, as amended, to disclose records requested by the public. Under the provisions of the FOIA, Federal agencies are to make their records available to the greatest extent possible, based on the principle of openness in government. The USGS may, however, withhold information pursuant to certain exemptions and exclusions in the statute.

Information Assurance

(Army & DOD) Information operations that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities. [JP 1-02]

Information Operations (IO):

(DOD IO Roadmap) The integrated employment of the core capabilities of Electronic Warfare, Computer Network Operations, Psychological Operations, Military Deception & Operations Security, in concert with specified supporting & related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision-making while protecting our own. [Unclassified extract from: "DOD IO Roadmap", Sep 03]

Information Engagement (Formerly IO)

Information engagement is the integrated employment of public affairs, psychological operations, combat camera, civil-military operations, counterpropaganda, and other means necessary to inform and engage key audiences in the land force commander's operational environment in order to create, strengthen, or preserve a tactical or operational advantage that contributes to the accomplishment of the mission, which may include military diplomacy or defense support to public diplomacy. By intent and in

its effects, information engagement is the operational and tactical application of strategic communication in the land force commander's operational environment.

PA is not a subordinate component of IO. The public affairs officer is both a special and personal staff officer who retains direct access to the commander. PA activities, however, require close coordination and integration with IO. Hence, the public affairs officer must plan and conduct public affairs activities; this officer also must coordinate and synchronize those activities in the information engagement working group under the purview of the G-7. Similarly, the G-9 is responsible for CMO and also coordinates and synchronizes them in the information engagement working group.

Integrated Priority List

(DOD) A list of a combatant commander's highest priority requirements, prioritized across Service and functional lines, defining shortfalls in key programs that, in the judgment of the combatant commander, adversely affect the capability of the combatant commander's forces to accomplish their assigned mission. The integrated priority list provides the combatant commander's recommendations for programming funds in the planning, programming, and budgeting system process; also called IPL. [JP 1-02]

MTOE

A Modification table of organization and equipment (MTOE) is an authorization document that prescribes the modification of a basic TOE necessary to adapt it to the needs of a specific unit or type of unit.

Measures of Effectiveness

(CJCS) A qualitative or quantitative measure of a system's performance or a characteristic that indicates the degree to which it performs the task or meets a requirement under specified conditions. MOEs should be established to measure the system's capabilities to produce or accomplish the desired result. [CJCSI 3170.01D]

Military Deception

(Army & DOD) Actions executed to deliberately mislead adversary military decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission. The five categories of military deception are as follows:

a. strategic military deception--Military deception planned and executed by and in support of senior military commanders to result in adversary military policies and actions that support the originator's strategic military objectives, policies, and operations.

b. operational military deception--Military deception planned and executed by and in support of operational-level commanders to result in adversary actions that are favorable to the originator's objectives and operations. Operational military deception is planned and conducted in a theater to support campaigns and major operations.

c. tactical military deception--Military deception planned and executed by and in support of tactical commanders to result in adversary actions that are favorable to the originator's objectives and operations. Tactical military deception is planned and conducted to support battles and engagements.

d. service military deception--Military deception planned and executed by the Services that pertain to Service support to joint operations. Service military deception is designed to protect and enhance the combat capabilities of Service forces and systems.

e. military deception in support of operations security (OPSEC)--Military deception planned and executed by and in support of all levels of command to support the prevention of the inadvertent compromise of sensitive or classified activities, capabilities, or intentions. Deceptive OPSEC measures are designed to distract foreign intelligence away from, or provide cover for, military operations and activities.

Public Diplomacy: Not Defined in Army or DoD terminology publications. (DOS) "Public Diplomacy seeks to promote the national interest of the United States through understanding, informing and influencing foreign audiences." The Planning Group distinguished Public Affairs from Public Diplomacy as follows:

Public Affairs is the provision of information to the public, press and other institutions concerning the goals, policies and activities of the U.S. Government. Public affairs seeks to foster understanding of these goals through dialogue with individual citizens and other groups and institutions, and domestic and international media. However, the thrust of public affairs is to inform the domestic audience." [Planning Group for Integration of USIA into the Dept. of State (June 20, 1997)]

OTOE

The Objective Table of Organization and Equipment (OTOE) is a fully modernized, doctrinally sound organizational design that sets the goal for planning and programming of the Army's force structure and supporting acquisition systems primarily in the last year of the program objective memorandum and the extended planning annex.

STRATCOM

Focused United States Government processes and efforts to understand and engage key audiences to create, strengthen or preserve conditions favorable to advance national interests and objectives through the use of coordinated information, themes, plans, programs and actions synchronized with other elements of power."

Strategic Communication

Focused, United States Government processes and efforts to understand and engage key audiences to create, strengthen or preserve conditions favorable to advance national interests objectives through the use of coordinated information, themes, plans programs and actions synchronized with other elements of national power.

TOE

The Table of Organization and Equipment (TOE) is a document that prescribes the wartime mission, capabilities, organizational structure, and mission essential personnel and equipment requirements for military units. It portrays the doctrinal modernization path (MODPATH) of a unit over time from the least

modernized configuration (base TOE) to the most modernized (objective TOE).

Visit the following Web Sites for a list of regulations, acronyms and abbreviations:

The Army Publishing Directorate

<http://www.usapa.army.mil/>

Army Abbreviations, Brevity Codes and Acronyms

https://www2.arims.army.mil/abbreviation/SearchResult.asp?SF=abbreviation&optSelect=1&OPT_SELECT_ID=1&text1=PA

List of U.S. Army acronyms and expressions

http://en.wikipedia.org/wiki/List_of_U.S._Army_acronyms_and_expressions

Joint Acronyms and Abbreviations

http://www.dtic.mil/doctrine/jel/doddict/acronym_index.html

46Q MOS CRITICAL TASK LIST

Task Number	Task Title
224-176-1301	Prepare for an Interview
224-176-1302	Conduct an Interview for Publication
224-176-1303	Write a News Story
224-176-1304	Write an Accident News Story
224-176-1308	Record Photo Outline Information
224-176-1309	Write a Photo Outline

Task Number	Task Title
224-176-1312	Write a Release for Electronic Media
224-176-1313	Review Completed HTNR Forms
224-176-2420	Select Images for Publication
224-176-1421	Copy Edit Material For Publication/Release
224-176-2302	Lay Out Newspaper Pages
224-176-1316	Shoot a Photograph with an Electronic Flash
224-176-1330	Operate a Digital Camera
224-176-1331	Enhance an Electronic Image
224-176-1335	Determine Ethical Considerations
224-176-1336	Shoot A Digital Photo In Low Light With Or Without Amplification Devices
224-176-1340	Register News Media
224-176-1341	Produce a Media Content Analysis
224-176-1342	Facilitate News Media
224-176-1423	Record a Media or Public Inquiry
224-176-1424	Prepare Press Kits
224-176-1345	Produce a Publication
224-176-1422	Review a Product for Policy Violations
224-176-2422	Write a Commentary

46R MOS Critical Task List

Task Number	Task Title
224-176-1340	Register News Media
224-176-1342	Facilitate News Media
224-176-1344	Compose a Web Page
224-176-1422	Review a Media Product for Policy Violations
224-176-1327	Disseminate a Media Product
224-177-1322	Write Broadcast Feature Copy for a Production
224-177-1323	Write Broadcast Spot Copy for a Production
224-177-1327	Prepare Broadcast Copy for a Production
224-177-2321	Write Broadcast News Copy for a Production
224-177-1302	Announce Broadcast Copy for a Television Production
224-177-1309	Conduct an Interview for a Broadcast Production
224-177-1201	Set up Microphones for a Production
224-177-1213	Set up Portable Lighting Equipment for a Production
224-177-1313	Produce a Radio Spot Announcement
224-177-1319	Edit Audio Material for a Production
224-177-1326	Produce a Radio News Insert
224-177-2003	Produce a Radio Feature
224-177-1311	Produce a TV News Insert

224-177-1315	Operate ENG Equipment for a Production
224-177-1320	Edit Video Material for a Production
224-177-2301	Conduct an ENG Assignment
224-177-2351	Produce a TV Spot Announcement
224-177-1422	Review a Media Product for Policy Violations

PA NCOIC Critical Tasks

224-176-3415	Identify Conflict of Interest in Public Affairs Activity
224-176-3410	Coordinate a Response to a Media or Public Inquiry
224-176-3411	Determine Public Affairs Contract Specifications
224-176-3420	Prepare a Public Affairs Estimate
224-176-3421	Conduct Media Interaction Training For Non-Public Affairs Personnel
224-176-3422	Supervise A Media Operations Facility
224-176-3425	Implement Operations Functions for a PA Element
224-176-3426	Assess An Internal Information Program

Sample PA Estimate

Classification

Headquarters
Place of issue
Date, time, and time zone
Message Ref. no.

PUBLIC AFFAIRS OPERATIONS ESTIMATE NO. _____

References: Maps, charts, or other documents.

Time zone used throughout the estimate:

1. MISSION

This paragraph lists the command's restated mission from a public affairs perspective.

2. THE SITUATION AND CONSIDERATIONS

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

1. Information environment. This paragraph describes the characteristics of the operation and the information

environment in the area of operations. It identifies any activities or issues affecting the over-all mission and the command's public affairs objectives.

2. Media presence. An assessment of the news media presence in the theater of operations prior to deployment and the likely presence of additional news media during the conduct of operations. This assessment should address the authority under which media representatives are operating and the degree of control that can be imposed on their efforts.
3. Media capabilities: An assessment of the media's information collection and communication technology, specifically identifying their level of visual information acquisition and satellite communication capabilities. It includes an analysis of the logistics support, transportation assets, and host-nation communications infrastructure available to them.
4. Media content: An assessment of the global media's presentation of information and their agendas, and an analysis and prioritization of the potential strategic and operational issues confronting the command in the news media. This media content analysis will provide an evaluation of the quantity of coverage and the nature of that coverage.
5. Public opinion: Assessment of national and international attitude about the operation and command, leaders, and soldiers conducting it. This paragraph should include both the perceptions held by major audience groups and the relative solidity or strength of those attitudes. A public opinion analysis should include as a minimum an analysis of the following groups:
 - American public
 - Civilian political leaders
 - Coalition and allied forces and their publics
 - International audience

- Internal command audience
 - Home station public
6. Information channel availability: An assessment of the information channels available for the communication of information in and out of the AOR. It identifies the means available to the commander for receipt, transmission, and dissemination of voice, data, text, graphics, and digital visual imaging. It describes command, coalition, and local national facilities and equipment available, to include an analysis of available telephone lines for voice and data transmission, the accessibility of audio and video channels, the prevalence of private communications devices such as soldier-owned cellular telephones, facsimile machines, computers, portable radios and televisions, still and video cameras, and the nature and flow of the information possible through these channels.
 7. Information needs. This is an assessment of the information needs of the previously identified key publics. It analyzes key internal and external audiences and assesses their news and information expectations. It identifies the types of information made available to these key audiences.
 8. Personnel situation. Describes the present dispositions of public affairs personnel and units that affect the PA mission, and the assets needed and available. State known personnel problems, if any, that may affect the PA situation. Consult the personnel estimate for details. (Examples of personnel include shortages of PA NCOs and skilled operators for equipment.)
 9. Public Affairs situation. This summarizes current PA objectives and identifies specific courses of action for each objective. At high levels of command, detail information in a summary with a reference to an annex to the estimate. Subparagraphs will include all current (PAG) from OSD (PA).

10. Logistical situation. State known logistic problems, if any that may affect the PA situation. See logistic estimate for details. (Examples of logistic problems include the lack of transportation and adequate facilities.)
11. Assumptions. Until specific planning guidance from the commander becomes available, you may need assumptions for initiating planning or preparing the estimate. Modify these assumptions as factual data or planning guidance becomes available.

3. ANALYSIS OF COURSES OF ACTION

Analyze each course of action based on the public affairs objectives in paragraph 2i. Indicate problems and deficiencies. At a minimum, subparagraphs should include media facilitation and support, news and information provision, and force training and support.

Analyze each COA from a PA point of view to determine its advantages and disadvantages for conducting PA. The detail in which the analysis is made is determined by the level of command, scope of operations, and of urgency of need.

4. COMPARISON OF COURSES OF ACTION

Compare each course of action. List advantages and disadvantages of each course of action under consideration. Include methods of overcoming deficiencies or modification required for each course of action.

5. CONCLUSIONS

1. Indicate whether you can support the command mission (restated in paragraph from the public affairs viewpoint).
2. Indicate which COAs you can best support.

3. List major public affairs deficiencies, which commander must consider. Include specific recommendations about methods of eliminating or reducing their effects.

(Public Affairs Officer)	Affairs	
ANNEXES: (As required)		

DISTRIBUTION:

(NOTE: The headings listed in this assessment are for example only. Use headings appropriate to your command's operations.)

Classification

SAMPLE PA ANNEX

FM 6-99 (101-5)

(Classification)

(Change from oral orders, if any)

Copy _____ of _____ copies
Issuing _____ headquarters
Place of issue (may be in code)
Date-time group of signature
Message reference no. _____

ANNEX__ (PUBLIC AFFAIRS) TO OPERATIONAL ORDER

References: Maps, charts, and other relevant documents

Time zone used throughout order:

1. SITUATION

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

1. Friendly forces. Outline the higher headquarters' plan (and PA annex) and adjacent unit PA plans. Provide information on friendly coalition forces, which may impact the PA mission. Note PA resources supporting the unit. (Who, where, when), (higher, allied and adjacent headquarters).

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

3. Enemy forces. List information not included in the OPLAN/OPORD, which may impact the PA mission. (Who, where, when, disinformation, rumors, propaganda and OPSEC).

4. Media. Identify media in the area. (who, where, pools, US. international, local-host country).

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

2. MISSION

Clearly, concisely state the public affairs mission. (Internal information for deployed and non-deployed forces, media facilitation and staff operations).

3. EXECUTION

1. Concept of operation. Briefly summarize the public affairs operation plan. Include PA priorities. (Intent --access, information, welfare, morale, will to win) (Concept--who, where, what, why, when) (Specifics--task to a subordinate; who is to do what, where, when, covers non-PAs too, actions with media: credential, train, transport)

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

3. Coordinating instructions. Give details on coordination, task organization and groupings. List instructions, which apply to two or more subordinate elements or units. Refer to supporting appendixes (PA assessment) not referenced elsewhere. (Public Affairs Guidance, media in country, media enroute with US forces, media contact report, handover checklist, and task organization).

4. SERVICE SUPPORT

1. A statement of the administrative arrangements applicable to this operation. If they are lengthy or are not ready for inclusion in the OPORD, these arrangements may be issued separately and referenced here.

2. A statement of the logistical arrangements applicable to this operation. Specific coordination should be included if possible, but arrangements may be issued separately and referenced here, if they are too lengthy. (Class I-IX and water), (Services: billets, medical, laundry and mortuary), (Transport: ground, air, TOE, tasked rented/leased, contracted).

5. COMMAND AND SIGNAL

List signal, visual imaging and satellite communications policies, headquarters and media center locations or movements, code words, code names, and liaison elements. (PAO location, media center, JIBs, sub-JIBs, phones, faxes, e-mail and web page).

ACKNOWLEDGE:

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

Sample PAG for an AT/FP Exercise

1. SUBJECT: Proposed Public Affairs Guidance (PAG) for Explosion at Camp Page

2. REFERENCES:

a. FM 46-1-1 Public Affairs Tactics, Techniques and Procedures, Jan 2000

3. INFORMATION: Local media reported in the area to date has been KBS, MBC, Kangwom Daily News, Tomin Daily News, Yonhap and CBS Radio. The, CRO for Camp Page has been the acting PAO. Media stance to this point is passive. Media attention is expected to be heavy. The initial report stated an explosion occurred at 140726DEC00 at bldg XXXXX. A CAT was established at Camp Page and the DMAIN at CRC. Twenty individuals were reported injured and seven KIA. At least two terrorists are located in bldg XXXX and currently have no hostages. There are no known WMDs. A second device is suspected in the area with a remote detonating device. One bomb dog and handler are clearing sensitive areas. Buildings within a 300 meter radius have been evacuated.

4. COORDINATION: The purpose of this document is to provide the command with a public statement, command message and proposed answers to possible questions concerning the alleged charges in paragraph three. EUSA and USFK have been notified and furnished instruction regarding this issue.

5. PUBLIC AFFAIRS APPROACH: The Public Affairs approach for this action will be passive, response to query only (RTQ). The Division Commander, Chief of Staff, BSO, PAO are authorized to RTQ. This will allow the command to de-emphasize the event, coordinate responses and control information flow.

6. PUBLIC STATEMENT: The following contingency statement will be used to respond to queries:

(QUOTE) Special control measures were activated here because of a major disturbance, Col McDonald, post commander, said today. The situation is currently being resolved. There were major personal injuries and some major property damage. No one has been taken into custody as of yet. The cause of the disturbance is being investigated. (QUOTE)

COMMAND THEMES:

The Theater Support Command is highly trained in crisis action procedures. The division maintains a high state of readiness in conducting activities focus on force protection and rendering aid and assistance to communities surrounding our installations. The 19th Theater Support Command and the ROK civilian and military officials are working side by side in a combined effort to provide all aspects of support to the mission of taking care of soldiers and the surrounding community. Working together, ROK and U.S. military officials are ensuring the right personnel and equipment are getting where they are needed.

7. QUESTIONS AND ANSWERS:

Q. Have there been any soldiers killed or injured in the explosion?

A. Unfortunately, we have had a number of individuals injured and some have lost their lives in the incident. More information concerning those injured and killed will be released after NOK have been notified.

Q. Are there any other explosive devices on the installation?

A. We are currently assessing the situation and will determine possible actions that will be pursued.

Q. Are civilians in danger?

A. We have evacuated all non-essential civilians from Camp Page.

Q. What about local civilians?

A. We have notified the local ROK government and they are currently assessing the threat to local civilians.

Q. Has anyone been apprehended or claimed responsibility for this incident?

A. No one has claimed responsibility at this time.

Q. We have heard that terrorists have been surrounded in one of your buildings. Is this true?

A. We will not discuss an ongoing investigation.

8. MISCELLANEOUS INFORMATION: Questions and answers will not be given to media as handouts. Approval authority for releases is the Theater Support Command Commander.

Radio Beeper Inserts

There are three types of news inserts used in radio - actualities, voicers and wrappers:

An actuality is a sound bite of the voice of the newsmaker only. Fifteen to 25 seconds is usually a good length.

A voicer is a news report ending with a self-identification of the reporter. It should run 30 to 40 seconds.

A wrapper is a combination of the two of them. The actuality is "wrapped" in the voicer. The reporter leads into the story (voicer); the newsmaker makes a few comments (actuality); and the reporter concludes the story and identifies himself (voicer). A wrapper usually runs longer than an actuality or a voicer - about 40 to 45 seconds - because it includes both.

The length of each insert depends on the importance of the story or quote and the length of the newscast. A long insert runs the risk of being boring; a short one may confuse the listener by not having enough information. Generally, an insert should not exceed 60 seconds.

Getting the story. The first step is research. Gather pertinent information to develop your story. Search archive tapes for similar stories from the past, and interview subject matter experts. You may also use sound bites from press conferences, speeches, beepers, news events, eyewitness accounts, public affairs office releases, and network or local news service feeds. You may use sound bites from telephone conversations, if you make sure to tell the speaker they're being recorded. These sound bites allow information to come directly from the mouth of an expert, adding authority and credibility to your story.

5. You may record your narration on the scene or later in the studio. If you decide to use the studio, remember to record natural sound at the scene to use as an audio bed. Record enough to cover the length of the insert, plus a few extra in

case of mistakes. Mixing natural sound under your voice preserves the scene, allowing the insert to portray the story in its natural setting. You may use background sound to add to your production. It would be unethical to dub in sound to indicate that something did not occur. The purpose to adding the sound is to help the listener to feel like they are there.

6. When you are ready to put your story together, review your notes and tapes, and check your facts for accuracy. You probably have more information than you need. Decide which aspect of the story has the greatest appeal to your audience, and select the sound bites that tell the story from that perspective.
7. Scripting. Write your script, incorporating any sound bites, to embody the five W's and H (who, what, when, where, why and how). The lead-in prepares your listener for the story. Avoid using the same words as in the insert, especially those in the opening sentence. Avoid writing a lead-in that depends on the speaker completing the thought. Write it to stand alone, so you're not left hanging if for some reason the insert does not play. (See example 1, below.)
A typical lead-in for a voicer or wrapper gives some of the facts, but lets the insert tell most of the story. Consider leaving one of the W's out of the story to use in your lead-in. In the last sentence, the throw line, identify the newsmaker or reporter, even if you've mentioned their name previously.

Example 1. Voicer or Wrapper lead-in:

TROPICAL DISEASES POSE A BIG THREAT TO U.S.
TROOPS SERVING IN SOMALIA. S-R-T-V'S SERGEANT
JOHN DRAKE SAYS LEADERS ARE STRESSING
PERSONAL HYGIENE AS THEIR BEST DEFENSE.

A lead-in to an actuality contains much more of the story because the sound bite is shorter than a voicer or wrapper.

Example 2. Lead-in for an actuality:

WATER SHORTAGES HAVE INCREASED THE THREAT OF SOLDIERS CONTRACTING TROPICAL DISEASES. CURRENT SUPPLIES DON'T MEET DEMANDS OF THE NUMBER OF SOLDIERS ASSIGNED TO SOMALIA. WATER ISN'T IMPORTANT JUST FOR DRINKING. IT'S NEEDED FOR PERSONAL HYGIENE - THE BEST SAFEGUARD AGAINST DISEASE. LOGISTICS OFFICER, CAPTAIN HAL GREY, OF THE 99TH FORWARD SUPPORT BATTLE BATTALION, SAYS IT'S THAT EVERYONE WATCHES HIS OR HER WATER USE.

8. An actuality also requires a close (or tag) to re-identify the speaker and to blend the copy and sound bite into one cohesive unit. As with the lead-in, make sure your close is a complete sentence, which can stand-alone. Avoid using "this is..." and "that was...." If the insert doesn't play, the announcer can continue from the lead-in to the close as if it were a short news story. See how examples two and three can be read together to convey a complete, although short, news story.

Example 3. Close for actuality:

CAPTAIN GREY WENT ON TO SAY THAT HE EXPECTS BOTTLED WATER TO ARRIVE WITHIN A WEEK.

9. Record your narration, sound bites and natural sound onto reel-to-reel according to your script. Review the story for quality and time requirements. Edit as necessary, and then transfer it onto a cart. Label it according to local policy.
10. Turn-in the finished insert and the complete lead sheet for approval. Correct any deficiencies. Turn in the cart and lead sheet for use in the newscast. Follow local policy for archiving.

Preparation:

- | | | |
|---|-------|-------|
| 1. Complete background research necessary to develop your story. | _____ | _____ |
| 2. Gather sound bites (interviews, press conferences, beepers, etc.) to support the story. | _____ | _____ |
| 3. Write the script, conforming to broadcast writing guidance established in Appendix C and local policy. | _____ | _____ |
| 4. Record the story according to your script and local policy. | _____ | _____ |
| 5. Ensure the insert meets all quality and policy requirements. | _____ | _____ |
| 6. Complete an audio insert lead sheet to accompany the insert. | _____ | _____ |
| 7. Turn in the finished insert and lead sheet for approval. | _____ | _____ |

EXAMPLE: (30 SECONDS)
NORTON HELICOPTER CRASH KILLS 20 AIRMEN
FOR IMMEDIATE RELEASE

1 NOV 2003

A HELICOPTER CRASH AT NORTON AIR FORCE BASE HAS
KILLED 20 AIRMEN AND INJURED NINE OTHERS. THE
MILITARY AIRCRAFT WAS CARRYING MEN AND WOMEN FOR
TRAINING IN ARIZONA WHEN IT WENT DOWN IN A WOODED
AREA NORTH OF THE RUNWAY EARLY THIS MORNING. THE
VICTIMS ARE AIR FORCE RESERVISTS ASSIGNED TO
CALIFORNIA'S AIR NATIONAL GUARD.

AIR GUARD OFFICIALS WILL RELEASE THE NAMES OF THE
DEAD AND INJURED AIRMEN AFTER NOTIFYING THEIR
FAMILIES. THE AIR FORCE IS INVESTIGATING THE CRASH.

###

MEDIA CONTACT REPORT

LINE 1 –

DATE AND TIME _____ (DTG)

LINE 2 --

UNIT _____ (Unit Making Report)

LINE 3 –

NONACCREDITED MEDIA _____ (Number of Any Unescorted, Non-credentialed or Unregistered Media Representatives in AO)

LINE 4 –

UNESCORTED MEDIA REPRESENTATIVE _____

a. N/UMR _____ (Number Unescorted)

b. MEDIA AFFILIATION

_____ (Country/Agency)

c. LOCATION _____ (UTM or Six-Digit Grid Coordinate With MGRS Grid Zone Designator)

d. REASON FOR DETAINING

_____ (Unescorted, Non-credentialed, Unregistered)

e. SOURCE _____ (Large Circulation Newspaper/ Periodical or National Television/ YES or NO)

f. DURATION _____ (Duration in Location in Days (YES or NO))

****Repeat lines 4a through 4f to report additional unescorted representatives. Assign sequential line numbers to succeeding iterations; for example, first iteration 4a through 4f; second iteration 4a1 through 4f1; third iteration 4a2 through 4f2; and so on.**

LINE 5 --
PAO ASSESSMENT_____ (Public
Affairs Officer's Report)

LINE 6 --
NARRATIVE_____ (Free Text
for Additional Information Required for Clarification of Report)

LINE 7 --
AUTHENTICATION_____ (Report
Authentication)

SAMPLE PA SITREP

Unit, Operation
Location
Date

PA SITREP PROCEDURES

1. Subordinate PAOs will provide a daily Public Affairs (PA) Situation Report (SITREP) to the next higher headquarters. This SITREP will then be compiled at that level and forwarded, as required, to the next higher headquarters.

2. The SITREP will include, but is not limited to:

a. The number of News Media Representatives (NMRs) registered to date.

b. Media queries.

c. Cumulative queries to date.

d. Queries received and status.

e. Major media events conducted.

f. Evaluation of media events conducted.

g. Media events projected.

h. Assessment of NMRs' media reporting interest.

i. Brief summary of media activity and status of media products sent or en-route to the CJIB.

j. Remarks or issues.

k. General remarks.

