

The Army's Face to the World



Strategic Communications Plan



U.S. Army Security Assistance Command
Command Information Office

MESSAGE FROM THE COMMANDING GENERAL

I am pleased to approve the U.S. Army Security Assistance Command (USASAC) Strategic Communications Plan. As a cornerstone of our communications framework, this plan reflects our commitment to support Defense Security Cooperation Agency, Department of the Army and Army Materiel Command (AMC) Security Assistance Enterprise priorities.

This plan was developed to establish processes, means and objectives for informing both internal and external audiences about USASAC's mission and accomplishments and broaden understanding of the critical role we play in the overall National Defense Strategy.

It is strategic planning that provides clear objectives. It depends on support from every member of our workforce to tell our story through outreach and awareness. Performance will be measured so we can continue our process improvement.

Our focus on the Foreign Military Sales (FMS) aspect of Security Assistance is about building relationships – relationships that our Combatant Commands (COCOMs) depend on to accomplish their mission. This plan gives us a structure and focus to reach and educate global audiences as we continue our role as the Army's Face to the World.



CHRISTOPHER TUCKER

Brigadier General, USA
Commanding

COMMUNICATION

MISSION STATEMENT

USASAC leads the AMC Security Assistance Enterprise; develops and manages Security Assistance programs and FMS cases to build partner capacity, support COCOM engagement strategies and strengthen U.S. Global partnerships.

VISION

The premier Security Assistance organization in the Department of Defense. Advancing U.S. Strategic Partnerships by providing exceptional support in Security Assistance and FMS.

OVERARCHING OBJECTIVE

To serve as the Army's Security Assistance Enterprise lead and facilitate FMS and services to approved International partners.

FUTURE OF USASAC

We are evolving to deepen our security relationships with Allies, create opportunities for expanded partnerships and improve the Army's FMS process to support the Army's and AMC's strategic roles.

COMMUNICATION

THREE ESSENTIAL OBJECTIVES OF THE STRATEGIC COMMUNICATION PLAN INCLUDE:

- On a daily basis, proactively enhance understanding of USASAC's missions, visions and strategic goals
- Inform key internal and external audiences of the vital contributions USASAC provides the Security Assistance Enterprise (SAE) in terms of FMS and Security Assistance, and how it supports our overall National Defense Strategy
- Create a framework in which more effective communications can take place and to best utilize USASAC's limited communications resources.

COMMUNICATION

COMMUNICATION OF MESSAGES FOR SPECIFIC EVENTS

The process for communicating messages about specific events that relate to USASAC begins with the identification of the events. (See the left side of Figure 1 for the “Messages for Specific Events” subprocess.) This identification is primarily the responsibility of each directorate for its areas within USASAC. [Note: Directorates within the context of this communication strategy refer to major subareas, both functional and support, within USASAC].

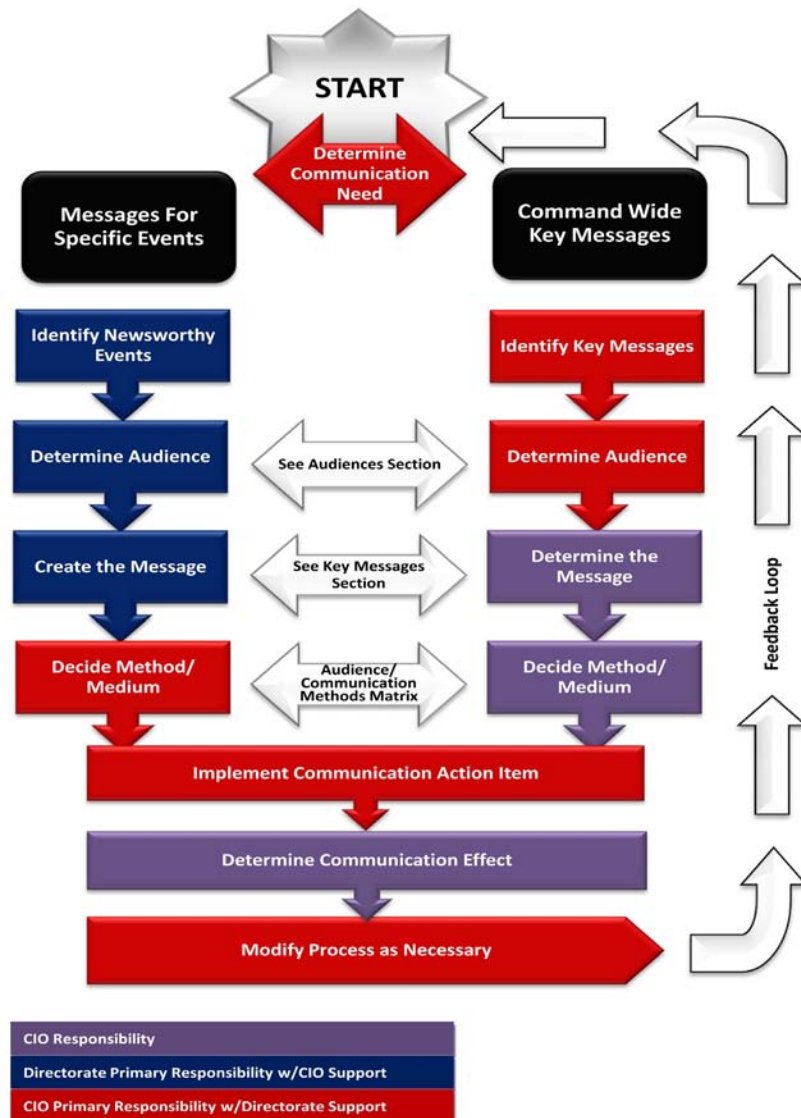


Figure 1. Process Flow for Effective Communications

COMMUNICATION

CALENDARS

Two calendars accompany the communications strategy: the Command Master Calendar and the Command Information Office (CIO) Upcoming Events Calendar (Figure 2). Both calendars are “living” documents and continually revised.

As each directorate identifies specific events, the events are incorporated into the Command Master Calendar, which is compiled and updated by the G3. Although the G3 has the primary responsibility for maintaining this chart, it is the responsibility of each directorate within USASAC to submit changes as they become available.

The CIO will conduct quarterly reviews of the Command Master Calendar and add events to the CIO Upcoming Events Calendar that are identified as needing possible messaging. This milestone chart provides the basis for communications planning about specific events within USASAC.

When a specific event is identified, enter it on the milestone calendar, and the CIO will work with the responsible directorate to determine the event-specific audience(s), message content and appropriate communications method/medium, as well as assist with delivery of the message. As each event on the milestone calendar will be unique, so too will be the specifics of the audience, message content and delivery of the message relating to the events.

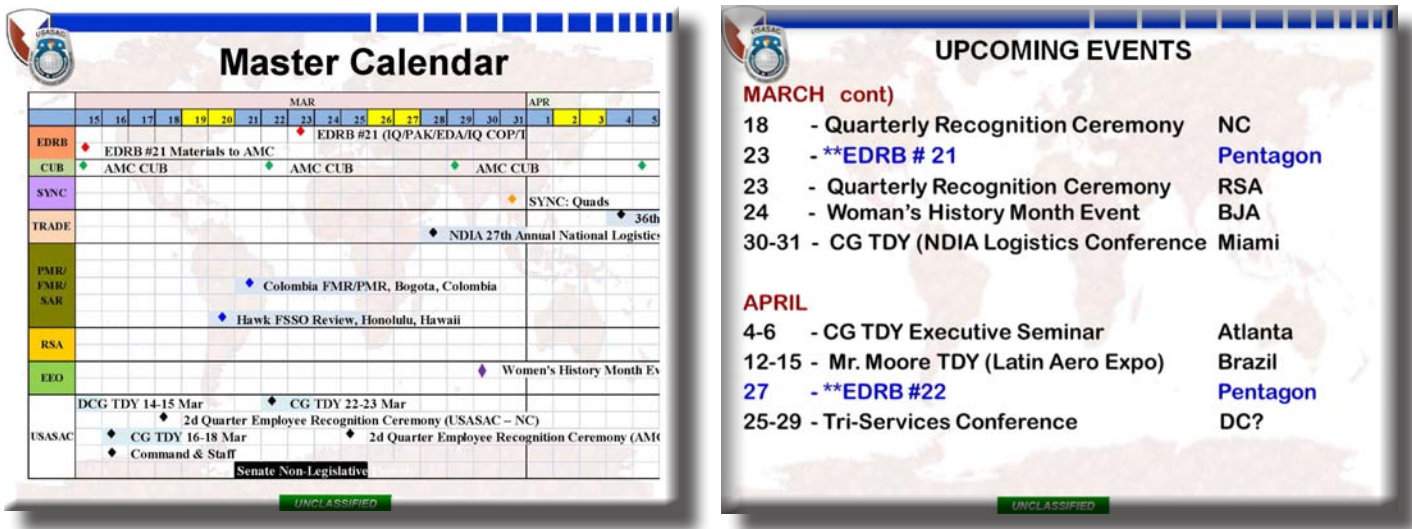


Figure 2. Calendars

COMMUNICATION

COMMUNICATION METHODS TO REACH AUDIENCES (SPECIFIC EVENT MESSAGES)

There are numerous communication methods to reach the audiences identified in the Audience/Communication Method Matrix (see Figure 3). These communication methods have been chosen because of their effectiveness on the identified audiences and availability to the CIO staff. Most of these methods can communicate a message to multiple audiences at once, which adds to the efficient use of USASAC’s communication resources.

AUDIENCES

To make the best use of limited resources, this strategy seeks to focus communication activities on those audiences that have the most influence on the Command’s future and the successful implementation of its goals and mission. Therefore, the USASAC Strategic Communications Plan is directed at eight primary audiences:

1. DOD and Senior Army Leaders and Army Staffs
2. COCOM Leaders and Staffs
3. Congress and their Staffs and Advisors
4. Security Cooperation Officers (SCOs)
5. International Partners
6. Industry
7. Media and General Public
8. Employees



COMMUNICATION METHODS	INTERNAL				EXTERNAL						
	Workforce	DA Leadership	DOD & COCOMS	Congress & Staffs	Public	Media	Int'l Partners	FMS Community	INDUSTRY	Association Groups	Students
Newsletters	X										
Town Halls	X										
Civic Club Presentations					X						
Media Interviews			X		X	X	X	X	X		
News Releases			X		X	X					
Fact Sheets, Brochures, etc.	X	X	X	X	X	X	X	X	X	X	
Website	X				X	X	X				
Social Media	X				X	X	X				
Videos	X	X	X			X		X			
Speaking Engagements								X	X	X	
Exhibits		X	X					X	X	X	
Industry Conferences/ Trade Shows		X	X					X	X	X	
Leadership Briefings		X	X	X							
Office Calls w/ Leadership		X	X	X							
Office Calls w/ Int'l Partners							X				
Byline Articles by CG		X	X				X	X	X	X	
SME article for Professional Journals		X	X				X	X	X	X	
School Mentoring/College Outreach											X

Figure 3. Audience Communication Method Matrix

COMMUNICATION

OVERARCHING KEY MESSAGES:

- USASAC is responsible for conducting the Army's FMS program, which promotes "strength through cooperation."
- As the Army's "Face to the World," USASAC employees facilitate FMS and services to more than 140 foreign countries.
- USASAC employees represent the Army's "Face to the World" by communicating daily with international partners to facilitate each FMS case.
- USASAC employees are unique because "the sun never sets" on international partners who may require USASAC support outside the traditional U.S. workweek.
- USASAC proudly serves as the lead for the Army's Security Assistance Enterprise, in combination with the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation, by coordinating the development and execution of FMS cases among all AMC Life Cycle Management Commands, the Army Contracting Command, and the Defense Security Cooperation Agency to support international partnerships, equipment no longer in the U.S. Army's inventory, or individual countries' specific needs.
- SATMO's capabilities are essential to sustaining regional support to the COCOMs by providing partner countries the specific training they need.
- Security Assistance programs range from military education and training to humanitarian and peace-keeping operations.
- FMS are true sales that require funding from international partners.
- International partners seek FMS from the U.S. based not only on the quality of the equipment and service, but the life-cycle support and transparency of the process.

OVERARCHING KEY MESSAGES:

- The USASAC mission directly supports the National Defense Strategy through its relationships with Allies and approved partner countries.
- USASAC consistently engages in foreign partnerships which are key to developing stable relationships with the United States.
- While FMS is important to the National Defense Strategy, U.S. Armed Forces always have priority for equipment and services.
- The successful and enduring relationships developed after World War II were assisted largely by FMS.
- USASAC FMS has tripled during the last 3 years, resulting in strengthened partnerships and new relationships, much like the post World War II defense strategy.
- Enduring relationships from FMS are the result of U.S. military training with partner countries and the continual support required for equipment maintenance.
- FMS purchases require service, maintenance and parts throughout their life-cycle which promoted long-term relationships.
- FMS can reduce the cost of U.S. Army military equipment by increasing the total number of units produced, thus lowering the per-unit cost for the Army.
- The sale of Excess Defense Articles through the FMS program can help reduce the cost of storage, transportation and demilitarization of old and unused excess equipment.
- FMS of Excess Defense Articles can result in additional work for U.S. industry and our Army depots, based on the need for refurbishment of and parts for old equipment.
- U.S. industry may also benefit from FMS based on increased production of items sold to certified partner countries.

COMMUNICATION

AUDIENCE: DOD AND ARMY LEADERSHIP AND STAFFS

The primary goal in communicating with this audience is to promote an understanding of the central role USASAC is providing Security Assistance through FMS and its related activities such as training.

Key Messages:

- USASAC executes the Army's FMS program in conjunction with the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA DE&C) and coordinates with AMC organizations, Army Training and Doctrine Command (TRADOC), and Defense Security Cooperation Agency (DSCA) to facilitate international partners' requests.
- The President and the Department of State are responsible for determining which international partners are authorized for FMS.
- USASAC implements FMS policy based on guidance from DSCA and DASA DE&C.
- USASAC is a subordinate command of AMC.
- USASAC serves as AMC's Security Assistance Enterprise Lead and is responsible for Security Assistance life cycle management activities.
- USASAC supports the AMC core competencies of equip, sustain, enable and integrate through FMS.
- USASAC supports the AMC Lines of Effort for the Army Campaign Plan through its role as the Security Assistance Lead.
- USASAC supports AMC core competencies by integrating FMS into established programs, providing and sustaining equipment for internal partners, and integrating foreign troops to support U.S. troops.
- USASAC supports the U.S. COCOMs by coordinating with and ensuring that FMS supports the needs of the COCOM's regional partners.
- USASAC supports the U.S. industrial base through its relationships with industry, which may support FMS through the quality of its products and its ability to support requirements with a timely and efficient process.

COMMUNICATION

STRATEGY TO REACH DOD AND ARMY LEADERSHIP AND STAFF:

Office calls and/or briefings with DOD and Army leadership	8 per year
Participation/support for conferences and trade shows (FY 11)	8 per year
<ul style="list-style-type: none">- Aero India (trade show)- IDEX (trade show)- Australian Air Show (trade show)- LADD Brazil (trade show)- Paris Air Show (trade show)- AUSA Winter Symposium- NDIA Logistics Conference- 36th Annual Atlanta Executive Seminar- Tri-Services Conference- AUSA ILW Army Sustainment Symposium- Common Defense Conferences/Symposiums (DC & HSV)	
Speaking engagements with other combatant and supporting commands	1 per year
<ul style="list-style-type: none">- Defense Acquisition University's Senior Service College Fellowship	
Exhibits at DOD/Army events/conferences	2 per year
<ul style="list-style-type: none">- AUSA (AMC Support)- Tri-Services Conferences- Redstone Armed Forces Week	
Byline articles by CG or DCG	1 per year
<ul style="list-style-type: none">- Army Magazine- Armed Forces Journal	
SME article for professional journals	2 per year
<ul style="list-style-type: none">- Asian Pacific Defense Forum- Army Sustainment- Army AL&T	
Creation of quarterly newsletter (electronic) featuring USASAC accomplishments/cases	4 per year

COMMUNICATION

AUDIENCE: COCOM LEADERS AND STAFFS

The primary goal in communicating with this audience is to promote an understanding that the central role of USASAC is providing Security Assistance through FMS by supporting the COCOM's regional partners.

- USASAC will ensure our international commitments are fulfilled for COCOMs that are depending on regional country support to sustain their mission.
- USASAC coordinates with the COCOMs to determine the needs and priorities of their regional partners.
- USASAC conducts monthly Equipment Delivery Review Boards with leadership from DOD and Army to ensure the status of FMS deliveries are facilitated with the COCOMs.

Meetings and/or briefings with/for COCOMs	Continuous
USASAC Newsletter to COCOMs	4 per year
Submit news releases to COCOMs	4 per year
Promote use of USASAC Social Media for info	Continuous
Incorporate support to COCOMs for trade shows	As Appropriate

COMMUNICATION

AUDIENCE: CONGRESS AND THEIR STAFFS AND ADVISORS

This communication strategy does not involve or encourage lobbying Congress for political or financial support. The goal is instead to provide Congress and their staffs with accurate information about Security Assistance and FMS. With a direct approach, the Command meets with and presents information to various government delegations, Congress and staff. Indirectly, the Command uses media in the elected leader's constituency and inside the Capital area. This group is also informed through interaction with regional civic leaders and is very sensitive to impacts on their local defense industry and jobs base.

KEY MESSAGE: All overarching key messages should be communicated to this group.

Office calls and/or briefings with Congressional Staff Delegations	4 per year
News releases	18 per year
Events (e.g., Community Relations) or Trade Shows	4 per year
- New Building Ribbon Cutting/Armed Forces Week	
- Anniston Army Depot M113 Ceremony	
- Paris Air Show	

COMMUNICATION

SECURITY COOPERATION OFFICERS (SCOs)

The primary goal in communicating with this audience is to promote the importance of the relationship of USASAC with its SCOs in partner countries.

- SCOs serve as USASAC’s “boots on the ground” by having personnel present in partner countries and facilitating FMS.
- USASAC’s Country Program Managers and SATMO coordinate daily with the SCOs to ensure the quality and timeliness of the FMS process.
- The SCOs represent the COCOMs and serve as a link with USASAC, which is a critical function for regional support and stability.

USASAC Newsletter to COCOMs issued through USASAC CPMs	4 per year
USASAC Fact Sheets for SCOs	4 per year
Promote use of USASAC Social Media for info	Continuous

AUDIENCE: INTERNATIONAL PARTNERS

The primary goal in communicating with this audience is to promote an understanding that the central role of USASAC is providing Security Assistance through FMS and its related activities, such as training.

KEY MESSAGES:

- USASAC is dedicated to supporting our international partners' requirements with an efficient and transparent process.
- USASAC ensures its FMS are completed in accordance with the agreements made.
- All approved FMS include USASAC support through the life-cycle of the equipment or service.
- USASAC employees are experienced and committed to supporting countries and their cases.

COMMUNICATION

STRATEGY TO REACH INTERNATIONAL PARTNERS:

Attendance/participation in Trade Shows or Conferences	6 per year
<ul style="list-style-type: none">- Aero India (trade show)- IDEX (trade show)- Australian Air Show (trade show)- LADD Brazil (trade show)- Paris Air Show (trade show)- Common Defense Conferences/Symposiums (DC & HSV)	
Articles in international defense publications	4 per year
<ul style="list-style-type: none">- Common Defense Quarterly- Defense Magazine- Jane Magazines- Armed Forces International Journal- Canadian Military Journal- Center for Defense Information- Defense News	
Meetings and briefings with international partners	4 per year
<ul style="list-style-type: none">- (WFO/Foreign Attaché office calls)	
Website and Social Media use	Track use by international partners

AUDIENCE: INDUSTRY

The primary goals in communicating with this audience include informing industry procurement requirements, encouraging industry competition to satisfy those requirements, emphasizing the importance of meeting schedules for procurement due to international perceptions, and developing relationships with industry that facilitate global competitiveness for U.S. FMS.

KEY MESSAGES:

- USASAC is committed to keeping industry fully informed of international partners' needs and requirements.
- USASAC will facilitate industry procurements whenever possible because FMS can increase the economies of scale and benefit our military and our nation's economy.
- FMS helps build our nation's defense industry infrastructure and prepare for the future.
- USASAC will advocate and acquire defense systems by the most efficient, cost-effective means possible.

COMMUNICATION

STRATEGY TO REACH INDUSTRY:

USASAC hosted quarterly business Forum	4 per year
Articles in military or defense publications	4 per year
<ul style="list-style-type: none">- Soldiers Magazine- Army Times- Defense Times- Jane Magazines- Stars & Stripes- Inside the Army- Defense News- AL&T Magazine- DISAM Journal- National Military Intelligence Association	
Briefings/speaking engagements with professional groups	4 per year
<ul style="list-style-type: none">- Leadership Huntsville- National Military Intelligence Association	
Participation/support for conferences and trade shows (FY 11)	8 per year
<ul style="list-style-type: none">- Aero India (trade show)- IDEX (trade show)- Australian Air Show (trade show)- LADD Brazil (trade show)- Paris Air Show (trade show)- NDIA Logistics Conference- 36th Annual Atlanta Executive Seminar- AUSA ILW Army Sustainment Symposium	
Common Defense Conferences / Symposiums (DC & HSV) website and social media	

COMMUNICATION

AUDIENCE: MEDIA AND GENERAL PUBLIC

The goal in communicating with this audience is to simply educate and promote understanding of USASAC and its Security Assistance mission. The media's coverage of issues such as FMS can help create a positive or negative perception of what USASAC does; our job is to provide the necessary context. Interaction with the media and the public require simple, easy to understand messages that explain the impact and importance of USASAC's mission.

KEY MESSAGES:

- USASAC's mission is essential to the U.S. security strategy.
- FMS are essential to ensuring capabilities and partnerships to meet future worldwide challenges and military missions.
- When our international partners purchase U.S. Army defense equipment and articles, they are demonstrating faith in U.S. quality and commitment.
- USASAC's mission to promote interoperability is not just about equipment—it's about creating relationships through training and developing similar capabilities in logistics, troop transportation strategies, or even battlefield communications.

Exploit news media to reach mass audiences through news coverage of senior leader speeches and other events

- National newswires
- National newspapers
- Conduct media roundtable
- Cable shows (History Channel)
- Regional media (Alabama Business)
- Local media (New Cumberland, Huntsville, Fayetteville)

Use Website and social media to disseminate information and demonstrate transparency

Conduct events or activities with local schools through EEO school outreach program

Target those areas with most interest and influence in Security Assistance affairs (Washington, DC, Huntsville, AL)

COMMUNICATION

AUDIENCE: EMPLOYEES

This audience is extremely important to USASAC. The goal in communicating with our employees is to create a better and more cohesive working environment where all employees know and understand the importance of USASAC, their coworkers, themselves, and the work USASAC does to improve the future and security of the nation. This audience is also key in communicating USASAC's messages to other audiences.

KEY MESSAGES:

All overarching key messages should be communicated to this group. Additionally, specific internal issues such as the BRAC moves will be addressed with specific Strategic Communication plans.

See Operations Order 10-1, BRAC, Annex X and Operations Order 11-003, USASAC Off-Site, Annex E.

Use of Website and social media to offer easy access to information

Weekly newsletter highlighting official events, information and activities

Electronic bulletin boards at new HQ building with daily information for employees

Special communication plans for unique events (see above operations orders)

Quarterly town halls and employee recognition ceremonies

Annual organization day

Creation of quarterly newsletter (electronic) featuring USASAC accomplishments/cases

Monthly articles in installation newspapers (New Cumberland, Fort Bragg, Redstone)

AUDIENCE: GEOGRAPHIC STRATEGIES

Headquarters, USASAC is located at Redstone Arsenal, AL. Field offices are located at Fort Belvoir, VA, and New Cumberland, PA. The U.S. Army Security Assistance Training Management Organization (SATMO), a brigade-equivalent command and subordinate organization of USASAC that oversees Security Assistance training management and support, is located at Fort Bragg, NC.

Each of these locations provides or has unique communication needs that have been incorporated into this strategy.

HEADQUARTERS, REDSTONE ARSENAL

- **Acts as lead and responsible for engaging all audiences**

COMMUNICATION

WASHINGTON FIELD OFFICE (WFO), FORT BELVOIR

- **Support strategies to reach DOD and Army leadership and staff by:**
 - Conducting office calls/and or briefings with DOD and Army leadership as needed
 - Attending/participating in trade shows or conferences
- **Support strategies to reach international partners by:**
 - Conducting quarterly office calls with foreign attachés
 - Supporting conferences and symposiums in the DC area
- **Support strategies to reach industry by:**
 - Attending/participating in trade shows/conferences/symposiums
 - Providing briefings/speeches to professional groups in the DC area
- **Support strategies to reach media by:**
 - Working with media as coordinated by the CIO
- **Support strategies to reach employees by:**
 - Ensuring CIO is aware of WFO events and issues and providing photos and information as needed to be used in various communication venues

NEW CUMBERLAND, PENNSYLVANIA

- **Support strategies to reach DOD and Army leadership and staff by:**
 - Selecting senior Country Case Managers (CCMs) to author articles (with CIO assistance) for professional journals as part of their professional development
- **Support strategies to reach Security Cooperation Officers by:**
 - Acting as a continuous contact/facilitator to SCOs
 - Acting as the facilitator to SCOs by forwarding newsletters, fact sheets and other information as provided by CIO to keep SCOs up-to-date on current USASAC activities
- **Support strategies to reach industry by:**
 - Attending/participating in trade shows/conferences/symposiums
 - Providing briefings/speeches to professional groups in the New Cumberland area
- **Support strategies to reach media by:**
 - Working with media as coordinated by the CIO
- **Support strategies to reach employees by:**
 - Ensuring CIO is aware of New Cumberland events and issues and providing photos and information as needed to be used in various communication venues

COMMUNICATION

SATMO, FORT BRAGG, NC

- **Support strategies to reach DOD and Army leadership and staff by:**
 - Conducting office calls/and or briefings with DOD and Army leadership as needed
 - Attending/participating in trade shows or conferences
 - Selecting senior officers/NCOs to author articles (with CIO assistance) for professional journals as part of their professional development

- **Support strategies to reach COCOMs by:**
 - Attending meetings and briefings as needed
 - Incorporating support to COCOMs for trade shows/conferences

- **Support strategies to reach Security Cooperation Officers by:**
 - Acting as a continuous contact/facilitator to SCOs
 - Acting as the facilitator to SCOs by forwarding newsletters, fact sheets and other information as provided by CIO to keep SCOs up-to-date on current USASAC activities

- **Support strategies to reach international partners by:**
 - Conducting quarterly office calls with international partners, as required
 - Supporting conferences and symposiums as needed

- **Support strategies to reach industry by:**
 - Attending/participating in trade shows/conferences/symposiums
 - Providing briefings/speeches to professional groups in the Fort Bragg area

- **Support strategies to reach media by:**
 - Working with media as coordinated by the CIO

- **Support strategies to reach employees by:**
 - Ensuring CIO is aware of SATMO events and issues and providing photos and information as needed to be used in various communication venues

COMMUNICATION

WHAT IS A BRAND?

A brand is defined as a “unique set of associations within the minds of customers which represent what a product or service stands for.” The expression of an organization’s values, mission and vision are incorporated into an organization’s brand and form the core of the organizational identity. Additionally, successful brands serve as the public face of the business strategy to external and internal audiences.

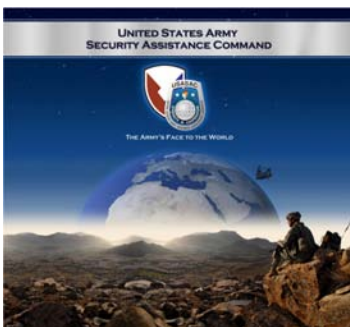
WHY IS BRANDING IMPORTANT?

The creation and maintenance of a strong brand will yield an organizational ambassador that can represent the organization to multiple audiences, at multiple venues, simultaneously. A strong branding presence creates and fosters confidence in an organization and the products and services it provides.

- THE USASAC LOGO - THE USASAC TAGLINE/KEY MESSAGE (STRENGTH IN COOPERATION)



- THE USASAC SYMBOL - THE USASAC TAGLINE THEME (THE ARMY’S FACE TO THE WORLD)



COMMUNICATION

BRANDING INTERNAL AUDIENCES

Internal branding is important to develop a sense of teamwork, loyalty and identification to the organization. The internal audience is USASAC employees, and possibly other AMC, Department of the Army, and /or Department of Defense employees.

- Use of logo and symbol on the following inhouse products for internal audiences:
 - Website
 - Social media sites
 - Briefings
 - Brochures (for new employees, and even long-time employees, is justified as a Command Information product. Ensure everyone has access to brochures. Employees will also be encouraged to distribute to external audiences)
 - Proposed – Logos on supplies (pens, notebooks, lanyards, etc.)
 - Proposed – Polo or other collared shirts (when/if authorized by Command Counsel and Resource Management (RM). Since these cannot be purchased for all employees, a recommendation for individual purchase is detailed below.)

INDIVIDUAL BRANDED ITEMS FOR PURCHASE

It is suggested, that we offer a once yearly solicitation of shirts, cups, etc., for sale to employees through prepayment and one yearly order.

USASAC plans to establish an Employee Activities Association to facilitate sales of branded items and conduct fund-raising events for gifts and activities. An Employee Activities Association would have representatives from all directorates. With approvals from Command Counsel and RM, activities could include fund raising such as bake sales, chili cook-offs, etc., and we would use all funds for gift items or to reduce food costs at organization days or holiday parties. This association would function as a team building group, using branding as one of its means for developing camaraderie among employees.

DETERMINATION OF COMMUNICATION EFFECTIVENESS

- Did the communication reach all the desired audiences and all the audience members?
- Was the right message sent to the audience?
- Were all the important aspects of this message sent?
- Did the audience understand the communication as intended?
- Did this communication efficiently use the resources required to produce it?
- Were the benefits achieved by this communication worth the costs of producing it?

IMPLEMENTATION OF THE COMMUNICATION STRATEGY

The CIO will conduct a leaders' professional development to go over this strategy with all staff and subordinate organizations. From this strategy, we will identify audiences and design tactical plans to achieve USASAC's goals for those audiences.

The CIO will assign a CIO / Public Affairs Specialist to support each regional directorate.

