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SECRETARY OF THE AIR FORCE**

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Public Affairs

**PUBLIC AFFAIRS RESPONSIBILITIES
AND MANAGEMENT**

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This instruction implements Air Force Policy Directive (AFPD) 35-1, *Public Affairs Management*. It provides guidance pertaining to general Public Affairs duties and responsibilities. It also implements Department of Defense Instruction (DODI) 5400.14, *Procedures for Joint Public Affairs Operations*, and DOD Publication 5040.6-M-2, *Instructions for Handling Visual Information (VI) Material*. Read this instruction with Joint Publication 3-61, *Public Affairs Operations*; Air Force Instruction (AFI) 23-111, *Management of Government Property in Possession of the Air Force*; and AFI 65-601, *Budget Guidance and Procedures*. This Instruction requires the collection and maintenance of personal information including the following systems notices: F035 AF SAFPA B (Hometown News Release Background Data File), F035 AF SAFPA C (Official Biographies), and F035 SAFPA A Mobilization Augmentee Training Folders. Records Disposition. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at https://afrims.amc.af.mil/rds_series.cfm. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*, and route AF Form 847s from the field through the appropriate functional chain of command. This instruction applies to the Air Force Reserve Command (AFRC) and the Air National Guard (ANG), except where noted otherwise.

SUMMARY OF CHANGES

This instruction has significantly changed from its 2005 version due to a merger of Visual Information capabilities (once part of Communications and Information) with the Public Affairs

community, necessitating 11 documents to cover the additional functions now included in Public Affairs and the exponential growth in various areas of the Public Affairs community. AFI 35-101 discusses the responsibilities and management of the Public Affairs community, which includes PA, AF band, and visual information (including Broadcasters, Photographers, and Combat Camera activities). The activities not included in this instruction are discussed in AFI 35-102, *Security and Policy Review Process*, AFI 35-103, *Public Affairs Travel*, AFI 35-104, *Media Operations*, AFI 35-105, *Community Relations*, AFI 35-107, *Web Communications*, AFI 35-108, *Environmental Public Affairs*, AFI 35-109, *Visual Information*, AFI 35-110, *Air Force Band Program*, AFI 35-111, *Contingency Operations and Wartime Readiness*, and AFI 35-113, *Internal Information*.

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Chapter 1

GENERAL GUIDELINES AND BACKGROUND

1.1. Purpose. This instruction conveys guidance explaining what capabilities Public Affairs (PA) employs to accomplish diverse communication objectives in garrison and expeditionary settings. It provides commanders and PA professionals guidance to deliver truthful, credible, accurate and timely information to key audiences in order to enhance their awareness and understanding of Air Force capabilities and contributions to national security, while maintaining due regard for privacy and communications security. While PA is a key aspect of strategic communication (SC) and is practically indistinguishable from SC conducted by a military service in a domestic setting, it remains a distinct function when conducted by joint forces overseas. Synchronization of “PA, [Defense Support to Public Diplomacy] and [Information Operations] is essential for effective SC,” according to Joint Publication 3-61, *Public Affairs Operations*. Supporting Department of Defense (DOD) and joint publications, this document describes Air Force PA, explains how it is functionally organized, and discusses the activities of PA at all levels of command. It provides PA guidance and guidelines for all Air Force military and civilian personnel, including those in the Air National Guard and Air Force Reserve.

1.2. Public Affairs Core Competencies. The four PA core competencies are linked to the Air Force Core Competencies and provide the vision to integrate information into operations at home and in an expeditionary role. The core competencies are supported by four key processes constituting the way the Air Force conducts PA.

1.2.1. **Trusted Counsel to Leaders.** PA delivers candid and timely communication counsel and guidance to commanders. This professional advice enables leaders to accurately forecast the ramifications of their actions and the potential impact on public opinion.

1.2.1.1. PA professionals identify and analyze key issues, develop messages, conduct media training, target specific audiences, ensure legally mandated public involvement requirements are met, recommend methods of delivery, and measure and evaluate results. This process enables commanders to provide factual information so the Air Force family, Congress, media, and the public may assess and understand how Air Force people and programs contribute to national security.

1.2.2. **Airman Morale and Readiness.** Airman morale and readiness is the foundation of all Air Force core competencies. PA provides leaders with an arsenal of effective and efficient two-way communication tools to build, maintain, and strengthen morale and readiness.

1.2.2.1. The Air Force’s most valuable resource is its Airmen -- active-duty and retired; Guard and Reserve; officer, enlisted, and civilian; government service and contract employees; and their families. Their dedication and expertise translate the capabilities of hardware into mission readiness. PA programs help Airmen understand their roles in the mission; explain how policies, programs, and operations affect them and their families; provide avenues for feedback; and recognize individual and team achievements.

1.2.2.2. Global engagement demands flexible, responsive PA capabilities to deploy time-sensitive information anywhere in the world. PA professionals are trained and equipped to support Air Force, joint, and combined operations from the home base to the bare base.

Timely, relevant, and accurate information is a force multiplier that enhances Airman morale and readiness.

1.2.3. Public Trust and Support. Public trust and support are fundamental to a highly trained and well-equipped air, space, and cyberspace force.

1.2.3.1. PA strengthens the bonds between the Air Force and the public through open, timely, and honest dialogue and programs targeted to communities, opinion leaders, and the media. The American public provides the people who join the Air Force, the funds that ensure readiness and quality of life, and the support needed to conduct operations and training. PA professionals assist leaders in developing themes and messages, identifying audiences, and selecting methods of delivery to promote public understanding and support of the Air Force.

1.2.3.2. PA builds trust and support by showcasing the Air Force as a community partner and a responsible steward of public resources. Community outreach provides Americans firsthand opportunities to view the quality and capability of our people and weapons systems. PA initiatives and professional relationships with opinion leaders and the media convey Air Force core competencies to a broader audience.

1.2.4. Global Influence and Deterrence. PA seeks to directly affect adversary operational environments by engaging on the information front, while defending our own informational centers of gravity. PA also develops and implements communication strategies targeted toward informing local, regional, national, and international audiences about air, space, and cyberspace power's impact on global events. Such actions can enhance support from allies and friendly countries and deter or advantageously influence enemy actions. The reaction of world leaders to media reports and public opinion, especially during contingencies and crises, demonstrates how media coverage can influence military operations.

1.2.4.1. Through global influence and deterrence, and by engaging directly with both friends and adversaries of the U.S. through the information realm, PA achieves operational objectives. It also helps Air Force leaders implement the national strategy of worldwide engagement.

1.2.4.2. Telling the Air Force story is a force multiplier that creates force projection and presence around the world. PA communicates the mission of the Air Force--to *fly, fight* and *win* in air, space, and cyberspace. To achieve that mission, the Air Force has a vision of Global Vigilance, Reach, and Power. That vision orbits around the following broad priorities:

1.2.4.2.1. Continue to strengthen the Air Force nuclear enterprise.

1.2.4.2.2. Partner with the Joint and Coalition team to win today's fight.

1.2.4.2.3. Develop and care for Airmen and their families.

1.2.4.2.4. Modernize aging air and space inventories, organizations, and training.

1.2.4.2.5. Recapture Acquisition excellence.

1.2.4.3. These Air Force priorities are also Air Force communication priorities, and daily PA activities should reflect that focus.

1.3. Public Affairs Core Processes. The PA core competencies are supported by seven core processes to assist PA in conducting programs tailored for an expeditionary PA force. The core processes are identified below:

- 1.3.1. Give commanders awareness of the international public information environment and the means to use it as part of Air Force air, space, cyberspace, and information operations.
- 1.3.2. Provide expert advice to assist leaders in making and communicating decisions affecting mission accomplishment.
- 1.3.3. Employ communication tools to link Airmen and their leaders, educate and inform, and recognize excellence.
- 1.3.4. Ensure readiness of PA professionals.
- 1.3.5. Promote public understanding and support by linking the Air Force to communities, opinion leaders, and the news media.
- 1.3.6. Inform audiences worldwide about global air, space, and cyberspace capabilities.
- 1.3.7. Analyze effectiveness of efforts and adjust as necessary.

1.4. Application. The guidance in this publication is authoritative and should be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. Communication is a leadership and command responsibility at all levels. However, in joint and combined operations, guidance from the combatant command takes precedence over this instruction. If conflicts arise between the content of this publication and those of DOD PA directives, the DOD directives take precedence for the activities of joint forces unless the Secretary of Defense has provided more current and specific guidance.

1.5. Functions.

- 1.5.1. PA achieves effects across the spectrum of operations through application of communication tactics, techniques, and procedures in support of the Air Force mission and joint operations to achieve national security objectives.
- 1.5.2. Air Force bands support global Air Force communication objectives in war and peace by fostering the national heritage and by providing professional musical products and services for official military, recruiting, and community relations events. Soft power operations, such as the use of Air Force bands, are sometimes more effective than hard power actions in achieving strategic effect. Reference AFI 35-110, *Air Force Bands*, for additional information.
- 1.5.3. Visual information (VI), including photographers, broadcasters, Combat Camera and civilian graphics personnel, supports all Air Force and joint functional areas with visual products that communicate strategic, operational, and tactical mission requirements, goals, and objectives efficiently and effectively. It also supports Air Force communication objectives by producing high-quality products and programming services incorporated into all areas of PA programs and that are informative and entertaining for audiences worldwide.

1.6. Goals. PA has established five goals to achieve the mission: Leverage communication capabilities through an integrated approach to advance Commander's mission priorities. The PA goals are to:

- 1.6.1. Understand and develop expertise in all areas of PA.
- 1.6.2. Mentor and develop PA leaders.
- 1.6.3. Research, plan, execute, and assess toward a desired objective.
- 1.6.4. Help leaders understand the communication implications of decision-making.
- 1.6.5. Foster a culture of engagement at all levels.

1.7. Purpose.

- 1.7.1. The purpose of Air Force PA operations is to communicate timely, accurate, and useful information about Air Force activities to DOD, Air Force, and domestic and international audiences.
- 1.7.2. The U.S. Air Force engages in PA to provide trusted counsel to leaders; build, maintain, and strengthen Airman morale and readiness; enhance public trust and support; and achieve global influence and deterrence.
- 1.7.3. The Air Force's credibility depends on two factors: maintaining professional integrity and communicating timely and truthful information to the public. PA seeks to inform decision makers and communicate the service's requirements, capabilities, actions, and achievements to the world. Success ultimately depends on the credibility of Air Force people and their willingness to join in the public discussion.
- 1.7.4. PA practitioners are dedicated to executing the PA mission for the Air Force. PA uses its resources to research, plan, execute, and evaluate communication strategies and tactics.
- 1.7.5. It is the responsibility of all Airmen to tell the Air Force story. Whether representing their installation at a community function or representing the U.S. in a crisis or contingency operation, all Airmen are front-line ambassadors for the Air Force and DOD. It is imperative for PA to prepare all Airmen to be credible, informed, and articulate spokespersons for the Air Force and joint operations.
- 1.7.6. PA is the steward of the Air Force's visual history. The photographic, video, and graphics products that communicate current operations retain the Air Force's visual history for future generations through the accessioning process. Every unit has a responsibility to document and archive such products.

1.8. Air Force Public Affairs Programs. The Air Force conducts comprehensive, active PA programs at all levels of command to provide service members, the public, Congress, community leaders, and the media timely, accurate, and authoritative DOD and Air Force information contributing to awareness and understanding of the Air Force's mission.

1.8.1. To maintain the credibility of internal and external communication, it is Air Force policy that a free flow of general, DOD, Department of the Air Force, command, and unit information be made available to commanders at all levels in a timely, responsive manner, consistent with security, and without censorship or propaganda. Disinformation, activities to misinform, mislead, cover up, or deny otherwise releasable information, will not be practiced in any PA program.

1.8.1.1. PA programs should be designed for the purpose of increasing public awareness and understanding concerning:

1.8.1.1.1. Threats to the United States, its interests, and the need for an Air Force capable of deterring, responding to, and prevailing against those threats.

1.8.1.1.2. The relationship of the Air Force to the other military services of the United States and its allies.

1.8.1.1.3. The day-to-day activities of the Air Force and its capabilities to support instruments of national power.

1.8.1.1.4. The need for continual research, development, and modernization of air, space, and cyberspace systems.

1.8.1.1.5. The need to attract, train, and retain the highest quality people for service in the U.S. Air Force.

1.8.1.1.6. The essential and unique capabilities of air, space, and cyberspace power and the Air Force's role in providing for America's defense.

1.9. Public Affairs Activities. PA activities include media operations, command/internal information, visual information, community relations, band operations, security and policy review, deployed operations, and communication planning. However, these capabilities do not dictate an organization for PA staffs. Air Force PA must organize in a way to integrate all these capabilities to achieve synergistic effects. For detailed information on communication planning, see Chapter 4, Communication Planning.

1.9.1. Media Operations. Ensure a free flow of information through the news media to the general public. Achieve informed public support for the Air Force and joint operations. Respond to inquiries by the news media. Bring Air Force issues to the public.

1.9.2. Command/Internal Information. Ensure a free flow of information to Air Force members and their families. Achieve informed internal support for the Air Force mission. Respond to inquiries by Air Force members and their families. Maintain the morale, readiness, productivity, and retention of a well-informed force.

1.9.3. Visual information (VI). Provide internal and external, operational or support audiences with visual products that act as a catalyst for effective communication. Ensure collection and accession of graphics, photographic, or video products through Air Force and DOD channels to the National Archives.

1.9.4. Community Relations (COMREL). Build mutual acceptance, respect, appreciation, and cooperation between the Air Force and the community. Maintain two-way communication between Air Force people and the communities they live in. Assist Air Force recruiting efforts. Respond to requests for Air Force participation in public events. Manage environmental PA issues and events. Promote coordination, cooperation, and mutual understanding among DOD components; other federal, state, and local agencies; and the civilian community. Ensure legal mandates of community involvement are met.

1.9.5. Security and Policy Review. Ensure Americans receive the maximum releasable information concerning Air Force operations without delay. Make certain that information publicly released does not adversely affect the national security nor threaten the safety, security, or privacy of Air Force personnel. Ensure information released to the public is consistent with established DOD and Air Force policies and that information is not withheld merely because it casts criticism on or causes embarrassment to the Air Force.

1.9.6. Deployed operations. PA provides vital communication capabilities in a deployed environment, although the capabilities are tailored to meet mission requirements and should be fully integrated into the activities of the air and space operations center or the deployed organizations. PA should also coordinate and synchronize with all deployed information operations organizations and activities.

1.10. Department of Defense Principles of Information. DOD makes available timely and accurate information so that the public, Congress, and the media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered in a timely manner. In responding to requests, the following guidelines apply:

1.10.1. Information will be fully and readily available, consistent with statutory and regulatory requirements and exemptions. The provisions of the Freedom of Information Act (FOIA) and the Privacy Act will be supported in both letter and spirit.

1.10.2. A free flow of general and military information will be made available without censorship or propaganda to the American public and to the men and women of the armed forces and their family members.

1.10.3. Information is not classified or otherwise withheld from disclosure only to protect the government from criticism or embarrassment. Information can be withheld from disclosure when authorized by applicable law or instruction.

1.10.4. The Air Force should provide the public with information on its major programs; they may require detailed PA planning and coordination within DOD and with other government agencies. The sole purpose of such an activity is to expedite the flow of information to the public. Propaganda has no place in DOD PA programs.

1.11. Legal Considerations. When planning for PA activities, make sure the program is conducted within the bounds established by law. See AFPD 35-1, *Public Affairs*, for more information.

Chapter 2

RESPONSIBILITIES

2.1. Director, Secretary of the Air Force Office of Public Affairs (SAF/PA). The SAF/PA is the Director of Air Force Public Affairs and the functional authority for the PA community. SAF/PA provides trusted counsel to the Secretary of the Air Force, Chief of Staff, and other Department of the Air Force leaders. The Director is the approval authority for all Air Force, Major Command (MAJCOM), Field Operating Agency (FOA) and Direct Reporting Unit (DRU) PA activities and issues PA guidance supporting national and international issues and events.

2.2. Department of the Air Force Public Affairs Staff. The Director of SAF/PA manages a staff, often referred to as SAF/PA, which is organized to develop the various policy and guidance responsibilities mentioned above. The staff:

2.2.1. Directly advises and prepares Air Force senior leaders to communicate strategically.

2.2.1.1. As part of this communication process, SAF/PA facilitates the Strategic Communication Working Group (SCWG) and the Strategic Communication Integration Group (SCIG). SAF/PA staff maintains charters, approved by SECAF, establishing SCWG and SCIG membership, responsibilities, and governance.

2.2.1.1.1. The SCWG provides cross-flow of information from functional areas of expertise in order to help shape the Air Force communication agenda.

2.2.1.1.2. The SCIG serves as the communication board for the SECAF and CSAF regarding all Air Force communication issues and is the senior-level decision body for all communication issues of strategic importance to the Air Force.

2.2.2. Develops, resources, and implements communication processes to conduct proactive Air Force communication, civic engagement, media operations, and security and policy review programs. In all communication planning efforts, the staff follows the Research, Plan, Execute, and Assess model.

2.2.3. Plans, organizes, trains, and equips a team of communication professionals including Air Force band, visual information (including Combat Camera), and PA.

2.2.4. Manages Air Force-level programs to educate international audiences about the inherent capabilities of air, space, and cyberspace power and the core values of Air Force members.

2.2.5. Maintains a crisis response capability for SAF/PA to include providing PA support to the Secretariat, the Air Staff, and subordinate units.

2.2.6. Develops and implements doctrine, policy, and guidance for the career field to grow the Air Force's future PA force.

2.2.7. Supports effective PA operations during mobilization for contingency operations by determining the degree of augmentation required from the Air Force Reserve Component.

2.2.8. Oversees PA support to the Air Force Portal and maintains the Air Force PA Community of Practice (CoP). See Air Force Policy Directive 35-1, *Public Affairs Management*, for more information.

2.3. Field Offices. SAF/PA supervises field offices in New York City and Los Angeles.

2.3.1. New York City office. Serves as the focal point for regional, national, and international media outreach activities. Acts as the Air Force liaison office for corporate, community, and government officials in the region. Coordinates Air Force band performances in the area.

2.3.2. Los Angeles office. Projects and protects the Air Force image by serving as liaison between the Air Force and the motion picture and entertainment television industries.

2.4. National Guard Bureau Office of Public Affairs (NGB-PA). Serves as the official channel of communication among DOD, Departments of the Army and Air Force, and the Army and Air National Guard of the 50 states, District of Columbia, Guam, Puerto Rico, and the Virgin Islands. Serves as spokesperson for Air and Army National Guard matters at the national level and develops PA programs and guidance for use by Air and Army National Guard organizations. Maintains liaison with Air Force, Army, and DOD PA offices.

2.5. Major Commands, Field Operating Agencies, and Direct Reporting Units. Conduct comprehensive, active PA programs to provide service members, the public, and media timely, accurate, and authoritative DOD and Air Force information contributing to awareness and understanding of the organization's mission. These units will:

2.5.1. Work with the Defense Media Activity's Air Force Assignment Desk to help publicize major news and events and include them on distribution of all internal and external news releases.

2.5.1.1. Distribute internal and external print, photo, graphics and broadcast news and information about Air Force events, people, and missions that are of Air Force-wide interest to DMA's Air Force Assignment Desk immediately to meet timeliness and urgency requirements.

2.5.2. Maintain current news and information on organizational public web sites, based upon guidance from the Air Force Public Affairs Agency (AFPAA) and AFI 35-107, *Public Web Communications*.

2.5.3. Establish a commander's call program that meets local needs, based upon guidance in AFI 35-113, *Internal Information*.

2.5.4. Prepare and update Air Force biographies of appropriate individuals IAW the current guidance provided by the DMA-San Antonio office.

2.5.5. Implement a hometown news program using guidance provided by DMA-SA and AFI 35-113.

2.5.6. Provide oversight and guidance to visual information programs. See AFI 35-109, *Visual Information*, for more information.

2.5.7. Coordinate formal and informal training requirements for all PA personnel as appropriate.

2.6. Premier and Geographically-Assigned Regional Bands. Support the global Air Force mission in war and peace by fostering national heritage and providing professional musical products and services for official military, recruiting, and community relations events.

2.7. Component Numbered Air Forces (C-NAF). C-NAF PA positions serve first as PA contingency planners supporting theater operations plans and are integrated within the C-NAFs to support global influence and deterrence through proactive theater engagement. C-NAF PAs ensure Combatant Commanders, Joint Task Force commanders, and Joint Forces Air Component Commanders (JFACCs) have identified requirements for their supporting commands that include all PA functions and activities. The staff should be of sufficient grade and size to act as the JFACC's core PA support for the initial C-NAF deployment but will be augmented for contingencies as necessary. Additionally, C-NAF PAs will:

- 2.7.1. Establish Combatant Command requirements for PA support.
- 2.7.2. Plan VI documentation of wartime, contingency, and humanitarian operations for the purpose of PA use and operational documentation.
- 2.7.3. Maintain monthly reports that include equipment logs and total operational costs as needed.
- 2.7.4. Review and update if necessary all PA annexes to component operational plans. Apply joint and Air Force mission task lists when establishing requirements.
- 2.7.5. Provide SAF/PA with copies of relevant PA lessons learned from their respective components.

2.8. Host Units. In order to synchronize communication efforts in installation communities and maximize very limited PA resources, in most cases, installations will have a consolidated PA office that services all mission areas on the installation. Installations in close proximity to one another may be supported by a consolidated PA shop at one of the area installations. These host-tenant or community partnership arrangements require special integration efforts to ensure the proper PA support. In the limited instances where there is a second PA office on the installation (i.e., Air Force Personnel Center, MAJCOM, C-NAF, etc), the host unit installation PA shop is the lead for PA activities of overlapping or mutual interest, including activities with local or regional media or community leaders. Coordination by tenant unit or community partner installations with the host unit PA shop is mandatory.

2.9. Host Unit Commander (or Equivalent). Communication is an inherent leadership responsibility. Commanders will work with their PA office to establish communication objectives, messages and plans. The host unit commander (or equivalent) will:

- 2.9.1. Be responsible for ensuring that PA is resourced to sufficiently cover the diverse missions of the base with centralized assets.
- 2.9.2. Create an open communication environment, giving supported organizations a voice in the installation communication process. This can be achieved through installation working groups, mission partner meetings, or other sustained collaborative efforts.
- 2.9.3. Provide necessary support and facilities for tenant organizations, including Reserve and National Guard forces, to conduct PA activities per host-tenant agreements. In addition, commanders should ensure host-tenant agreements describe PA procedures consistent with the responsibilities of the host unit. Tenant organization PA activities where they exist should be coordinated with the host unit PA office to ensure adequate support and to prevent duplication or conflict.

2.9.4. Set clearly defined local guidance and management controls for all PA activities, products, and processes on the installation, including those VI processes not historically considered under PA control such as operational documentation.

2.9.5. Consolidate and collocate all VI activities under the host unit PA office. Visual Information facilities from separate MAJCOM PA offices are considered dedicated activities (DVIAN Type Code K) providing sole support. **Note:** ANG/AFRC organizations residing on active-duty Air Force installations manage their own VI assets according to this instruction unless otherwise stipulated in a Host-Tenant Support Agreement (HTSA). See AFI 35-109 for more information on VI activities.

2.10. Commanders' Public Affairs Responsibilities. All commanders are the primary spokespersons for their units. Air Force commanders have the following responsibilities:

2.10.1. Conduct a PA program, delegating duties to the chief of PA, if assigned.

2.10.2. Establish and support hometown news programs within their command.

2.10.3. Personally conduct a commander's call program that meets unit requirements.

2.10.4. If applicable, establish rules and procedures and have final authority for using the commander's access channel (CAC).

2.10.5. Ensure legally required community involvement in environmental issues is conducted in a thorough and timely manner.

2.10.6. Ensure PA personnel are not given extra duties, such as protocol, historian, or special event project officer, that would interfere with assigned PA duties since PA responsibilities often require immediate response to fast-breaking events.

2.10.7. Immediately advise the PA office of any anticipated or actual incident or situation that could cause adverse or unfavorable media coverage or community reaction. PA must have complete information on incidents or situations to provide prompt and effective communication counsel.

2.10.8. Select a unit member to become the unit PA representative (UPAR) if there is no authorized PA position. The individual should be knowledgeable of Air Force operations and have experience, aptitude, and interest in conducting the commander's communication program.

2.11. Public Affairs Office. Any workable organizational structure is permissible, providing it meets the PA requirements of the organization. Typically, management, internal information, media operations, community relations, visual information, and security and policy review activities are performed with some overlap. PA offices that have host unit responsibility should provide support and guidance to tenant and subordinate organizations, according to local host-tenant support agreements. PA normally reports to the host unit commander and will:

2.11.1. Develop command/internal information programs serving the entire installation(s) population, including host units, tenant units, local Air Force retirees, and families.

2.11.1.1. Provide leaders with the effective and efficient communication tools to build, maintain, and strengthen morale and readiness.

2.11.2. Maximize use of web resources and maintain current news and information on their public web site via the Air Force Public Web program. See AFI 35-107 for more information regarding public web communications.

2.11.2.1. Distribute internal and external print, photo and broadcast news and information about Air Force events, people, and missions that are of Air Force-wide interest to the DMA's Air Force Assignment Desk immediately to meet timeliness and urgency requirements.

2.11.2.2. Transition print newspapers to the Air Force Public Web. PA offices may maintain a published base newspaper at no cost to the government. If a print option is desired and feasible, the commander must determine the best method to facilitate the effort at each base. **Note:** See AFI 35-107 and AFI 35-113 for more information.

2.11.2.2.1. Ensure news, feature, and editorial material for Air Force Public Web and printed media conforms to the *Associated Press Stylebook and Briefing on Media Law* and the *Air Force Style Guide* located on the Air Force PA Community of Practice (CoP).

2.11.2.2.2. Ensure use of courtesy titles is in accordance with guidelines outlined in the *Air Force Style Guide*.

2.11.2.3. If overseas, ensure the Commander's Access Channel (CAC) is run in coordination with the local Armed Forces Radio and Television Service (AFRTS) affiliate.

2.11.2.3.1. If at all involved in managing the CAC, PA should have 24-hour access to its programming equipment, possibly placing the equipment in a 24-hour operations center.

2.11.3. Prepare, update, and submit Air Force biographies, to include an official photograph, for appropriate unit individuals as indicated on the Air Force PA CoP.

2.12. Chief of Public Affairs. The chief of PA provides trusted counsel and communication advice to commanders and requires direct access. The chief of PA will:

2.12.1. Advise the commander and other staff officers on communication matters. This requires a broad knowledge of Air Force operations and the ability to foresee the impact proposed command and staff actions will have on internal and external publics. It is essential PA be included in operational planning.

2.12.2. Serve as staff counsel on PA matters and organize, direct, and operate the PA program. This includes providing information to Air Force members, providing information about the Air Force to the public, ensuring positive relations between the Air Force and local communities, and providing security and policy review of their installation's text and imagery proposed for public release.

2.12.3. Ensure a PA representative and a VI representative are available 24 hours a day.

2.12.4. Establish a close working relationship with the DMA's Air Force Assignment Desk to help enhance their command information and news distribution capabilities.

2.12.5. Use the communication model of research, plan, execute, and assess in all PA programs.

2.12.6. Establish a relationship and work closely with collocated and regional AFRTS affiliates, if applicable.

2.12.7. Be familiar with all relevant Air Force communication plans and ensure messages are included in all local, regional, national, and Air Force-level news and information products.

2.12.8. Communicate with other PA personnel and with other military organizations at any level for coordination or mutual assistance as needed. If priority direct communication is required, PA personnel should ensure all appropriate intermediate headquarters are briefed after the fact. Direct communication must not interfere with the responsibility and authority of commanders.

2.12.9. Ensure PA enlisted Airmen use the Training Business Area to record, track, and monitor training. Paper records are optional and can be used as backups or as needed in during deployments.

2.12.10. Ensure the preparation of local guidance and management controls for VI activities, products, equipment, and processes.

2.12.11. Act as approval authority on host and tenant unit VI equipment requests before purchase to preclude duplication of efforts and equipment, system, or data incompatibilities. This includes all AF Forms 3215, from base and tenant non-VI activities when required by Allowance Standard (AS) 629, *Multimedia Support*. According to AFMAN 23-110, Chapter 4, *Equipment Allowances*, "Air Force equipment allowance standards (AS) prescribe the items and quantities of equipment required to perform assigned peacetime and wartime missions, functions, and duties of Air Force organizations and individual specialists." See DOD 7000.14-R, Volume 5, *Disbursing Policies and Procedures*, for more information.

2.12.12. Maintain full awareness of DOD guidance to installation senior leaders.

2.12.13. Manage VI activities, resources, and equipment on the installation, except for those specifically exempted by Air Force instruction. Coordinate on all video/VI production requirements originating on the installation and assist customers with creating scripts and completing the DD Form 1995, *Visual Information Production Request and Report*.

2.12.14. Ensure the collection of VI data for monthly production reports. The data gathered is used for Air Force, MAJCOM, and local VI resource management decisions. By 31 October annually, provide the MAJCOM PA office a total cost of operations reports and production reports by functional category for the previous fiscal year. Total cost of operations reports includes central distribution, contingency, fall-out, and supplies and equipment provided by outside agencies. **Note:** While ANG units are not required to submit this information, they may gather this data to strengthen their office's justification for funding during budget deliberations.

2.12.15. Manage and set accountability for PA office equipment and supplies, especially VI equipment, according to AFI 23-111, *Management of Government Property in Possession of the Air Force*, and AFI 33-112, *Information Technology Hardware Asset Management*. Maintain a listing of all highly pilferable PA office equipment. The list should include but is not limited to the following: camera bodies, lenses, camera accessories, image storage material (compact flash cards), GPS units, flash units, tripods, etc.

2.13. Air Force Members and Employees. Each Air Force member or employee of the Air Force, Air National Guard, or Air Force Reserve has a personal responsibility to the success of the Air Force PA program. As representatives of the service in both official and unofficial contact with the public, Air Force personnel have many opportunities to contribute to positive public opinions toward the service. Therefore, each person must strive to make sure public contacts show the highest standards of conduct and reflect the Air Force's core values of integrity first, service before self, and excellence in all we do.

2.13.1. Each Air Force member or employee is responsible for obtaining the necessary security and policy review and clearance, starting with PA, before releasing any proposed statement, text, or imagery to the public or other non-military audience. This includes any digital products posted on an unrestricted public web site.

2.13.2. Air Force members and employees are responsible for ensuring the information to be distributed, whether official or unofficial, is appropriate for release, according to classification requirements in DODD 5200.1, *DOD Information Security Program*, and Air Force Program Document (AFPD) 31-4, *Information Security*. See AFI 35-102, *Security and Policy Review*, for detailed information on the Air Force security and policy review program.

2.14. Prohibitions. Active-duty personnel, Air National Guard, Air Force Reserve members, and civilian employees must not:

2.14.1. Use their Air Force association, official title, or position to promote, endorse, or benefit any profit-making group or agency. This includes appearing in or preparing statements for inclusion in advertisements designed for use by electronic or print media. This does not prohibit Air Force members from assuming character or modeling roles in commercial advertisements during their non-duty hours. They may not, however, wear their uniform or allow their Air Force titles or positions to be used in the advertisement in any manner, nor imply Air Force endorsement of the product or service being promoted.

2.14.2. Make any commitment to provide official Air Force information to any non-DOD member or agency, including news media, prior to obtaining approval through command or PA channels.

2.14.3. Cast discredit on the Air Force or DOD nor imply, with or without the intent to mislead, or give the appearance of sponsorship, sanction, or endorsement of the Air Force or DOD.

2.15. Air Force Responsibilities Related to DOD Public Affairs. The DOD PA program provides maximum information about DOD, as consistent with national security, and contributes to good relations between DOD and all segments of the public, at home and abroad. In overseas areas, these activities are carried out in coordination with the theater commander and the Department of State.

2.15.1. Within DOD, combat forces of the United States are organized into combatant commands. Strategic direction and operational control of these units flow from the President through the Secretary of Defense to the commanders of each of the combatant commands.

2.15.2. Air Force units assigned as component forces to a combatant command are under operational control of the combatant commander. These units may receive operational tasks

and guidance from the combatant command public affairs office in coordination with the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA).

2.15.3. Overseas, each U.S. embassy has a country team composed of representatives of the Defense Attaché Office, State Department PA office, and, where large numbers of U.S. forces are present, a senior U.S. military representative. This team oversees PA programs and activities within the country to ensure support of established country plan objectives. Local PA activities must support the country plan and be closely coordinated with the U.S. embassy.

2.15.4. OASD/PA can provide general guidance. Air Force units tasked to provide or support combat forces of the United States are part of the DOD PA system. It is imperative that PA support the DOD policy to expedite the flow of information to the public.

2.16. Interagency Coordination. PA will ensure that all communication efforts are coordinated both within Air Force and DOD channels as well as with any involved agencies. When appropriate, ensure OASD/PA is aware of any U.S. government interagency coordination.

Chapter 3

RESOURCE MANAGEMENT

3.1. Overview. Title 10, Subtitle D, of the *United States Code* directs the establishment and maintenance of an Air Force. The responsibility includes the organizing, training, and equipping of the service. The President of the United States, Congress, Office of Management and Budget (OMB), Treasury Department, and DOD must take certain actions before the Air Force can legally obligate and expend appropriated funds. AFI 65-601 Volume 1, *Budget Guidance and Procedures*, contains vast data on types of appropriations, purpose of appropriations, time limitations of appropriations, and amount limitations.

3.2. Purpose. PA must have funds, manpower, training, supplies, and equipment to effectively support the Air Force mission. Resource management is the process of determining requirements, obtaining resources, and applying those resources to meet the direct mission and support duties.

3.3. Budget. PA should play an active role in advocating for funding of all PA activities in execution and financial plan years and share information in the formulation of future years. Useful skills include monitoring execution-year expenditures, planning for known requirements in the next fiscal year, and projecting requirements for the future years. For execution year, funding allocation is compared against the plan and known changes. Identify unfunded requirements to the unit resource advisor to be included during initial funds distribution (October-December time frame) and budget reviews. It is important to identify any anticipated shortfall in these budget drills. In July, the comptroller will issue a call for end-of-year spend plans, which form the priority listing used by commanders if end-of-year funding becomes available. This is an excellent opportunity for PA offices to reset supplies and equipment items. In planning for the next fiscal year, PA should research expected changes in PA programs, identify cost of those changes, annotate them, and justify projections. Both peacetime and wartime requirements must be met. The local logistics plans office can identify forward-area wartime taskings and associated equipment requirements, which need to be included. Wartime requirements of the organization must be met as the highest priority.

3.3.1. Planning. All PA activities, including community involvement, should be included in the future-year planning document, the program objective memorandum (POM). Check with MAJCOM PA and Plans and Programs (usually A8) offices for local procedures. Remember to include any new activities and annual cost increases due to inflation.

3.3.2. Environmental Funds. An exception to normal funding control will occur if it relates to strategic and tactical planning of environmental issues and community involvement support. Environmental funds are funneled through the civil engineer's environmental management function. PA planners should be part of the ongoing planning process, which includes community involvement. Funds to support community involvement taskings should be managed by the PA office responsible for the community involvement in coordination with the environmental management function.

3.3.3. Operations and Maintenance (O&M) Funds. The majority of PA activities are funded with O&M funds. The PA resource manager, responsibility center, or cost center manager should work with the local budget office to become familiar with PA-specific program

elements, elements of expense investment codes (EEIC), responsibility center/cost center codes, emergency and special program (ESP) codes, and budget program activity codes (BPAC). PA should learn the various codes for authorizing expenditures and how they apply to the office's programs. Generally, most of the PA budget will come from O&M funds allocated from the base operating support program element.

3.3.4. Unique Public Affairs Program Elements. Most funding for PA programs is allocated in the following PA O&M program element codes: 91214F, 91298F, 91212F, and 91515F. PA should check with the local resource advisor or MAJCOM PA for specific information on availability of funding from these sources.

3.3.5. Budget Training. It is ultimately the responsibility of the chief of PA to manage and control the funding allocated to the PA Office by the unit commander. Required skills include obtaining timely obligation records from the unit resource advisor, analyzing expenditures, and projecting excess or shortages of funding in PA activities. Identifying and justifying requirements during budget exercises is critical to adequately funding PA programs. Comptroller organizations can provide resource advisor, responsibility center, and cost center manager training for command organizations.

3.4. Contracting. PA may contract with commercial firms for services and products. These contracts will be awarded in accordance with the Federal Acquisition Regulations (FAR). Oral contracts are not acceptable. Contracts must be in writing and awarded by an appropriately warranted contracting official. It is recommended that MAJCOM PA offices and installation PA offices periodically contact the appropriate installation contracting official, usually the contracting squadron commanders, to ensure they know that the Air Force has in-house video production capability available to satisfy most official video production requirements. The MAJCOM or installation PA office should request the contracting squadron include a referral to the installation PA office in its instructions to customers regarding preparation of relevant acquisition packages.

3.4.1. The PA office shall request contracting office support in instructing individuals developing VI requirements (for example, Performance Work Statements and Statements of Work) to contact the PA office prior to submitting a VI purchase request. When requested, SAF/PA, via AFPAA, can provide guidance about video production contracting and can put customers in contact with a specialized VI activity to procure productions from commercial sources to support Air Force and DOD requirements.

3.5. Gratuities. Air Force military and civilian personnel and their families are prohibited from soliciting or accepting any gratuity from a prospective or current contractor.

3.6. Conflict of Interest. To avoid the appearance of conflict of interest, Air Force personnel will disqualify themselves from participating in any official matter where they may receive employment in the future from the contractor. Additionally, PA personnel should disqualify themselves if they or a family member have a financial stake or relationship with the contractor. The individual should consult with the local legal office whenever a potential conflict of interest situation arises.

Chapter 4

COMMUNICATION PLANNING

4.1. Purpose. Communication planning is important to the creation of strategic, operational, and tactical effects in PA operations. This chapter explains how PA should use a complete communication planning process, using the four planning phases (research, plan, execute, and assess).

4.1.1. Air Force communication planning is a top-down endeavor designed to maintain the narrowest possible gap between what the Air Force “says” and what it “does,” such that a) policies and programs are designed well; b) policies and programs are effectively implemented and executed; and c) leaders have the commitment and ability to communicate. Public Affairs must take the initiative to plan and execute communication efforts.

4.1.2. Level of effort. PA professionals should ensure the right level of effort is applied to achieve the desired end state for the issue. Some issues can be effectively planned using a schedule of events, a single-event plan, stand alone PA Guidance (PAG), or talking points with questions and answers. Other issues may require more in-depth communication planning. The format of a communication document is not as important as its content.

4.1.3. Relationships. It is important to build and maintain relationships with decision-makers in the organization. PA should be involved in the beginning stages as opinions are formed, decisions are made, and details are developed. PA should keep relevant organizations involved in the entire communication planning process. In doing so, PA gains support throughout the chain of command and ensures information is updated and integrated with all involved organizations. Solid relationships, complete cooperation, and deliberate integration will help ensure successful execution of the communication plan.

4.1.4. Team effort. Public Affairs should not attempt to work through this process alone. Communication planning is most successful when it is a team effort. PA should actively seek input from functional areas with a stake in the organization’s communications and ask for feedback from other PA offices. This will yield a much better communication effort than if it is written by a single individual.

4.2. Research. The first phase in an effective communication model is research. The goal of this phase is a comprehensive look at all the variables that will have an impact on communication efforts. A strategic mindset is essential in this phase.

4.2.1. Intent. Public Affairs should always communicate to achieve a desired effect and be aware of intended and unintended consequences. In some cases, the desired effect will be to create awareness that can be translated into support for the Air Force. In other situations, the desired effect is to encourage people to take a specific action. It is important that PA — based on the commander’s priorities and with his or her guidance — decide in advance what effect or end state it wants to achieve. A statement of intent can capture the desired-level outcome of the communication effort or the desired end state.

4.2.2. There are two types of research PA can use in the research phase: quantitative and qualitative.

4.2.2.1. Quantitative measures produce hard data but can require special skills to perform and analyze correctly. An example of a quantitative measure is a scientific survey. For the most part, quantitative research relies on numerical assessment.

4.2.2.2. Qualitative measures, such as personal interviews, give less concrete information but can provide a deeper understanding of a topic. An example of qualitative research could be a situation in which the researcher is the primary observer and studies things in their natural settings, attempting to interpret phenomena in terms of the meanings people bring to them.

4.2.2.2.1. Public Affairs can conduct qualitative research by talking with commanders, first sergeants, personnelists, the equal opportunity office, and the inspector general to learn what is on the minds of internal audiences. The Air Force Manpower Agency (AFMA) “controls and provides all attitude and opinion surveys, polls, questionnaires, and telephone interviews to Air Force members,” according to AFI 38-501, *Air Force Survey Program*. PA should review this AFI and coordinate with the Air Force Manpower Agency (AFMA/MAPP) before conducting surveys within the AFMA survey parameters.

4.2.2.2.2. Qualitative research of the local communities and civilian audiences can be conducted using a content analysis of the local media coverage. The local chamber of commerce may already have completed demographic, economic, or attitude surveys that may be helpful in planning or may be able to sponsor a survey of community business leaders. This approach to qualitative research will provide a fairly good idea of how the public and the media view the organization, the Air Force, and the issues.

4.2.3. If developing an overall communication plan, the concentration of the research phase should first focus on the commander’s intent and unit mission accomplishment. Then the focus should be placed on the key audiences and stakeholders, key themes and messages, spokespersons, and the desired effects.

4.2.4. Next, PA should determine any communication challenges, scoping the communication environment. This is called environmental scanning. Identifying the hot issues, alternative viewpoints, and positive communication opportunities from this data will help define the communication plan’s focus over a set period of time. Environmental scanning is an on-going process, requiring some effort every day so PA stays up to date.

4.2.5. A measure of success for a communication plan is whether the audience’s knowledge, attitudes or behaviors have changed over time. Therefore, during the research phase, it is important to learn what potential audiences currently know, understand, and are aware of before beginning communication with them.

4.2.6. One of the most important roles of Public Affairs is to provide the commander periodic assessments of what people are thinking about the organization and the Air Force. This is PA’s responsibility as the commander’s trusted counsel.

4.3. Plan. In the planning phase, the goal is to identify a way ahead to provide information, knowledge, and awareness to stakeholders and target audiences to close the gap between their current and the desired levels of knowledge, awareness, and information for a given subject. At the end of this phase, the communication plan will include an engagement strategy that bridges the gap from a strategic focus to a tactical product.

4.3.1. Planning is not a new concept to Public Affairs. Many PA professionals have studied planning and comprehend its importance to successful activities, but a common error is that they may fail to commit to the plan (and its planning) in writing. When done in writing, the following steps can lead PA to a more effective planning phase.

4.3.2. **Define objectives.** Objectives are statements of what the commander wants to accomplish, but objectives do not describe how to accomplish the desired effects. Objectives are the means to achieving the end state (the intent) and must be flexible. They should define *specific* communication end states using clear language that is free from jargon as much as possible. If the objectives and tactics do not achieve the desired effects, the communication plan should be adjusted until the desired effects are achieved. Objectives will shape assessment tools later in the communication planning process.

4.3.2.1. Objectives should include a term to indicate the duration of the desired effect. For example, “Gain/Build/Create” can be used for a one-time effect or “Maintain” for a lasting or long-term effect. **Note:** These terms can and should be used in combination, if appropriate.

4.3.2.2. Objectives should also include a specific term to describe the desired end state. Examples include the following:

4.3.2.2.1. For awareness: “Know”, “recognize”, “aware of”.

4.3.2.2.2. For knowledge: “comprehend”, “appreciate”, “understand”.

4.3.2.3. An example of an objective is, “Gain and maintain awareness of the new AF fitness policy rules of engagement.”

4.3.3. **Define specific audiences and stakeholders.** Using a customer perspective to answer the questions, “Who has the power to influence this issue?” and “Who is a process owner?”, a list of specific key audiences and stakeholders forms. The two basic audience categories are internal and external.

4.3.3.1. Some examples of internal audiences are:

4.3.3.1.1. Active-Duty Airmen (officer and enlisted members).

4.3.3.1.2. Air Force Reserve and Air National Guard members.

4.3.3.1.3. Civilian employees.

4.3.3.1.4. Civilian contractors.

4.3.3.1.5. Air Force family members.

4.3.3.1.6. Accessions candidates (USAF Academy and Reserve Officer Training Corps cadets, recruits, preparatory schools participants).

4.3.3.1.7. Civil Air Patrol members.

4.3.3.2. Some examples of external audiences are:

4.3.3.2.1. General Public.

4.3.3.2.2. Civic leaders (e.g. government officials, business leaders, community leaders).

- 4.3.3.2.3. Media (e.g. newspapers, television, radio, trade magazines, internet/blogs).
 - 4.3.3.2.4. Air Force supporters such as local community retirees, defense/aerospace industry, AF Association, AF Sergeants Association, Noncommissioned Officer Association, Reserve Officers Association.
 - 4.3.3.2.5. Other armed services (Army, Navy, Marine Corps, Coast Guard).
 - 4.3.3.2.6. Department of Defense (OSD), Joint Staff.
 - 4.3.3.2.7. Government Officials (e.g. Members of Congress and their staffs, Governors, State legislators, State Department).
 - 4.3.3.2.8. International Partners, as appropriate.
- 4.3.4. **Determine Communication Channel.** Determine the best channel or way for delivery of key messages. Where do the key audiences get their information? How can the commander best reach the audience and provide information to increase knowledge and awareness?
- 4.3.4.1. Some common internal communication channels are:
 - 4.3.4.1.1. AF Link.
 - 4.3.4.1.2. AF Portal.
 - 4.3.4.1.3. Commander's Call Topics.
 - 4.3.4.1.4. Fact Sheets.
 - 4.3.4.1.5. Installation/Unit Leadership Speeches and Briefings.
 - 4.3.4.2. Some common external channels are:
 - 4.3.4.2.1. Newspaper/TV/radio/Internet (i.e., interviews, media roundtables, press releases, Internet, social media websites, other Internet-based capabilities).
 - 4.3.4.2.2. Individual meetings/conversations (i.e., Military Affairs Council meetings, meetings with the local mayor).
 - 4.3.4.2.3. Public appearances.
- 4.3.5. **Define appropriate themes and messages.** The next step is to develop themes, messages, and talking points. Develop these in a format that can use the identified channels and the identified spokespersons to reach the key audiences and achieve the desired effects. This situation can be compared to an analogy of a lawyer in the court room. What logical, convincing, truthful arguments or messages would increase the audiences' knowledge or further their understanding so that they want to take action toward the desired end state? Themes and messages should always be written in clear and concise English. Avoid technical jargon or complicated wording.
- 4.3.6. **Identify Spokespersons.** Who does the audience listen to? Who has the right knowledge, authority, and delivery style to effectively carry the message? Answers to these questions can provide PA with potential spokespersons. There can be more than one effective spokesperson per message, based on the audience. For example, the Air Force may choose to send a senior leader to testify to Congress to discuss an AF program, whereas it would be more desirable to have a First Sergeant deliver the message targeted to Airmen.

4.3.7. Establish an engagement strategy. Develop an engagement strategy with spokesperson/channel/message pairing in order to achieve a specific desired effect. This pairing exercise is designed to get the right voice with the right message through the right channel or venue at the right time. The end product will be a general flow of events or timeline with some specific required events. An example could be “15 January, Col Miller—speech to civic leaders at the Military Affairs Council meeting to discuss the new mission requirements at Base X.” Desired events should be identified and scheduled when appropriate. Each input should have specific information to answer the following questions: who is the audience, how do they get their information/how can they be reached, who will they listen to, and when is the best time to approach them with this message.

4.3.8. Develop Tactics. Expand the timeline developed in paragraph 4.3.7. and add engagements/events to the plan as opportunities arise. Tactics are the details of the engagement strategy but are flexible as the situation changes. As tactics emerge, they should still support the objectives and desired end states for the communication plan and any higher headquarters’ communication plans, as appropriate.

4.4. Execute. The execution phase of communication planning involves completing the tasks contained in the plan. It is important to remember the communication plan is simply a starting point in carrying out a variety of communication initiatives. The communication plan should be viewed as a living, dynamic document. As the situation changes and as PA determines the effectiveness of various tactics, the individual elements of the communication plan, such as the audiences, tactics, or messages may be updated.

4.5. Assess. The tools of the assess phase are similar to those used in the research phase and in some cases will mirror them to provide before and after measurements. Results from the assessment phase will provide data on whether or not the desired effects were achieved. The results will also serve as new baseline and feed into environmental scanning for the next round of planning. PA should consider sharing communication research data with other organizations because this can be an important part of maintaining strong working relationships and closing the loop on the research-plan-execute-assess planning process.

4.6. Advantages. A carefully developed communication plan can help PA contribute to overall unit mission accomplishments in several ways.

4.6.1. Integration. A fully integrated communication plan helps a functional program achieve specific goals.

4.6.2. Support. A fully integrated communication plan can garner full support and participation from commanders and senior leaders to add credibility and authority to communication efforts.

4.6.3. Posture. A fully integrated communication plan anticipates conceivable developments and contributes to an overall positive, proactive emphasis rather than a defensive posture.

4.6.4. Timing. A fully integrated communication plan can help commanders and senior leaders efficiently time and effectively deliver multiple messages.

4.6.5. Like a good road map, a communication plan will show the commander and others in the organization where the plan starts, what is the intended end state, and how to get there. Investment in a fully integrated and coordinated communication planning process enhances

mission success and helps ensure the right person has the right message in the right channel or venue at the right time.

4.7. Figure 4. 1. provides the elements of a communication plan. Not every plan will have all these elements, but communication plans will feature most of them.

Figure 4.1. Sample Communication Plan Format.

1. **PURPOSE/STATEMENT OF INTENT.** (A short statement of what is to be accomplished. Why is this plan being developed?)

2. **SITUATION.** (A summary of what led to the need for this plan.)

a. **Background.** (May include, but is not limited to, summaries of baseline metrics, statistics, focus group results, and research literature results. Both quantitative and qualitative research will enhance the communication effort.)

b. **Current Situation.**

c. **Assumptions.** (Events or opinions that could affect the plan's outcome.)

d. **Limiting Factors.** (Areas that will affect the plan such as time, money, and resources.)

e. **Supporting Interests.** (A description of supporting viewpoints. Which people or organizations will support this communication effort?)

f. **Alternative Viewpoints.** (What are potential opposing opinions to this communication effort? Why? Is the reason time, money, resources, or a difference in opinion?)

g. **References.** (List of governing directives, legal considerations, and current PA guidance.)

3. **OBJECTIVES.** (What the commander wants to accomplish.)

4. **AUDIENCES/STAKEHOLDERS.** (Key groups and individuals to reach and process owners who can help reach these audiences.)

5. **COMMUNICATION CHANNELS.** (Ways that key audiences get their information. How can PA best reach these audiences? There are internal and external communication channels.)

6. **THEMES AND MESSAGES.** (Overarching ideas and supporting statements. Can include talking points too.)

7. **SPOKESPERSONS.** (People who audiences listen to. Who has the right knowledge, authority, and delivery style to effectively carry the message to which audiences?)

8. **ENGAGEMENT STRATEGY.** (Pairing of the communication channel, the spokesperson, and the message for the desired effect. Provide a flow or timeline in general terms.)

9. **TACTICS.** (Methods used to execute the strategy. Expand the engagement strategy flow or timeline.)

10. **ASSESSMENT.** (Measurements of communication objectives and whether they were met. Assessments may be similar to research tools to provide before and after measurements.)

11. **Attachments.** (Essential supporting documents. Examples include news releases, fact sheets, PA guidance, responses to queries.)

4.8. Information Collection, Records, and Forms.

4.8.1. Information Collections. No information collections are created by this publication.

4.8.2. Records. The program records created as a result of the processes prescribed in this publication are maintained in accordance with AFMAN 33-363 and disposed of in accordance with the AFRIMS RDS located at https://afrims.amc.af.mil/rds_series.cfm.

4.8.3. Forms (Adopted and Prescribed).

4.8.4. Adopted Forms.

4.8.4.1. AF Form 847, *Recommendation for Change of Publication*.

4.8.4.2. AF Form 3215, *Information Technology/National Security System (IT/NSS) Requirements Document*.

4.8.4.3. DD Form 1995, *Visual Information (VI) Production Request and Report*.

4.8.5. Prescribed Forms. No forms are prescribed by this publication.

LES A. KODLICK, Colonel, USAF
Director of Public Affairs

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

United States Code, Title 10, Armed Forces, Subtitle D, Air Force

Federal Acquisition Regulation 37.104 – *Personal Services Contracts*, October 2002

Title 5, *United States Code – Public Printing and Documents*

Title 5, Section 3107, *United States Code – Employment of Publicity Experts; restrictions*

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AFMAN 33-363, *Management of Records*, 1 Mar 2008
AFPD 31-4, *Information Security*, 1 Sep 1998
AFPD 35-1, *Public Affairs Management*, 17 Sep 1999
Air Force Style Guide, 31 July 2006

Abbreviations and Acronyms

AFI— Air Force Instruction
AFMA— Air Force Manpower Agency
AFMAN— Air Force Manual
AFPAA— Air Force Public Affairs Agency
AFPC— Air Force Personnel Center
AFPD— Air Force Policy Directive
AFRC— Air Force Reserve Command
AFRTS— American Forces Radio and Television Service
AFSC— Air Force specialty code
ANG— Air National Guard
AS— allowance standards
BPAC— budget program activity code
CAC— Commander's Access Channel
NAF— Component Numbered Air Force
COMREL— Community Relations
CoP— Community of Practice
CSAF— Chief of Staff of the Air Force
DMA— Defense Media Activity
DMA—SA – Defense Media Activity-San Antonio
DOD— Department of Defense

DODD— Department of Defense directive
DODI— Department of Defense instruction
DRU— direct reporting unit
DVIAN— Defense Visual Information Activity Number
EEIC— elements of expense investment codes
EO— executive order
ESP— emergency and special programs
FAR— Federal Acquisition Regulation
FM— financial management, functional manager
FOA— field operating agency
FOIA— Freedom of Information Act
FY— Fiscal Year
HTSA— Host Tenant Support Agreement
IAW— in accordance with
IT— information technology
JFACC— joint force air component commander
MAJCOM— major command
NAF— numbered air force
NGB—PA – National Guard Bureau Office of Public Affairs
O&M— operations and maintenance
OASD/PA— Office of the Assistant Secretary of Defense for Public Affairs
OMB— Office of Management and Budget
PA— Public Affairs
PAO— Public Affairs Officer
PAR— Public Affairs Requirements and Development Division, Secretary of the Air Force Office of Public Affairs
PEM— program element monitor
POM— program objective memorandum
RDS— Records Disposition Schedule
ROTC— Reserve Officer Training Corps
SAF— Secretary of the Air Force
SAF/PA— Secretary of the Air Force Office of Public Affairs
SC— strategic communication

SCIG— Strategic Communication Integration Group
SCWG— Strategic Communication Working Group
SECAF— Secretary of the Air Force
UPAR— Unit Public Affairs Representative
USAF— United States Air Force
UTC— unit type code
VI— visual information
VIRIN— visual information record identification number
WMP— USAF War and Mobilization Plan
WSV— Weapon Systems Video